THE GREENING OF A.I.D. 1980 - 1990

An Evaluation of the Science and Technology
Forest Resources Management Project and
Forestry Support Program
in Partnership with USDA and USFS

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by

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TABLE OF CONTENTS

LIST OF ACRONYMS

ACCESS	Research on Access to Land, Water and Natural Resources Project
ADO	Administrative Duty Officer
AFRICARE	Africa CARE
A.I.D.	Agency for International Development
AIMA	Asociacion de Industriales Madereros
ANAI	Asociación de Nuevos Alquimistas
APCD	Assistant Peace Corps Director
ANE	Asia - Near East
ASEAN	Association of South East Asian Nations, Philippines
BOSCOSA	WWF Project (In Costa Rica or Ecuador)
CARE	Cooperative for American Relief Everywhere
CATIE	Centro Agronomico Tropical de Investigación y Enseñanza, Costa Rica
CLUM	Community Land Use Management
CORMADERA	Corporacion de Desarrollo de Industrias Madereras
DANIDA	Danish International Development Agency, Denmark
DESFIL	Development Strategies for Fragile Lands
EPM	Environment Planning Management Project
ESF	Economic Support Fund
F/FRED	Forestry and Fuelwood Research and Development Project, USA
FPEI	Forestry Private Enterprise Initiative
FRMP	Forest Resources Management Project
FS	Forestry Services

FSP	Forestry Support Program
FSP/LAC	Forestry Support Program, Bureau of Latin America and the Caribbean
FVA/PVO	Food and Voluntary Assistance/Private Volunteer Organizations
GOP	Government of the Philippines
IBRD	International Bank for Reconstruction and Development
ICRAF	International Council for Research in Agroforestry, Kenya
INFORDE	Iniciativa Privada Forestal para el Desarrollo (=FPEI)
IBSNAT	International Benchmark Sites Network for Agrotechnology Transfer Project
IICA	Inter-American Institute of Agricultural Science
ITTO	International Timber Trade Organization, Japan
IUCN	International Union for Conservation of Nature and Natural Resources, Switzerland
MADELINA	Central America regional project on fuelwood and alternative sources of energy, ROCAP-CATIE, Costa Rica
MANRES	Management of Natural Resources and Envionrment for Sustainable Development
MSU	Michigan State University
NGO	Non-Governmental Organization
NRMS	Natural Resource Management Support
OICD	Office of International Coordination and Development
OPG	Operations Program Grant
OTPS	Office of Training and Programming Support
OTS	Organization of Tropical Studies
OYB	Operating Year Budget

PASA	Participating Agency Service Agreement
PC	Peace Corps
PCV	Peace Corps Volunteer
PD&S	Program Development and Support
PL 480	The Agricultural Trade, Development and Assistance Act
PSC	Personal Service Contract
PVO	Private Voluntary Organization
REDSO/ESA	Regional Economic Development Services Office, East South Africa
REDSO/WCA	Regional Economic Development Services Office, West Central Africa
RENARM	Regional Environment and Natural Resources Management Project
ROCAP	Regional Office of the Central America Programs of USAID, Guatemala
RSSA	Resources Support Service Agreement
SARSA	The Human Settlements and Natural Resources Systems Analysis Project
SCFER	Southeast Consortium for Forest Economics Research
SCS	Soil Conservation Service
S&T	Bureau of Science and Technology, A.I.D.
S&T/AG	Office of Agriculture, Bureau of Science and Technology, A.I.D.
S&T/FENR	Office of Forestry, Environment, and Natural Resources, Bureau of Science and Technology, A.I.D.
SMSS	Soil Management Support Services Project
USDA	United States Department of Agriculture
USFS	United States Forest Service
TDY	Temporary Duty

TSMM	Technology of Soil Moisture Management Project
USAID	United States Agency for International Development
WRI	World Resources Institute
WWF/CF	World Wildlife Fund/Conservation Foundation

EXECUTIVE SUMMARY

1.0 INTRODUCTION

The Forestry Support Program (FSP) is a ten-year (1980-1990) support program implemented through a Resources Support Service Agreement (RSSA) with the USDA Forest Service. The program's main product is technical backing to the Regional Bureaus, USAID missions, the Peace Corps and various private volunteer organizations (PVO). This support is provided directly or arranged by a core staff whose offices have been located in Rosslyn, Virginia. The core staff has also established a computerized roster of forestry experts and related referral services, and pursued various thematic or programmatic initiatives including PL 480 support for forestry, agroforestry, social forestry, and training.

A final project evaluation of the FSP component of the USAID Forest Resources Management Project (FRMP) was performed during July to September 1989. The evaluation was conducted under independent contract to Tropical Research & Development, Inc (TR&D), and was performed by a three-member team that initially conducted joint interviews of A.I.D. staff in Washington D.C., followed by individual field trips to each of the three regions of major interest. To supplement the information obtained through direct interview, a questionnaire was dispatched to those missions not visited by the Team. Team members were Dr. William Burch, Mr. Peter Freeman, and Mr. Gerry Grosenick.

The program activities during the 1983-1989 period were emphasized during the evaluation, though future directions and initiatives were also explored on the basis of five thematic papers prepared by USDA scientists and technicians.

Preliminary results were delivered during oral presentations to A.I.D. staff in Washington D.C., followed by the preparation of two drafts and this final report.

2.0 EVALUATION RESULTS

Technical Performance

FSP has done well at delivering its intended products, and has directly or indirectly influenced many A.I.D. operations in the forestry sector. Numerous discrete tasks that contributed in some measure to FRM's goals have also been completed, such as: the Forest Private Enterprise Initiative (FPEI) in Ecuador; financial support to the University of Michigan's Forest Administration and Management Seminar during its first two years; sponsorship of various conferences, training events, seminars, and publications. However, the impact of these activities on the FRM project purposes and goals (e.g., halt deforestation, cure rural poverty) are difficult to determine and are probably not measurable.

Technical Support

Both within and apart from A.I.D., those professionals who have first and second-hand knowledge about FSP universally expressed a favorable attitude towards its professional staff, USFS institutional relationship and delivery of services. The field (i.e., mission and field regional) clients had mid to high levels of satisfaction with the performance of the project, expressing particularly high regard for the referral service, the information contained in the monthly and quarterly reports, and the special reports such as "Profiles of USA Forestry Schools," or "The Job Seekers Guide to Opportunities in Natural Resources Management in the Developing World."

Personnel in the regional bureau expressed overall satisfaction with FSP technical backstopping, though some experts in the Regional Bureaus thought that FSP responded to a good many small needs or demands while lacking a larger vision that could provide coherence to these multiple small actions.

FSP has been a major source of continuity and institutional memory on matters regarding A.I.D. natural resource/forestry issues, practices and lessons.

FSP Consultancies

FSP staff consultancies are provided as a free service, which accounts for much of their attractiveness. Additionally, many clients expressed more confidence in their working relationships with this USFS-based program than those maintained with private consultants. This can be taken as an indirect measure of the high quality of FSP core staff people with whom the missions and bureaus have interacted.

On the other hand, few USFS personnel outside of the core staff have actually been used for consultancies (Table 1). Furthermore many people believe that career foresters are too limited in their abilities, or that the forestry profession itself is too narrowly focused. Some clients felt that FSP, by hiring consultants and or sending its own staff members on consultancies, competes with the private sector.

Referral Service

The referral service is widely appreciated, and the FSP computerized roster is generally regarded as one of the better such devices in existence. Although it was impossible to draw broad conclusions regarding the quality of specific services performed, those clients whose recruiting efforts were aided by the roster were pleased with the service received.

The requirement for such a service is evolving. Many of the missions and even some NGOs now have their own rosters. Further, the expanding agenda of natural resource management needs in the various countries, missions and bureaus requires a wide array of technical expertise (e.g., ecologists, economic botanists, rural sociologists, soil scientists, anthropologists, etc.) which currently has poor representation in the roster.

A few individuals expressed doubts regarding the roster's overall utility, suggesting that the selection criteria may be applied in too restrictive a manner, or that FSP may not have succeeded in attracting sufficient numbers of professionals from certain fields.

Core Technical Staff (Coordinators)

In general, USAID missions and bureau staff expressed satisfaction with the caliber and contributions of the FSP regional and specialized coordinators, with the following minor exceptions:

The Training Coordinator is the only staff member with a work plan (12 months). However, judging from evaluations of this activity, the work of the Training Coordinator and the training program proper have both been very effective. The overall performance of the Agriculture/Forestry Coordinator, the Social Forestry Coordinator, and the coordinator concerned with Food for Peace and PVOs could not be evaluated for several reasons: lack of documentation of the impact of specific activities pursued by these coordinators, objectively verifiable indicators of sub-program goals, or work plans for use by these coordinators. However, there were notable cases where the Food and Voluntary Assistance Coordinator has catalyzed support for PVO actions from mission PL 480 resources (e.g., the case of CARE in Peru).

Networking and Information Outreach

FSP has performed well in the promotion of information exchange among professionals. FSP's open-door policy is an important ingredient in its networking capacity.

At Peace Corps/Ecuador there was high satisfaction with the training and technical support for forestry volunteers provided through Peace Corps' Office of Training and Program Support (whose forestry specific support work is largely funded by FSP).

FPEI in Ecuador

Performance of the Forestry Private Enterprise Initiative (FPEI) in Ecuador was exceptional in the judgment of the private sector institutions that benefitted from this two-year activity, namely AIMA and CORMADERA. The high impact and effectiveness of this demonstration portion of FPEI was attributed in large part to the excellent performance of the technical advisor posted there. However, the sustainability of the FPEI work in Ecuador has been jeopardized by inflation and a transition in government that has resulted in less support for the private sector in general.

FSP Management

The Evaluation Team found that the management of the program by FSP staff was adroit and of high quality. The S&T/FENR role in the creation and direction of FSP is nearly invisible, which merits an effort towards increased visibility.

Some of regional bureau staff said that the FSP regional coordinators should spend more time physically present in the bureau offices, in order to become part of their bureau's "culture" and to enhance communication, efficiency and effectiveness of performance.

The fact that the FSP is executed through an RSSA (which is normally the vehicle for obtaining supplementary staff support) without either physical presence in the A.I.D. offices or continuous supervision creates the need for: (1) extra A.I.D. management effort to ensure effective actions consistent with A.I.D. needs and FRM goals or; (2) short (three-month) and medium (six-month to 12-month) work plans that ensure actions consistent with a defined goal or set of goals; or (3) continuous measurement and assessment of the impacts (results) of actions and events.

Additional A.I.D. management in the form of weekly meetings among FSP, FRM, and Office of International Coordination and Development (OICD) managers with the S&T/FENR director of the Office of Forestry, Environment and Natural Resources was instituted in the mid-1980s. Only one coordinator had a work plan (Training Coordinator) which was organized around a "strategic goal." For other coordinators, actions proper have been partly documented, but not their impacts.

Mission Awareness of FSP and FSP Relationships with Other S&T and Bureau Support Projects

Individual personalities can have greater impact in A.I.D. than the overall program of which they are a part. Hence, the work of individual FSP professionals may overshadow the overall FSP program, and relationships between projects, programs, and missions will change as a consequence when these key interpersonal connections change. In one sense, the parts are greater than the sum of the whole in A.I.D. programs and projects.

FSP had an operational link to F/FRED project through the Social Forester, who was funded from that project. FSP staff have worked frequently with broad support projects such as the NRMS and DESFIL projects, but less frequently or not at all with other more narrowly focussed support projects which are operationally compatible, such as SMSS.

Many field mission personnel are unaware of the services available to them through FSP. Some field mission personnel feel that an awareness of and contact with FSP is not necessary since they can resort to the Regional Forestry Advisors or Regional Bureaus, who in turn can contact FSP.

FSP as an entity and a source of specific services is not part of the culture of most missions because of the regular and rapid turnover of professional personnel in the USAID offices.

Larger projects tend to crowd out smaller projects in the awareness and memory of A.I.D. officers, hence FSP may simply be overlooked. Furthermore, forestry is often a part of large, multiple resource projects such as MANRES in Thailand; hence, the primary interest may be in ecology rather than traditional forestry.

Design

A considerable amount of useful flexibility was built into the project design which allowed latitude to change directions or initiate new actions. The disadvantage of this flexibility has been a somewhat "free-floating" work program characterized by many diverse actions whose accumulated impact has not been measured. Even if measured, such measurement would suffer from the lack of strategic goals against which to assess impacts. The design of the project did not specify such evaluations or the need to monitor the impacts of individual activities.

Except for evaluations of individual training events and of the FPEI initiative in Ecuador (INFORDE), there has been no monitoring or periodic evaluation of the impact of FSP activities, costs of the services, means of delivery and managerial efficiency.

Should FSP be Continued?

Missions and bureaus desire the continuation of many FSP services. The requirement for support in forestry and renewable natural resources by the A.I.D./Washington Bureau is increasing. The need for general support in production and research forestry at the mission level is declining, but a diversifying agenda of assistance in forestry is creating additional requirements for support in areas such as agroforestry, social forestry, and legal/policy aspects.

Regionally-based foresters and some bureau foresters noted the importance of agroforestry, social forestry, private enterprise considerations, and NGO actions in forestry (particularly agroforestry). However, comments on these themes did not suggest a need for "special initiatives" or full-time staff support. These aspects of forestry are no longer entirely new. They are being integrated into development projects in a wide variety of contexts, with an associated accumulation of documented experience. On the other hand, agroforestry, social forestry, and entrepreneurial forestry are not thoroughly integrated into either the forestry or the agricultural sector and their usefulness, development benefits, and means of promotion are still being worked out. It is concluded that some level of programmatic and technical advisory support is needed to assist bureaus and missions to carry work forward along these lines or other into other promising themes. The required level and nature of program support and promotion cannot be defined, but it would at least entail access to expertise and information.

A separate review paper commissioned by the FRM project manager has examined in the needs and responses to possible technical themes in greater depth, including those listed above ("Initiatives in Forestry Support" by Mr. Peter H. Freeman, September 1989 [draft]).

3.0 CONTINUATION OF SPECIFIC FSP SERVICES

There was a virtual consensus with regard to the desired continuation of the following services: referral services; technical backstopping to missions and regional bureaus; information services and outreach through periodic technical memos and reports; networking functions (e.g., brown bag seminars in Washington, D.C., mailings of job announcements to roster entrants); and training. The regional bureaus and missions suggested modification and improvements for all of these services.

4.0 NEEDS FOR ADDITIONAL SERVICES AND FUNCTIONS

Ideas for additional services or functions emerged from the various interviews as well as from the Evaluation Team's internal collaboration. These ideas are:

The technical continuity ("institutional memory" and "repository of agency experience in forestry") function should be made a more explicit and systematic function.

Many clients believed that FSP should, in addition to satisfying mission requests, assume a more pro-active role.

When considering new technical initiatives, a variety of administrative formulations should be considered before selecting the one most appropriate.

The scope of programmatic studies that explore new initiatives could be expanded to include all renewable natural resources that involve forested lands and all rural land uses where trees are important or indispensable elements to sustainable development. To facilitate this, an S&T inter-office coordination committee charged with program studies could be established to advise on the themes and scope of investigations to be undertaken.

There is a need for studies of global and regional scope that address different themes and approaches to the topic of "advances in development assistance in renewable natural resources management."

Follow-up studies on the lessons from two decades of social/community forestry activities are also needed.

1.0 INTRODUCTION AND ORIENTATION

1.1 Purpose of the Evaluation

This is the Final Evaluation of the Forestry Resources Management Project under the contract of A.I.D. produced by Tropical Research and Development, Inc. (TR&D). Team Members were Dr. William Burch, Mr. Peter Freeman, and Mr. Gerry Grosenick.

Major attention is given to the program activities undertaken since the mid-term evaluation (1983), and to future needs. The Team was directed to: examine the project's management, accomplishments, impacts within and without A.I.D. and; to make recommendations for modification of directions, organization, topics of attention and personnel for the next phase. Both past and future activities were examined in terms of relevance, effectiveness, efficiency, sustainability and flexibility.

In this report the Team examines the connection between project design and the universal goals of renewing and sustaining forest resources to improve the human condition. In performing this examination, the Team considered the elaborate organizational arrangements between A.I.D./USFS/USDA, and the professional performance of project and program managers, technical and regional professionals. The Team considers how the ultimate clients (i.e., the rural people in developing countries) and the indirect clients, (i.e., missions and bureaus of A.I.D.), have made use of the services provided by FSP. Possible future initiatives were reviewed with the key informants in the bureaus, in the missions and in affiliated government and non-governmental organizations in order to identify the most essential future directions that the project might follow.

1.2 Methods of Evaluation

The Evaluation Team used a variety of techniques to gain an understanding of past performance and future needs. These ranged from travel to representative countries in Asia, Africa and Latin America regions to sending questionnaires to all missions in these regions.

The Team interviewed key informants at FSP, USFS, OICD-USDA, the Regional Bureaus and S&T professionals in Washington, DC. In the representative countries of the three regions, key informants in the missions, government, multilateral agencies and NGOs were questioned about the awareness, accomplishments, impacts and future needs of the FSP program.

The Team analyzed large quantities of documents and records relating to the work of FSP, strategic analyses of natural resource issues performed by Regional Bureaus, and mission analyses of future natural resource issues in their countries. In the FSP documents particular attention was given to allocation of time for personnel and services to various requests and perceived needs. Organizational charts and directions were given particular attention.

All members of the Team examined detailed reports and documents produced by independent sources in the countries that they visited. These ranged from the most recent environmental and resource profiles to census studies, analytic studies and government reports.

A detailed questionnaire was developed to be completed by the missions. Though the questionnaire was technically sound, it was based upon the assumption that missions had a memory bank of past natural resource activities. Field interviews confirmed that the missions have a very short learning curve on forestry and natural resource matters since the officers in charge move about a great deal. Given the minor role of FSP in the mission portfolio, an individual personal concern is required to develop such a learning curve. Questionnaire responses confirmed the assumption that mission memory was faulty with regards to FSP activities.

Details on the outside references consulted for each of the countries visited are part of Annex 2. Lists of the persons and institutions interviewed in the representative countries appear in Annex 3.

1.3 Caveats Regarding Evaluation Methods and Objectives

During the course of the evaluation, the Team formed the collective opinion that one of the primary foci of the evaluation would be reporting the perceptions of FSP's clientele. This conclusion was derived for two basic reasons:

1. First, it was not feasible in the short period of time available for the evaluation, to determine how well FSP is fulfilling its assigned responsibilities. For example, it was not possible to determine or systematically measure whether literature searches were complete and up-to-date, or whether roster searches conducted by FSP led to the recruitment of a genuinely qualified professional.

2. Second, perhaps the best measure of quality service is whether the customer was satisfied. In this case the customers are the A.I.D. field missions. If A.I.D. project managers and A.I.D. contractors appreciate FSP's services, then FSP can be said to be fulfilling its responsibilities. FSP, like all other support programs, is largely demand-driven. If field missions find these services valuable, they will continue to use them.

Given this view, the evaluation report concentrates on reporting the various perceptions of FSP and its services. It also allows the reader to see the many different impressions of FSP held by different people. With this information, S&T/FENR can better judge mission and bureau attitude towards this project.

1.4 Origins and Description of FSP

The Forestry Support Program was designed in 1980 as part of the Forestry Resources Management Project following more than a decade of virtual inactivity in forestry assistance in the A.I.D. program. In the mid-1970s, A.I.D. was a very minor player in forestry assistance in comparison to other donors, but planned levels of forestry assistance were increasing. By the end of the decade many A.I.D. missions had initiated projects to resolve the fuelwood shortage in urban as well as rural areas. These shortages had stimulated the design of many fuelwood plantation projects on the village level (and larger), especially in semi-arid Africa and Asia. There was no central bureau support or coordinated strategy that could guide these mission-level efforts, and the amount of project activity devoted to forestry was rapidly increasing.

In 1980, A.I.D.'s on-going forestry-related projects totalled $62 million while proposed forestry projects would double this amount to $120 million. By comparison, IBRD was then planning $987 million worth of forestry-related loans. There was practically no attention being given to forest conservation, and afforestation or reforestation was the general emphasis of forestry assistance. However, apart from the recognized fuelwood shortage, and the growing concern over deforestation in the tropics notwithstanding, more than one-half of overall development assistance for forestry granted in 1980 was being devoted to industrial forestry (USFS, 1980).

1.4.1 Project Initiation

The FRM project was designed in 1979/1980 and subsequently A.I.D. grant funding of $3.7 million was appropriated for a four-year period (FY 80 through FY 83). U.S. Forest Service in-kind contributions (i.e., personnel and facilities) of $2 million were projected at the projects inception. Peace Corps was to contribute an equivalent of $6 million, principally in the form of 120 new forestry volunteers whose work abroad would be buttressed by A.I.D. financing of staff and training costs. This program was to be executed through a joint A.I.D./Peace Corps Forestry Initiative. Agreements with the Forest Service and Peace Corps were executed by means of a Resources Support Service Agreement (RSSA) and a Participating Agency Service Agreement (PASA), respectively.

The project was conceived to provide a "Forest Resources Support Network" that would facilitate mission access to technical expertise, provide backstopping and enhance technology transfer as experience accumulated. This was to become the Forestry Support Program, housed in the US Forest Service's International Office, and executed through a RSSA with the United States Department of Agriculture's Office for International Cooperation and Development. Additionally, an FSP-funded forestry advisor was posted in each of the three regions (ROCAP, REDSO/WCA, and Asia). Total funding for this component was $2.5 million.

A PASA for $1.2 million was provided to the Peace Corps to finance training, administrative, material and technical backstopping support to Peace Corps forestry volunteers.

In May 1983, A.I.D. issued a Policy Determination concerning forestry, and efforts began to develop an agency strategy for forestry that had a target publication date of February 1984.

1.4.2 FRM Design Specifics

FRM was designed to have three major activities, each of which would respond to one of the specific needs mentioned above:

Activity #1: Network Development, Services, and Management

The Forestry Support Program (FSP as it would eventually be called) was to create two separate but closely related networks: a network of expertise and a network of information. The first network would comprise all those individuals, private voluntary organizations, universities, institutes, consortia, consulting firms, and government agencies having expertise in forestry and related natural resources management. The second network would include all libraries, research centers, and other sources of relevant technical information.

The computerized roster of forestry and related natural resources professionals would allow FSP to quickly identify likely candidates for specific short- and long-term assignments. In order for A.I.D.'s forestry development assistance projects to have their greatest impact, they must be staffed with highly qualified professionals. At the time the Project Paper was written, A.I.D. had no way of systematically recruiting these people.

The second network, the information network, would be created by FSP through access to the many databases that catalogue technical literature relevant to A.I.D.'s forestry programs and projects. In addition, FSP would maintain a small reference library of hard-to-find reports on forestry activities. Together, this system would allow FSP to quickly locate documents which can respond to the information needs of the A.I.D. field missions.

FSP would also encourage the formation of a more informal network of forestry specialists. Staff was to encourage informal visits and was expected to provide orientation for consultant teams prior to departure for field work.

Activity #2: Direct LDC Mission Backstopping

This activity responds to A.I.D. field missions' need for technical expertise. Three long-term technical advisors were to be assigned posts in Nairobi, San Jose, and Indonesia. These regional advisors would then be available to help the field missions within their regions on specific assignments. In addition, the Project Paper called for a limited amount of short-term technical assistance to be provided to field missions by experts identified through the FSP network.

Activity #3: Forest Resources Experience Examination and Analysis

It was sensed that the experiences and lessons of A.I.D.-funded forestry projects were not being examined or accumulated, hence FSP sponsorship was required of two to four regional workshops and one international conference. In addition, an unspecified number of studies would be conducted on solving specific resource problems.

FSP translated these three major activity descriptions into five objectives:

1. Technical Consultations. "To provide A.I.D.'s Regional Bureaus, regional offices, and field missions with technical advice on tropical forestry and natural resources, including advice on the design of projects."

2. Roster Development and Referrals. "To manage a roster of forestry and natural resources experts that is used to identify qualified personnel for long- and short-term A.I.D. assignments."

3. University Liaison and Institutional Profiles. "To identify and evaluate qualified forestry institutions that can take part in A.I.D. forestry projects."

4. Forestry Program Studies and Technical Reference Services. "To provide technical forestry information to A.I.D. and Peace Corps staff, and to facilitate the exchange of technical information among personnel working in these areas -- especially personnel working overseas."

5. Forestry Training. "To organize forestry training courses, develop training materials, advise forestry schools on curriculum design, and help A.I.D. design forestry projects with ample provisions for training."

1.4.3 1983 FRM Amendment

In June 1983, the project was amended and extended for five years to FY 1988 and project funding was increased from the original $3.7 million to $19.8 million. The amendment provided for:

* initiatives to link PC forestry volunteers with PL 480 Food Program forestry projects; and

* a variety of activities aimed at implementing the Agency's forestry sector strategy, including support for forestry-agriculture interaction, for forestry research, for development of energy supplies with wood, and for private sector activities.

1.4.4 FSP Amendment

This evaluation focusses on FSP from the 1983 amendment onwards. The amendment provided for the following:

1.4.4.1 FSP Personnel

Washington-based staff included a program manager, three regional coordinators, a training coordinator, a forestry enterprise coordinator and a demonstration forester. Support staff included an administrative assistant and three secretaries.

Regional forestry advisors were increased from three to five with costs shared by Regional Bureaus or other sources.

1.4.4.2 FSP Functions

The FSP functions were defined as the following:

- Roster Development and Maintenance
- Referral Service
- Profiles of U.S. and International Institutions
- Provision of Technical Information
- Short-term Technical Assistance to Missions and A.I.D. Offices
- Training Support for Mission and Regional Bureau Training Efforts
- Private Enterprise Initiatives (studies, demonstration)

The authorized funding level was set high enough to allow missions and Regional Bureaus to transfer funds to the FSP for such purposes as jointly funded research, evaluations, and training.

Organization and budget details for the FSP 1983-88 are presented in Annexes 18 and 19.

2.0 ASSESSMENT OF ACCOMPLISHMENTS & IMPACTS

2.1 Accomplishments and Impacts in the Regions

The listing of accomplishments in the regions is illustrative rather than exhaustive, given that for evaluation purposes accomplishments must be those that are known and remembered by mission and PVO beneficiaries of FSP.

2.1.1 Latin America and Caribbean Region

The support services nature of FSP involvement in mission projects serves to blur somewhat the definition accomplishments, since credit can be attributed to all who are involved. However, more significantly, the high turnover of missions in Quito and San Jose has resulted in a loss of first hand experience possessed by individuals involved in various FSP sponsored activities.

2.1.1.1 Impacts in Central America

In ROCAP Dr. Henry Tschinkel was interviewed. As a private service contract forester with ROCAP since 1981, Dr. Tschinkel was able to provide a long-term perspective. During the first two years he was in ROCAP, he was financed by the FSP. Now he is financed from regional PD&S funds. Until he gained experience with the A.I.D. program and its operations and while he was directly funded by FSP, Dr. Tschinkel relied upon FSP core staff in Washington for guidance and support on many aspects of his work with ROCAP. Dr. Tschinkel is still in touch with FSP personnel many times a year, and uses the roster frequently.

Specific activities of FSP in Central America reviewed by Dr. Tschinkel include:

1. The production of a spanish language teaching manual for agroforestry in the American tropics. "Sistemas Agroforestales," 1984-86 was an idea that originated with the ROCAP forestry advisor, though FSP-funded, it managed the work. FSP contracted OTS and CATIE to produce the manual and the drafting took place during 1984 to 1986. OTS contracted three writers (serially) who wrote at CATIE using that institutions information resources.

   Dr. Tschinkel rated FSP management of the effort as efficient and responsive but weak in technical editing capability.

2. A two-week, agro-forestry short course. Alto Beni, Bolivia, for 25 students. 1988. This course suffered a number of problems, including one FSP forester's force majeur delay due to a hurricane affecting Miami, which eliminated his participation as a teacher. Tschinkel had to teach in his place, (i.e., an additional seven days) which would have been impossible without the **Sistemas Agroforestales** teaching manual. Another FSP professional taught in the course and, having never before

taught, was ill-prepared in Dr. Tschinkel's view, particularly given the relatively sophisticated level of the participants. Evaluation results of the course gave it a mediocre rating.

3. Roster use. Dr. Tschinkel has used the roster frequently since 1981 to find short- and long-term technical experts. Dr. Tschinkel described the roster service as fast, useful and up-to-date.

4. Job seeker guide. "Employment opportunities in natural resources." This guide was rated very useful for handout purposes to job seekers.

5. A loose leaf binder on U.S. forestry schools. This was rated as somewhat useful.

6. The quarterly memos and monthly reports. These were very useful. His "link to the outside world."

7. Technical assistance.

   * Mervin Stevens was Team Leader in the design of the ROCAP-funded Watershed Management Project in the early 1980s.

     The resulting design was judged faulty due to a theoretical and academic approach lacking knowledge of the Central American situation.

   * Vicente Molinos, FPEI advisor in the field, was transferred from Ecuador to Guatemala in February 1988, where he works with the Camara de Empresarios de Madera and the Forest Service. He is taking a low-key approach to reconciling private and public sector interests in forestry.

     Tschinkel felt that Molinos was very effective in early 1988 in assisting to draft the new forestry law in Guatemala, by managing to bring together many opposing points of view over a three-month period. The law is awaiting congressional approval.

   * John Palmer. FSP LAC coordinator, provided technical assistance to Honduras in the design of the $20 million Forest Development Project. Palmer assisted in design efforts that began in 1986. (Winrock went on to perform most of the design work.) FSP helped identify the design team members. Tschinkel was very satisfied with Palmer's performance.

Staff in CATIE involved in two ROCAP-funded projects were interviewed:

Interview with Dr. Ronnie del Camino, CATIE Project Manager on the ROCAP Tree Crop Production Project (MADELENA project):

On his interaction with FSP: There has been considerable interaction, and he is personally acquainted with many of the FSP staff in Washington since he was in Chile when some were there as PCVs.

FSP has been a source of contacts, information and timely assistance. He likes the quarterly forestry memo. FSP notifies A.I.D. missions of CATIE short courses in forestry, resulting in the missions financial participation in the courses from their countries. FSP financed the Tree Crop Personnel to go to Puerto Rico to teach a course in 1986.

The roster is usually his first method of choice when he must recruit someone, short or long term. He finds it extremely useful and used it to recruit virtually all the staff for the Tree Crop Production Project. Dr. Don Messerschmidt (FSP Social Forester) helped the project find a social forester.

In 1987 FSP's Caribbean Advisor (co-funded by LAC), Dr. Loren Ford, reviewed needs for pest management in seed plantations and trials. Pest management was not part of the Tree Crop Production Project. Ford prepared a draft strategy which was the basis for a subsequent integrated pest management contract with a group from the University of Costa Rica.

A second interview was held at CATIE jointly with:

Dr. Jose G. Flores Rodas	Director, Programa Manejo Integrado de Recursos Naturales
Dr. Jorge Faustino	Project Manager, ROCAP-funded watershed management project
Ing. Mario Guitierrez	Staff, watershed management project

2.1.1.2 FSP Impacts in USAID/Ecuador

A very weak basis for the evaluation of FSP was found in USAID/Quito. Very little first-hand experience with the Forestry Support Project remains in USAID/Quito due to personnel changes and reductions in staff working on natural resources projects. Also several key individuals were on home leave or vacation. The officer in charge of the FPEI work had left, and the Private Enterprise Office had been eliminated. The longest continuous involvement in forestry matters in A.I.D. support work was represented by two PSCs, Robert Peck and John Bishop, who were both working in the eastern lowlands agroforestry subproject of the Forestry Sector Development Project.

Mission context for support and involvement of FSP has been largely within:

1. The Forestry Sector Development Project, initiated in 1982 and terminating in 1990. The project consists of various components: agroforestry management research, largely in the eastern lowlands; forestry research eventually to be undertaken through grants made to several universities; and support for reforestation programs.

2. An OPG to CARE for Community Land Use Management (CLUM). CARE has proposed a $5 million "Sustainable Community Land Use Project" to A.I.D., but A.I.D. presently has no plans to fund this initiative.

This mission was using ESF and Small Projects funds to buy in to the FPEI pilot project (OYB transfer to S&T/RD) to pay for short-term consultancies by Vicente Molinos (the former was the in-residence technician for FPEI in Ecuador until January 1989), to pay for tourism consultancies and to underwrite the participation of six individuals to a November 1989 conference on nature-oriented tourism.

The Forestry Private Enterprise Initiative INFORDE, was considered by the mission to be fairly successful, but a recent change in the government (October 1988) has resulted in a cooling of government sentiment for private sector participation in forestry. Mission interest in the project and its impact was low, especially now that Vicente Molinos had left and A.I.D. involvement and management in INFORDE has ended.

FSP Regional Coordinator John Palmer assisted in a 1986 evaluation of the agroforestry component of the Forestry Sector Support Project. This resulted in a shift from a model or experimental farm approach to farmer participation in the planning and design of research undertaken on actual farms. According to Peck this has greatly accelerated the work and its diffusion.

The FSP Quarterly Bulletin is very much appreciated according to Bob Mowbray (A.I.D. Technical Officer), Howard Clark (Regional Environmental Officer), and Robert Peck (PSC). Interviewees said it helps them remain in touch with the profession and world forestry happenings. Clark also appreciates the more limited circulation monthly memo (not seen by PSCs).

Future mission work in natural resources will be carried out principally through the 10-year, $10 million Sustainable Development of Fragile Lands project, now under design. It will be based upon an approved strategy and action plan for natural resources and the environment, which has recently been reviewed by LAC. The thrust of the strategy and the project is conservation of biological diversity, with emphasis on the tropical lowland forested areas and designated parks and other natural areas. The project would assign important roles to NGOs and to the private sector.

2.1.1.3 Forestry Private Enterprise Initiative (FPEI) in Ecuador

This $1.3 million initiative was requested in the FRM-amended design and was carried out through the FSP portion of FRM by means of a Forest Service Cooperative agreement with the Southeastern Forest Experiment Station and two southeast universities (Duke and NCSU) who work collaboratively at the Southeast Center for Forest Economics Research in Raleigh-Durham, North Carolina.

FPEI was designed to test and demonstrate private sector approaches to development of the wood and forestry sector. This work resulted in a series of over 40 working papers and studies, and a demonstration project in Ecuador. Many initial studies were concerned with Ecuador's timber and wood industry. Some were published in Ecuador in Spanish. (see Annex 17)

The FPEI demonstration effort was initiated through a review that included field visits to various candidate countries by FSP, and which led to the selection of Ecuador. In 1985, Vicente Molinos arrived in Ecuador to work with a local wood industry association, AIMA. In 1987 the effort in Ecuador was evaluated.

The demonstration component of the FPEI project is known in Ecuador by its Spanish language acronym, INFORDE and was executed by the AIMA organization. Its inception coincided with the imposition by Colombia and Venezuela of importation restrictions on wood and wood products from Ecuador, which effectively closed two-thirds of Ecuador's $30 million wood export market. Molinos helped link AIMA members to new markets in the U.S. and further helped the association develop professional brochures for marketing Ecuadorean tropical woods. The result was a recovery of exports from a low of $13 million in 1984 to approximately $32 million in 1987.

FPEI Accomplishments in Ecuador during the first 18 months are detailed in a special evaluation:

Bremer-Fox, J. and W.L. Bender. 1987. "The Forestry Private Enterprise Initiative: an Assessment of INFORDE's First Eighteen Months." (Washington, D.C.:Robert Nathan & Associates. 112 pp.)

They are not repeated or paraphrased here, rather the following text examines the fate of the CORMADERA proposal that had been fostered and designed with INFORDE assistance; and additional work accomplished by INFORDE in the development of a revised forestry policy.

2.1.1.4 CORMADERA

CORMADERA was conceived as the technical assistance arm of AIMA for assisting the wood industry of Ecuador. In essence, CORMADERA would continue the work begun through INFORDE, inheriting a core staff, a small library, a vehicle, and initial local-currency funding from USAID/Quito.

CORMADERA was officially organized in January 1988, when statutes were adopted. A board of directors was elected in May 1988, and an executive director in June 1988. It was initially funded with an A.I.D. local currency grant of 150 million sucres, of which on-half were spent in the first year of operation. No additional funding had been raised, and an annual inflation rate of 100% had eroded the value of the balance to an equivalent of $123,000 (at 570 sucres = $1.00). Initial budget planning for CORMADERA had anticipated a 32% inflation rate and departed from an exchange rate of 250 sucres = $1.00.

A five-year program had been developed in 1987 for launching CORMADERA. A central feature of the proposal was the proposed transfer of a government owned wood products laboratory, at Conocoto (outside of Quito) to CORMADERA. The prospects were very good and the government was supportive; but a new government was elected in September 1988 which disallowed the transfer of the facilities, thereby altering the long range program and budget considerably. Since that date, CORMADERA has been reformulating its long-range plan and seeking additional funding, all the while continuing its technical assistance operations. It has presented proposals for projects to ITTO in Yokohama, Japan and to the Ecuadorean Tropical Forestry Action Plan.

CORMADERA has continued to publish a Price Bulletin initiated under INFORDE, and designed to standardize wood products prices throughout Ecuador. A number of studies have also recently been published in Spanish, two by SCFER staff and one by a CORMADERA economist.

2.1.1.5 Forest Sector Development Policy

In late 1987, INFORDE's Molinos organized a workshop with widespread private sector, NGO and government participation to examine a series of problems confronting development of the forestry sector and the wood industry, and to draft development policy proposals for submission to the government. The collaboration in various working sessions of traditionally antagonistic or confrontational groups from these three different sectors was regarded as unprecedented.

The proceedings of the workshop have been published by AIMA:

Barba G, Jorge (ed.). 1989. **Memorias Seminaro de Politicas Para el Desarrollo del Sector Forestal y Maderero del Ecuador.** Quito, Ecuador: Asociacion Ecuatoriana de Industriales de Madera. 100 pp.

2.1.1.6 Assessment

A few criticisms notwithstanding, the INFORDE effort in Ecuador was lauded by all interviewees by virtue of its timeliness, accomplishments, and positive impact on the wood industry in general and on the private sector in particular in Ecuador. Also, the name of Vicente Molinos, the sub-project's resident director for a two-year period is almost synonymous in Ecuadoreans' minds with INFORDE. The accomplishments of the project are attributed by all to the energy and enterprise of Sr. Molinos.

Criticisms of INFORDE were rather minor. CORMADERA's five-year plan was too ambitious, requiring a program budget of $5 million. Initial organizational work for CORMADERA was not appropriate and had to be re-done by AIMA. Some of the studies carried out were too academic. Many studies done by SCFER have not been sent to AIMA or CORMADERA.

INFORDE's accomplishments in Ecuador cannot be separated from the personality and dynamism of the technical advisor, (who is now in Guatemala). The replicability of this demonstration is therefore subject to qualification. The beneficial role that can be played by international advisors in opening dialogue among parties that had never consulted or collaborated with one another is not personality-dependent of course, but personal diplomacy and style are nonetheless important complements to this generic work. The usefulness of the various reports and studies that were generated on the Ecuadorean wood and timber industry, and their role in establishing a basis for concerted action was recognized by the Ecuadoreans and merits consideration in similar efforts.

2.1.2 Asia and the Near East

In South and Southeast Asia the past uses of FSP services are not a major part of the mission culture. Remembrance of past use(s) stretches somewhat shorter than the distance of the memory held by a particular officer's most recent use of FSP. This is because:

- mission personnel have a fairly frequent turnover;
- the press of daily activities and much larger projects has an "out-of-sight, out-of-mind" pattern;
- forestry activities tend to be part of multi-resource activities in the region; and
- forestry interest often varies with the particular interest and awareness of FSP by a particular mission officer: when that person is posted to another mission, the interest and awareness fades from the mission's culture and memory.

In Thailand, the Philippines, and Nepal, the overall image of FSP is most positive, even though the focus on just what it does is somewhat blurred. In the Philippines, prior service in Africa by an officer gave a favorable response. And in all cases the ability, skills and knowledge held and demonstrated by Patrick Durst and Don Messerschmidt were seen as the primary FSP influence and the FSP service of most importance. The second most important service was the use of the roster. The Thailand mission was particularly enthusiastic about the FSP expert on landslides (see attached letter from Dr. Will Knowland, Annex 12). Outside of the missions, people interviewed responded to FSP with bemused interest. Respondents had difficulty recalling FSP services used. Only after a good deal of information had been supplied were the respondents able to recall some uses, though they were very familiar with Durst and Messerschmidt and their significant contributions.

Further, in Thailand there seems to be some confusion about the different functions of FSP and F/FRED -- they are both seen as technical information sources on forestry and resource matters. Several of our respondents suggested they did not call upon FSP very much because they had F/FRED as a technical backup. One respondent suggested we need to give emphasis on research to F/FRED with FSP being the center of Forest Service

continuity -- e.g., technical assistance, state-of-the-art literature reviews, training and applied research on forestry and environmental matters.

In the Philippines our informants were clear that past use of FSP has been minimal. The FSP roster was used to identify persons for the Team that is presently doing a country environmental profile. Mr. Patrick Durst, as a representative of a respected organization like the USFS gave legitimacy to existing local knowledge. For example, his support of contract activity on regeneration and the economics of indigenous tree species trials gave legitimacy to such activities. Other FSP services were not used, nor was there much awareness of their availability.

Mr. Ken Prussner, Chief of Rural and Agricultural Development, had unqualified praise for FSP services and particularly the roster and Mr. Tim Resch's training activities in Africa. However, he felt that the need for these services, while essential in Africa, had little demand in Southeast Asia and particularly in the Philippines.

Impacts both negative and positive were very difficult to assess. Within the larger environmental trends of the region, the work of FSP is modest. Given this limited scope of action the individual FSP representatives have had significant impact, though their identity with FSP seems marginal and the relationship to S&T/FENR seems to be totally unknown. There do not seem to be any negative impacts except the general lack of awareness of the full range of FSP services. However, there is an indirect loss because a client organization cannot effectively use services of which they have no awareness.

As for our criteria of relevance, effectiveness, efficiency, flexibility and sustainability, the FSP program has potential for meeting all of these criteria, yet the general program -- as distinguished from the technical and regional coordinators -- provides no basis for adequate assessment. On an individual performance basis all of the FSP representatives were relevant, effective, efficient and flexible. However, the sustainability of the FSP services, in the long-run, will require considerable attention to marketing and promoting the FSP services. This is most essential for organizations outside of the USAID sphere of influence.

While the missions in the Philippines, Thailand, and Nepal are concerned with specific project issues, the ANE Bureau is very much concerned with the impact of overall trends and the cycles of issues. Again the professionalism and flexibility of FSP are viewed as its strength while its individual regional and technical advisors and the roster were seen as the most useful services. However, FSP was seen as primarily responding to a lot of small requests with no vision of larger trends coming either from FSP or S&T. Without a broad analytic policy approach, FSP may decline in its value to missions and bureaus in ANE. Further, there is much empirical experience emerging from specific projects in individual countries of ANE, yet no real attempt is made to capture and to use this experience as a guide for future projects. FSP and S&T are logical agents for such learning accumulations. Also, there is a real question as to the emphasis required of FSP in balancing between bureau and mission needs and requirements. Finally, the FSP roster has a list of names, but the nature of where they are gathered, eg. primarily forestry-academia, and the general forestry profession, does not provide assurance that the persons are actually available when they are needed. There is need for the bureaus and missions to

have consistent and regularly assured access to professional capability in natural resources fields. Here the missions and bureaus may find it easier to directly hire rather than go through FSP. In this sense the ANE Bureau appreciates the value of FSP technical assistance and roster potentials but does not find the services as effective, efficient and sustainable as it might like. A contractor may be able to deliver the service at a more dependable pattern and rate.

The S&T/RD people give most emphasis to the high degree of professionalism and utility of FSP in general and FSP staff's active role on the fragile lands project in particular. However, FSP is very short on being responsive to a critical set of forestry and natural resource issues because of their presently limited, in-house capability and in their access to capability in social sciences. This problem comes to its most severe impact in the future of the F/FRED social forestry position. The RD position strongly supports a continued one-half time effort of Dr. J. Kathy Parker. The concern with that position and the impending move of FSP were seen as negative impacts of the present program. It is RD's view that FSP will be in a marginalized position with the resultant loss of the utility of forestry and natural resource matters remaining in the consciousness of A.I.D.

2.1.3 Africa

Only missions in Senegal and Kenya were visited. A listing of specific activities undertaken in Africa during 1984-1988 by FSP staff and consultants is in Annex 16. Also Annex 4 includes numerous questionnaire responses from missions in Africa.

2.1.3.1 Impacts in Senegal

Philip Jones, the Project Officer for the Senegal Reforestation Project, has only been with A.I.D. for six months. Understandably, he was unfamiliar with FSP. He recalls receiving the periodic reports and the quarterly memos. However, he had little time to read all the documents he received. Most of the forestry-related documents are circulated to the forestry project contract personnel. Jones was very interested in the services FSP offers and mentioned that he may use their services in the upcoming project evaluation.

Mr. James Bonner has been with A.I.D. much longer and was familiar with most of the centrally funded projects. However, he feels that it is not necessary for every ADO to be familiar with every S&T support project. He believes that the responsibility for this lies in the Africa Bureau. Any request for assistance that he would send to Washington would be sent to the Africa Bureau. It would be their responsibility to forward the request to S&T if they could not satisfy it themselves.

Although the Senegal mission is probably not unique, it offers a special challenge for keeping in touch with forestry activities. Officially, forestry activities are part of agriculture so the Senegal Reforestation Project is located in the Agriculture Office. However, when forestry is part of a river basin project, for instance, it is located in the engineering office. The engineering office is the NRMS project's primary contact in Senegal. (The Mission

had just completed a Natural Resources Action Plan but, since it had not yet received final approval from the Mission Director, it was not available.) If a forestry project is funded with PL 480 funds, it is located in the Food for Peace Office. Finally, if the forestry project is under a PVO grant, it is located in the PVO Office. For FSP to keep in touch with all forestry activities, all four of these offices must be contacted.

The engineering office was very interested in hearing more about FSP's services, especially the roster referral services. They wanted to receive an annual report.

Scott Lewis, Peace Corps APCD for natural resources, had not used FSP in the year he had been in Senegal. However, he especially appreciates the FSP open-door policy which allows him to drop in on FSP staff members whenever he passes through Washington. Such ready access allows him to keep current on what is happening in the world of forestry.

Ellis Brown, Director of AFRICARE, receives the quarterly memos from FSP. He was not aware, however, that as an A.I.D. grantee, he was eligible to use FSP.

James Fickes and Geoffrey Livingston of the Senegal Reforestation Project both knew of FSP but neither had ever used its services. If they ever had need of assistance, they contacted their home office whose responsibility it was to help them. It seems that the home office may have used FSP services but they were not certain.

2.1.3.2 Kenya

The Evaluation Team's primary contact in Kenya was Mr. David Gibson, the Regional Forestry Advisor at REDSO/ESA. Gibson is in close contact with FSP staff and uses their services often. He appreciates most of their services and considers them very valuable. However, he is concerned with the ability of FSP to identify qualified candidates for forestry positions. He cited as examples several recent roster searches which resulted in very short lists of candidates who just barely met the required qualifications. As another example, he cited the recent job vacancy announcement for the FSP Africa Program Coordinator which was sent to all qualified candidates on the roster. Gibson himself did not receive a copy of the vacancy announcement even though his experience in his present position makes him one of the most qualified candidates for the position. Though not personally interested in this position, Gibson was nonetheless concerned that the omission was an indication that other FSP roster searches may be missing qualified candidates also.

Cecil McFarland of Agriculture Office of the Kenya mission admitted that he knew nothing of FSP. However, McFarland is not the person in the mission most concerned with natural resources projects; that person was not in town at the time.

James Beck, Peace Corps Director, and Edward Gerard, APCD for natural resources, noted that Peace Corps Kenya has made little use of FSP in the past. In general they use their own trainers and their own technical personnel from Peace Corps Washington. Currently Peace Corps has a small agroforestry program which will in all likelihood end

very soon. The Government of Kenya seems reluctant to discuss continuing the program, thereby effectively killing it.

Dirk Hoekstra and Richard Labell of ICRAF were interviewed. Both knew of FSP and of some of their services. They also knew that some of their colleagues at ICRAF had been in contact with FSP staff members, however they could not give any details and those who could provide such information were all on vacation at the time.

During the evaluation visit, Fred Weber, a private consultant, and John-Michael Kraemer, currently with the NRMS project and formerly with CARE in New York, were also in Nairobi. Both are very familiar with FSP. Weber insists that the FSP roster has provided invaluable assistance to the forestry sector. He says it is vital that this service continue. He also suggests that FSP could provide a useful service by documenting the experiences of the many forestry and natural resources projects in Africa (and elsewhere). He cites numerous examples of how experience and knowledge are lost when projects end and project personnel move on to other activities.

Kraemer related that CARE currently has relatively little contact with FSP. This is basically because the CARE forestry program has achieved a certain size such that CARE now provides its own projects with many of the same services that FSP might otherwise provide. However, Kraemer could not overemphasize the value of FSP to CARE in the early 1980s. The CARE forestry program would never have accomplished what it has without the assistance provided by FSP.

2.2 PASA with the Peace Corps

Through a PASA, FRM finances technical and training support for Peace Corps forestry volunteers worldwide. The PASA underwrites the costs of one forester, training courses, related information support, and material support for expenses not authorized by the Peace Corps. The work is carried out in the Office of Training and Programming Support (OTPS), Division of Natural Resources.

2.2.1 Peace Corps Forestry Program in Ecuador

Activities undertaken in Ecuador were reviewed with the Natural Resources Program Manager of Peace Corps/Quito.

There are presently 25 forestry volunteers in Ecuador, of which 75% have degrees in forestry. Some represent the "third" generation of forestry volunteers. Agroforestry is the principal thrust of the volunteers' work in Ecuador (and of several NGOs such as CARE), a fact which has necessitated specialized training.

Four agroforestry courses (seminario-talleres) have been given in Ecuador with the assistance of the Office of Training and Programming Support: one in Coca (E. Ecuador

lowlands) in 1983; another in Ambato, 1986; and a third in Loja (Sierra region), 1987. A fourth will be put on in Banos (Central Highlands) in 1989.

The 1987 course had 57 participants, including NGOs working in Ecuador and government extension agents, as well as 14 PCV foresters. The workshop presentations and proceedings were published as:

Carlson, P.J. and E. Ronceros (eds). 1988. **La Agroforesteria en la Sierra Ecuatoriana; Memoria del Segundo Seminario-Taller de Agroforesteria para la Sierra Realizado en Loja, Ecuador, Setiembre 21 - 26, 1987.** Washington D.C.: U.S. Peace Corps, Office of Training and Programming Support. 154 pp.

According to F. Garces, Peace Corps Program Officer in charge of the forestry volunteers, these training efforts have given the Peace Corps a leadership status in the field of agroforestry in Ecuador.

2.3 Overall Impacts of Peace Corps PASAs

An important trend noted by the OTPS foresters is the increase in agroforestry work among resource-poor farmers. OTPS is also backing environmental education and awareness work; merging micro-enterprise support with agroforestry and forestry work; and has begun to work collaboratively with the World Bank (in Ghana). In 1989, OTPS organized a regional meeting for Peace Corps country staff in Belize to program environmental education activities on the basis of the cumulative concerns and problems throughout the LAC region.

Peace Corps now has 580 forestry volunteers worldwide. FSP technical assistance and training assistance have been important supplements to the PASA with FRM that funds forestry backstopping from Peace Corps's Washington, D.C. headquarters. By the reckoning of the forestry technicians in Peace Corps' Office of Technical Support and Programming, FSP support has been a key to the growth and strength of forestry actions pursued by forestry volunteers worldwide.

In terms of field presence and numbers of individual actions, the influence of these volunteers' work may surpass many large, well-funded A.I.D. projects. Further they often play key roles in the implementation of community forestry actions in NGO programs that are financed wholly or in part by A.I.D. missions (e.g., matching grants to CARE).

2.4 FSP and NGOs

Critical support was provided to CARE in the initiation of its forestry work at the beginning of the decade. Technical personnel were located through roster referral. Occasional technical assistance by FSP staff were also valuable in the launching the program. Later the FSP provided catalytic support ($30,000) for the production of the agroforestry extension source book.

The Guatemalan workshop on the use of PL 480 resources for natural resources projects provided an opportunity for CARE and A.I.D./Lima to meet, discuss a failing OPG forestry grant in Peru, and plan its conversion from large plantation forestry, to farm forestry using food aid. Planning meetings quickly led to an agreement and within 45 days to an OPG with CARE for a three-year project.

In Costa Rica, the manager of the WWF/CF BOSCOSA project in the Osa Peninsula noted the valuable help he had received from the FSP's LAC Coordinator.

3.0 ASSESSMENT OF MANAGEMENT, FUNCTIONS AND CORE STAFF

3.1 Management Staff

Program management structures are portrayed on the attached figures. (FSP and OICD organizational charts. See annexes 7 & 8.) FSP management responsibilities are divided between the FSP core staff and the OICD, who each receive one-half of the project overhead monies (formerly 28%, but in 1988 increased to 32%).

Through various agreements that USDA has executed with other entities, OICD provides ready access to university and state government technical resources. OICD has an in-house training capability used from time to time by FSP in FSP-sponsored training courses.

3.1.1 A.I.D. Management of FSP

In A.I.D., the manager of the FRM project oversees the FSP. A second S&T/FENR forester manages the Private Sector Initiative activity of the FRM.

Major decisions and initiatives entail agreement among A.I.D., OICD, and FSP. The A.I.D. manager however exercises judgment over the conformity of proposed activities with the FRM project objectives. He remains informed through written reports at various intervals (see below under FSP management) as well as via individual or group contacts. The FSP project has undergone continual modification in terms of specific tasks and ways to respond to them. This "rolling design" process was done as frequently as every month during the mid-1980s, and entailed frequent consultations among A.I.D., FSP, and OICD staff. In addition to informal personal or telephone consultations on FSP business, weekly meetings to discuss FSP work are held at S&T/FENR. They involve the FSP manager, the OICD liaison, the S&T/FENR manager for the FRM project and the head of S&T/FENR.

In 1986, a management review was undertaken by FRM managers in S&T/FENR of the FSP Washington core staff unit and its basic functions. In-coming and out-going cables involving forestry were analyzed to determine extent of FSP interaction and involvement with the agency's work in forestry. The bulk of the forestry related cables had passed through the FSP, and had some input from it. In a three-month period in 1985 an average of 140 cables were received or dispatched. It was found that core staff had learned to function in others' positions by acting for them while on travel, and that this provided continuity of response capability.

The Project Management Team of A.I.D./Washington receives universal respect with regard to professional capability in forestry and natural resources research and practice. Also, the vision and determination to establish and to sustain the FSP program are given a high degree of credit.

The ability to lightly manage a complex program without a heavy hand is seen as a solid management skill, the deft balance of which has maintained the independence of FSP at the same time it has kept it on track in the resolution of A.I.D. needs. In short, project

management is credited with a high degree of professional competence, is greatly respected for the establishment and continuation of the FSP effort, and is given much credit for the correct balance between independence and direction.

However, a large proportion of our informants express concern about the future as the FSP program becomes an established institution rather than a fresh and innovative upstart. The missions see S&T as nearly invisible and thus bypass directly to FSP. This undermines the authority of S&T management, diminishes accountability and diminishes its communication with the missions. For example, the organization of the trips by our Team to the representative missions indicated a large gap between who was actually dealing with forestry and natural resources matters, and the nature of the projects and problems being addressed by the missions; with the result that the Team was often given the names of persons who had long ago moved to different missions or regions. Further, the bureaus are uneasy as to whether or not their analytical and day-to-day needs are being met as the FSP seems to become more and more independent of A.I.D. interests and trends. Outside of the USFS and the FSP persons, there was universal concern about the move of FSP to become even more absorbed by the organizational culture of the Forest Service. The loose control exhibited by S&T was seen as too-slender a thread to keep FSP headed in the A.I.D. direction.

These trends are believed to greatly affect the relationships of the project to missions, to bureaus and to other projects and programs within and without A.I.D. The FSP should function as a two-way street of communication between the project and the wider world. Yet, the evidence is that FSP is providing a good flow of knowledge and information within the USFS but not connecting to the project. There is more a trickle up effect rather than a full flow of information about events, trends, personnel and projects in the field. In some ways S&T provides the hay and shovels out the manure, but the USFS gets most of the milk. To be certain, many worldwide forestry activities are being accomplished, and the American people are assured of solid representation in the natural resources area. However, A.I.D. in general and S&T in particular may have its effectiveness and efficiency diminished as the organizational culture is no longer replenished with visibility in the field and knowledge concerns in the field. Consequently, the ability to ensure and to promote the forestry and natural resources activities within the agency and within its sphere of influence is not as strong as it might be, and may be fragmenting into a variety of forms with no means to direct limited resources to those areas and activities of greatest impact.

3.1.2 Forest Service Management of FSP

FSP is housed within the U.S. Forest Service's International Forestry Staff office, which is located in the Service's Research Division. Unlike other branches of the USDA, the Forest Service does not presently allow RSSA employees to occupy office space within A.I.D. (although this not a regulation; in the past Forest Service employees have sat in A.I.D. offices, e.g., Edward Toth in the Africa Bureau during 1985-87). The core staff has been housed in USFS offices in Rosslyn since the Program's inception.

The International Staff is headed by a former FSP/LAC regional coordinator. A former FSP manager is also a member of the International Forestry Staff and is in charge of liaison with international organizations. These individuals have helped assure continuity of effort in the FSP management.

Two management modes are required. The first responds to requests for services and which pertains to the operation of the roster and to the activities of the regional coordinators. The second pertains to the more pro-active stance of the specialists on the core staff; the agroforester, the social forester, the forestry food and voluntary assistance coordinator, and the training and education coordinator.

Regional coordinators do not have established work programs, rather they respond to mission and regional bureau needs, within the scope of the FRM project.

The special coordinators are oriented by job descriptions which specify the nature and scope of work and specific tasks under their charge. The Training Coordinator sets up a yearly work program with an "indicative budget" that lays out objectives and specific activities. It is reviewed with the FSP manager, A.I.D. bureaus and OICD. Other coordinators do not have such work programs with program budgets. The FVA Coordinator has a focus statement that orients his activities. Chapter 3.0 treats the work of special coordinators in greater detail.

Monthly and yearly reports on FSP achievements, actions and plans are submitted to A.I.D. (40 individuals in missions, 15 in Regional Bureaus and 12 in S&T), USDA/FS, USDA/OICD and various international and non-governmental organizations.

Yearly reports are structured according to the FRM design objectives for the FSP:

* Technical consultations
* Roster development and referrals
* Forestry program studies and technical reference services.
* Training
* Technical support to research
* Forestry private enterprise
* Agroforestry
* Forestry supported by Food Aid and Voluntary Organizations
* Social forestry

The Program Manager has the highest of professional respect within the involved organizations and without. He has a team approach and a management touch that succeeds in maximizing dedication and production from a highly diverse, professionally sensitive and independent group of professionals. He has the ability to make the individual workers and their projects seem important and can give coordination to the multiple activities.

The Program Manager starts the day meeting with FSP professionals, followed by a meeting with the USFS Director of International Forestry. This ensures coordination and

permits the resolution of problems before they become crises. There is a strong interest in coordinating and cooperating closely with A.I.D. and regular meetings are scheduled. Also, the F/FRED positions provide some in-house liaison.

In short, the Program Manager ensures an internally consistent approach; deftly coordinates a wide range of activities that under less adept management could soon produce conflict and organizational disaster; and he maintains morale in a highly complex, mixed-discipline system with personnel of a distinctly independent nature. There are few private or public programs of this complex nature that would evince the determination, hard work and dedication evident in the FSP office. Further, it is a work environment that does not reflect the high professional and educational attainment of most of the employees. For all of this we must credit the dedication and skill of the Program Manager.

3.1.3 OICD Management

OICD management of FSP involves:

* legal responsibility to A.I.D. for the RSSA with USDA;
* performing various fiscal and legal management tasks for the project for which it is reimbursed with one-half of the project's overhead monies;
* receiving, managing and legally accounting for A.I.D. funding of the RSSA;
* drafting and executing contracts;
* arrangment and finance for travel and processing of travel vouchers for FSP staff, other FS TDYs and non USDA consultants;
* obtaining embassy clearances for Forest Service personnel TDYs to missions; and
* obtaining necessary visas and official passports for USDA FS personnel going abroad on TDYs for the FSP.

Advantages to project management of this arrangement are several:

OICD shoulders financial and legal tasks related to contracting and travel that would otherwise burden FSP core staff management. It has PASAs with missions and bureaus which allow it to receive "buy-in" transfers for FSP activities. It can access state and university technical resources. OICD gains additional access and communication to foreign posts through its official USDA linkages with embassy agricultural attaches. OICD can retain unspent monies; which if managed within A.I.D. would be de-obligated at the end of a fiscal year if unspent.

Disadvantages are the following:

OICD must let out to competitive bidding contracts exceeding a certain limit, set in 1984 initially a $10,000 in value (and now increased to $25,000). This limits the original flexibility enjoyed by FSP (prior to 1984 when the regulation was enforced) in contracting consultants outside the USDA for short-term assignments. PASAs appear to be the only means of accessing buy-in money, e.g., PASAs between missions or bureaus and OICD, but since they are not executed with FSP, accountability is indirect.

3.1.4 Management Aspects Influencing FSP Performance, Accomplishments, etc.

Response capacity is determined in some measure by the management structure, restrictions and possibilities.

3.1.4.1 Location of FSP Staff in FS Offices

Housing of the FSP staff in a single office within the Forest Service fosters a sense of professionalism and team spirit. It ensures synergy among the staff, maximum exchange of information, a sharing of duties and mutual support. It is a positive element in the capacity of the FSP core staff to respond to agency needs.

The location of FSP was not an issue at the mission level. However, the LAC and ANE Bureaus expressed dissatisfaction with the level of support they received from regional coordinators and a desire for more support in analyses and special studies. This was viewed as a function of the Forest Service's restriction against occupying office space in the Regional Bureau offices.

In addition, FSP core staff engage in numerous activities that are not directly in benefit of the missions or Regional Bureaus, and are reported as "general agency support." The level of activity of such general agency support seems to be increasing, and this has not gone unnoticed by the Regional Bureaus. These various non-A.I.D. related, international forestry-related activities fall readily within the scope of the amended FRM project's "Liaison" function and are also consistent with the purview of the Forest Service's International Forestry Staff work. With increasing worldwide activity in response to forestry questions and increasing political importance being accorded to tropical deforestation, it is predictable that liaison activities will increase in significance and frequency. At the same time additional analytical tasks entailed in bureau responses at the regional level to Sections 118 and 119 cause the bureaus to desire more assistance from the FSP core staff.

Regional Bureaus are exposed to changing policy directions and pressures from lobby groups. All the regions have developed or are developing regional strategies to deal with natural resources and environmental issues in development. These bureau-level activities generate the need for considerable analytical work whether reactive or pro-active. The

demand for such work seems to be increasing. A specific level of support for such work was not foreseen in the FSP design, and perhaps should have been.

3.1.4.2 Service Support From a Public Sector

A pro bono publico spirit -- which is expected of a public sector agency such as the Forest Service -- infuses this project. Its capability and capacity are not proprietary. The project staff and offices have a more or less "open door" policy which encourages visitors and the use of its roster and referral service. (Referrals are not provided to firms bidding on A.I.D. work, however.)

Most core staff are career employees who are guaranteed tenure in the Forest Service, regardless of the FSP. A similar observation pertains to OICD, which although existing on the basis of overhead funds from A.I.D., PASAs and RSSAs, is nevertheless a USDA agency with career employees.

Access to U.S. Forest Service personnel for technical advisory services to missions is an advantage of the RSSA. Their services are free of cost except for transportation. An occasional disadvantage that delays responsiveness however, is the regulation that USDA personnel travel abroad with official passports. These require up to six weeks to process.

3.1.4.3 Division of Management Between OICD and FSP

A problem is posed by differing fiscal years between the USDA and A.I.D., as well as different financial reporting and record keeping standards. FSP staff had to reconcile this with a spreadsheet presentation for programming and planning purposes that satisfies FSP as well as USDA and A.I.D. needs for financial information. (See Table 1 in Annex 1.)

3.1.4.4 Pending Move of FSP

This physical relocation of the FSP staff to the Auditor's Building, 14th and Independence is viewed with apprehension by A.I.D. interviewees. Such a move could, however, favor coordination with other USDA services, especially the Soil Conservation Service, in the event that a broader scope is adopted for a future service support project. The move of the FSP into the Forest Service building will more firmly shift the identity toward that organizational culture. The changing demands by countries, missions and bureaus can fragment the program even more with an increasing number of "non-forestry" professionals dealing with resource and environmental issues. The challenge to S&T and to FSP management is therefore to find the organizational means of ensuring the prestige and professional independence of the Forest Service connection, while permitting wider visibility, accountability and awareness for the S&T management.

3.2 Networking and Information Outreach

Two periodic reports, the monthly limited distribution memo of FSP activities, and a quarterly newsletter of wide distribution, are the principal outreach mechanisms. Both are very popular and well read documents. These communications report on the frequent brown bag seminars hosted by FSP and visits to FSP offices by foresters and other professionals, as well as publications received, short courses being offered around the world, and other activities.

LAC region missions found these to be: "my link to the outside world"... "a good way of knowing about new publications and their availability."

FSP also publishes an annual report that is widely distributed.

3.2.1 Other FSP Publications and Documents

Other FSP publications and documents include the following:

FSP. 1987. **Profiles of USA Forestry Schools.** Washington, D.C. USDA, Forest Service, Forestry Support Program. 235 pp.

OTS/CATIE. 1986. **Sistemas Agroforestales; Principios y Aplicaciones en los Tropicos.** Turrialba and San Jose, Costa Rica: CATIE. 818 pp.

Figueroa Colon, Wadsworth and Branham (eds). 1987. **Management of the Forests of Tropical America: Prospects and Technologies.** Washington, D.C., USDA Forest Service, Institute of Tropical Forestry. 469 p.

FSP. 1988. **Forestry Activities Supported by the U.S. Agency for International Development.** Washington , D.C.: International Development and Energy Associates. 50 p.

FSP will send documents requested by the field at no cost if these have been published by A.I.D. or with FSP financing (see list of conference proceedings, for example). FSP will also commission literature reviews. For example, an agroforester working in Ecuador on the Forestry Sector Development Project requested and received a review of Bignoneacea family species used in Colombia and Brazil for agroforestry and timber purposes.

3.2.2 List of Conferences and Workshops Co-Sponsored by the FSP

A partial list of conferences and workshops sponsored or co-sponsored by the FSP includes:

* August 15-21, 1988.

International Conference on Educating Forest Technicians into the 21st Century, Paul Smith's College, Paul Smiths, New York. Co-sponsored by OICD.

Proceedings published as:

Forestry Support Program/Paul Smith's College. **Educating Forest Technicians into the 21st Century; Proceedings of an International Conference.** Washington,D.C.: USDA Forest Service, Forestry Support Program. 93 p.

* July 14, 1989

Natural Resource and Disaster Management Roster Managers' Workshop, in OICD, Washington D.C.

Proceedings published as:

Forestry Support Program. 1988. Natural Resources and Disaster Management Roster Managers' Workshop, July 14, 1988, Summary Report. 64 p.

* September 22-27, 1986.

Conference on Management of the Forests of Tropical America: Prospects and Technologies, in San Juan, Puerto Rico.

Co-sponsored by USDA/FS and OICD.

Proceedings published as:

Figueroa Colon, Wadsworth and Branham (eds). 1987. **Management of the Forests of Tropical America: Prospects and Technologies.** Washington, D.C., USDA Forest Service, Institute of Tropical Forestry. 469 p.

3.3 Referral Service and Roster

Performance in relation to the skills roster is susceptible to evaluation in terms of the project design. There is universal satisfaction with this referral service. It is widely and frequently used by A.I.D. and non-A.I.D. personnel, including private sector contractors seeking staff for A.I.D. projects.

The roster has expanded from 200 to slightly more than 2,400 individuals during the past eight years. It is updated yearly by means of a questionnaire mailed to all entrees; some are purged and entrees' biodata are up-dated on the basis of questionnaire returns. Recruitment is on-going by means of announcements and presentations at meetings or conferences (Annex 14). Cooperation with other federal agencies is being obtained to recruit to the roster from throughout the federal government and cooperation with other rosters is pursued (FSP co-hosted a workshop for managers of rosters in 1988). There were

150 searches of the roster performed in 1988; 125 in 1986 and 150 in 1987. There were 100 searches performed in 1984 and 30 to 60 annually prior to 1984. In addition to A.I.D. clients, the World Bank and FAO are frequent users of the roster search service.

The roster also serves networking functions. Job announcements for international forestry positions that come to the attention of the FSP staff are routinely sent to qualified roster entrees. This additional service is appreciated by field based foresters interviewed during the evaluation.

Assessment:

Judging from frequency of use, the roster is a highly effective and relevant accomplishment of the FSP. It is clearly helping A.I.D. find the most qualified foresters and related natural resources specialties for various design and implementation tasks. It is actively maintained and expanding the scope of expertise represented, e.g., to include forest policy and emergency related skills.

Costs of the roster have been computed by FSP for the five-year period from 1983 to 1988. During the period a total of $172,275 were expended on the roster, representing an average investment of $34,500/year. Of the total, 79% were labor costs expended as salaries for the roster manager (25% total work time) and assistant (75% total work time). Roster development (recruitment, updating, etc.) was more expensive than searches during the period (42% v. 26% of the total costs). The annual unit cost per search was computed at $265. (See Tables 2 and 3 in Annex 1.)

3.4 Technical Staff

3.4.1 Regional Program Coordinators

Regional Program Coordinators (RPC) have four major technical responsibilities: to conduct roster searches; provide technical backstopping to field missions; to maintain contact with the various A.I.D., USDA, USDI, Peace Corps and international donor offices in Washington; and to maintain contact with forestry professional working overseas. Each RPC also has certain administrative duties assigned by the Program Manager.

The first two of these responsibilities, roster searches and technical backstopping are demand-driven. This is the primary function of FSP, to support the field missions in their activities. These services are almost universally appreciated. FSP responses are rapid and complete. The last two responsibilities are part of FSP's networking function, to keep forestry and related natural resources professionals informed and in touch with one another. A large number of foresters use FSP offices as the focus of the international foresters network. People drop in when they are in town, they pass through on their way to an overseas assignment and they attend FSP-sponsored brown bag seminars. In these ways, foresters keep in touch with one another, or at least informed about one another's activities. This open-door policy under which people are encouraged to stop by is very valuable to practicing foresters.

However, even though the RPCs are performing well at fulfilling their job descriptions, one should consider whether their job descriptions are appropriate. The Evaluation Team has found that the RPCs, as well as some of the technical coordinators, are not being used as efficiently as they might be used. As much as half of the responsibilities of these GS-13 RPCs should be handled by GS-7 or GS-9 personnel. The RPCs should not be spending their time doing roster or literature searches, calling potential candidates to check on availability, answering routine correspondence, or attending RCPV meetings to recruit roster candidates. With the numerous databases RSP maintains, they could well have a database management specialist. It is also possible that an editor, at least part-time editor may be appropriate to help with the production of periodic reports, quarterly newsletters, annual reports, as well as the editing/layout/printing tasks associated with issuing technical and program reports.

The Regional Bureaus differ somewhat in their expectations of what FSP should do and how it should operate. The LAC Bureau, for instance, would prefer to have the LAC/RPC physically located in the LAC Bureau and help with Bureau policy. It needs a policy and planning specialist to help the Agency determine whether it is responding to Congressional mandates. The bureaus believe they need policy consultation much more than technical help. ANE/TR also believes that FSP needs more analytical ability. Africa Bureau, on the other hand, has always had a forester or other natural resources specialists on its staff.

The ANE Bureau feels the need to have a flexible approach to be able to consider the many and varied aspects of the environmental problem. As natural resources are considered more broadly, FSP may have to evolve to meet the multi-faceted needs of the Missions and forestry alone is not enough. Having a tree seed specialist is a rather narrow view of one small issue and probably not appropriate.

3.4.2 Food and Voluntary Assistance Coordinator

This position was created on the strength of a study commissioned by the FRM manager to determine the extent of non-project forestry aid (Clement, Peg. 1984. **Food Aid and Forestry: Ongoing and Recently Terminated PL 480 Supported Forestry Projects Worldwide**). It was found that the total non-project forestry expenditures exceeded the totals in project supported forestry. This fact had not been previously documented although FSP staff had assisted many projects, especially in Africa, that employed PL 480 food or currency in forestry. To illustrate, in Senegal out of $20 million worth of PL 480 assistance dispensed during 1980-85, $9.8 million was used for forestation.

The actual and potential development impacts of PL 480 programs were not generally appreciated within A.I.D., and those who planned food aid programs or who executed them were not aware of the ways this form of assistance could contribute to solving forestry problems. A programming initiative was proposed to promote food aid for forestry within A.I.D. and among PVOs. Funding under FRM was not approved, however, the FRM manager succeeded in obtaining an OYB transfer from PPC to FRM of $1 million to fund

the initiative and the position which was filled in late 1986 by the former Africa Region Coordinator.

The PPC "buy-in" funds 50% of the FSP FVA Coordinator, and all of a comparable position in Peace Corps' Office of Training and Programming Support (Bruce Burwell). The Forest Service funds the other 50% of the FSP FVA Coordinator. A second OYB transfer of $1 million in 1988 extended these individuals and activities to 1992.

During 1986-1988, the coordinator worked on raising awareness in A.I.D. of the positive development impacts of forestry supported by PL 480 sources, and the ways it could be accomplished. This was done through meetings, various communications and other activities listed in the accomplishments section. In 1987 A.I.D. policy regarding local currency shifted, and missions were authorized to use these monies for project assistance, as well as non-project assistance.

In 1988, the thrust of the coordinator's focus work shifted from that of promoter/catalyzer to that of a support technician assisting ongoing and new efforts to employ PL 480 resources in forestry assistance. A "focus statement" guides his work.

Accomplishments:

(A few accomplishments are listed only for purposes of illustration.
They were not evaluated.)

* Workshops

  Two one-week programming workshops were held to familiarize USAIDs, PVOs and Peace Corps with the PL 480 mechanism as a source of support for forestry activities. The coordinator helped plan them and acted as a resource person in both events. The first was held in Mombassa, Kenya, March 25-29, 1987. The Bureau for FVA, Africa Bureau and Peace Corps co-sponsored the workshop. FSP published the proceedings: **Food Aid and Natural Resources Programming Workshop, Mombassa, Kenya, The Proceedings.** A second workshop was held in February 1988 in Guatemala. Its proceedings were also published by FSP: **Memoria del Taller de Progammacion Sobre Recursos Naturales y Assistencia Alimenataria en America Latina.**

* Evaluation of AFRICARE project in Burkina Faso. The Coordinator was Team Leader of this evaluation.

* Preparation for ANE of one of the background papers for its region-wide natural resources strategy: "Non-project assistance to the natural resources sector of the ANE region."

* Design of a Peace Corps program in Northwest Tunisia involving forestry, range management agriculture, and using WFP commodities and Title I generated currencies.

3.4.3 Training and Education Coordinator

The Training and Education Coordinator provides information and training support services to missions, including periodic notifications of U.S.-university based and international courses on forestry, agroforestry and related themes.

The Coordinator undertakes liaison and communication with A.I.D. offices and missions, Peace Corps and entities involved in forestry training (50% of the time), prepares materials and organizes training activities (20%), and responds to the needs of bureaus and missions in their training efforts.

An "Annual Training Strategy" is prepared each year and reviewed by all parties involved in FSP. It is essentially a work program for the fiscal year, with general objectives and a list of planned activities accompanied by budget estimates for each. In 1989, the total cost of six of activities was an estimated $137,000, of which $27,000 would be funded out of the NRMS project (made available through an OYB transfer via the Africa Bureau's own RSSA with OICD).

Training Accomplishments:

The following lists is illustrative rather than comprehensive. It includes some of the salient accomplishments in the area of training and education support.

* International Seminar on Forest Administration and Management, University of Michigan. 1984 and 1985.

  One-month course offered yearly, since 1984. Tuition fee for 1989 is $4,000. This course is patterned somewhat after the International Seminar on Parks and Equivalent Reserves, but is more rigorous, involving more course work.

  Initiated and funded entirely in 1984 and 1985 by the FSP ($173,000 and $162,500 respectively), the subsidy has been removed and the seminar is now self-supporting at a threshold student attendance level of 25. FSP continues to underwrite the expenses of a number of participants, however.

* Production of the first textbook on agroforestry, in Spanish, namely **Sistemas Agroforestales** (see publications list). Reviewer H.-J von Maydell says: "This manual is extremely valuable for training and education in Spanish speaking countries and will also find a wide applications in extension work." (Book review, **Agroforestry Systems**, Vol. 7(1):96. 1988.

* Production of **Profiles of USA Forestry Schools**. (3rd edition, 1989)

* Conference on Management of Forests in Tropical America, San Juan, Puerto Rico.

* Conference on educating forestry technicians into the 21st Century at the Paul Smith College.

* East African Regional Tree Seeds Technology Short Course, Dec. 5-16, 1988.

  Held at the Social Forestry Training Centre, Muguga, Kenya. Had 28 participants. Two U.S. Forest Service Instructors were funded by FSP. DANIDA funded a tree-climbing expert. FAO, IDRC, and A.I.D.-funded participants.

  Good-to-excellent ratings were given by the participants in their evaluation questionnaires, which were summarized in a report by the FSP Training Coordinator.

* Agroforestry Theory and Practice -- Sixth Annual Training Session of Pacific Foresters in Conjunction with Caribbean Foresters.

  Given at CATIE, May 30-June 16, 1988. Had 27 participants from Pacific and Caribbean island states. Course was conceived at the time of the 1986 FSP-sponsored San Juan, Puerto Rico Conference on the Management of Forests in Tropical America. It was planned with FSP staff assistance, and Agroforestry Coordinator Dr. Dennis Johnson gave one lecture (on palms). CATIE provided most of the instructors.

  Participants evaluated the course as being very relevant to their work, with adequate emphasis and teaching levels and adequate teaching materials. (in which "adequate" is the best possible rating). All would recommend it to their peers.

* Graduate studies program. Finances graduate student field research abroad. Six have been funded.

* International Seminar on Watershed Management, for ASEAN nations. June 7-29, 1985.

  Sponsored by A.I.D. but conceived by FSP, co-organized and co-managed by FSP through a PASA with ASEAN. Executed by the University of Michigan.

  The evaluation result was 3.26 on a 4.0 maximum scale.

See Annex 16 for action in Africa.

The Africa Coordinator had also helped to plan and draft a Peace Corps publication: **Guidelines for Community Level Forestry Projects Development: Options and Guidelines for Collaboration in PL 480 Programs.**

3.4.4 Special Projects Coordinator

This Coordinator's principal responsibilities are:

* Management of the skills roster and related activities, including updating and expanding/refining the roster, answering requests for referrals for natural resources expertise. The Coordinator is assisted in this task by a Program Assistant.

* Managing of contracts and cooperative agreements between the FSP and other entities, e.g., SCFER for the FPEI work, production of the annual report, research for Job Seeker's Guide, adaptation of MSU's QUICKSILVER software to LAC region, etc.

* Preparation of reviews of FSP program progress and budget status and preparation of monthly budget summary statements.

The current coordinator is an urban forester (hired Spring 1989).

3.4.5 Social Forestry Coordinator

This position was established in 1987 by means of a special RSSA, principally to assist the F/FRED project which is jointly managed by S&T/RD and S&T/FENR. The first Social Forester resigned the position in early 1988, and it was only being filled on a one-half time basis at the time of the evaluation in August.

This Coordinator's assistance to **F/FRED** is designed to promote and improve social science understanding in research related to multipurpose tree species used on small farms. The Coordinator participates in monthly **F/FRED** coordinating meetings and monitors project activities.

Accomplishments during 1987/88:

* Assistance to F/FRED project, including participation in F/FRED regional workshops in Thailand, Pakistan and Nepal.

* Drafting of "Notes for the Social Science of Forestry: Some approaches to Interactive Research Linkages for Development Forestry" and "Success in Small Farmer Development: Paper Making at Pang and Nanglibang, Nepal."

The Social Forestry Coordinator has been extremely active on a wide range of areas -- from major curriculum development initiatives to new recruitment activities, to professional research and on a wide range of technical back stopping activities. The very nature and volume of activities measure the importance this position assumes. This was reinforced by the Team's key respondents, who strongly supported the continuation and expansion of

activities for the position, and were favorably impressed by the incumbents who occupy the position. Agency-wide value is that the position links FSP to a broader network of natural resource and environmental activities. It links to the F/FRED activities and it is the primary link to S&T/RD. FSP could find itself as the major contributor to the new forestry that is evolving on a global basis: more local, more participatory, more multiple resource, more non-hard products and benefits, smaller scale and greater use of "appropriate" technology. The social forestry position and its expansion is central to assuming this larger role, both domestically and internationally.

3.4.6 Agriculture Forestry Coordinator

A study was commissioned in late 1984 to explore ways to launch an initiative concerned with the agriculture/forestry linkages. In early 1985 FSP solicited preliminary proposals from university state extension services to place a coordinator in FSP, conduct studies and prepare teaching materials, with a budget of approximately $300,000. The three proposals received were not acted upon due to budget cutbacks. However, in March 1986, FSP was able to hire a Forestry/Agriculture Coordinator for two years, later extending the position for an additional two years. In early 1989, the first coordinator resigned and there was a three-month hiatus before a replacement, Susan Huke, was hired. Ms. Huke had just begun working at the time of the evaluation.

Accomplishments and activities of the first Coordinator included the following:

* Africa. The first coordinator visited eastern and southern Africa to discuss closer coordination of training activities with ICRAF in Nairobi, visited missions in Burundi and Lesotho to review agroforestry-related projects, and served on a two-person team preparing an end-of-project report on the Burundi Bururi Forestry Project.

* Latin America and the Caribbean. Travelled to Costa Rica, Honduras, Barbados, Grenada and Jamaica to gather data on cocoa agroforestry systems; subsequently attended the Inter-American Cocoa Forum, Costa Rica and gave a presentation on the subject. Visited the Napo Agroforestry Project in Ecuador. Assisted in development and planning of an agroforestry training course in Bolivia using Sistemas Agroforestales. Participated in a workshop for Peace Corps Natural Resources Program Managers in Latin America, held in the Dominican Republic. Assisted Regional Cocoa Rehabilitation and Development Project in Grenada with design of cocoa agroforestry demonstration plot. Participated as technical resource person and instructor in Agroforestry Course for Caribbean and Pacific Islands Foresters in Costa Rica. Co-conducted an agroforestry training workshop for the Forestry Department, St. Vincent. Served on a three-person team in Haiti to develop a conservation strategy for the endangered endemic carossier palm.

* Asia/Near East. Participated in a workshop in Thailand on Expanding the Role of NGOs in National Forestry Programs. Travelled to Thailand to make a presentation at the F/FRED workshop on Multipurpose Tree Species for Small Farm Use, and to participate in the International Rattan Seminar. Assisted the Nepal mission with

finalization of the Management Plan for the Dang/Deokhuri Agroforestry Project. Travelled to Indonesia to visit the Upland Agriculture and Conservation Project. Participated in the South Pacific Coconut By-Products Feasibility Study in American Samoa, and presented a technical report on non-edible coconut palm products.

Forestry-Agriculture activities have resulted in several reports and publications, among them are:

- The Potential Contribution of Agroforestry Species to Small Farmer Cocoa Growing, by Dr. Dennis Johnson;
- Buffer Zone Agroforestry in Tropical Forest Regions, by Karl Van Orsdol;
- Abstract Bibliography of Agroforestry Articles 1980-1986;
- Palms as Multipurpose Cash and Subsistence Tree Crops, by Dr. Dennis Johnson.

3.4.7 Impacts of Special Initiatives

These initiatives were in agroforestry (and other agriculture/forestry interactions), forestry supported by PL 480 resources, social forestry, and forestry in private enterprise. They were begun by special studies commissioned by the FRM manager which led to the contracting or appointment of an individual to the FSP staff; or in the case of FPEI to the design of a special effort.

The impact in Ecuador of the Forestry Private Enterprise Initiative, funded by FRM through a separate arrangement, is reviewed above in the discussion on impacts in the LAC region. The generalized impact of the various studies and research work published through this project was not determined, and would entail a special evaluation effort.

3.4.7.1 The Agriculture Forestry Initiative

This initiative had minimal impact because the program was curtailed. Its budget was reduced from one that would have financed program of activities and studies with university involvement, to money only for a single position with a small amount of travel. Essentially the Agroforestry Coordinator performed support services whose impact is difficult to document and therefore to evaluate but which ultimately are the sum total of what only one individual based in Washington D.C., with limited travel money can achieve. This is clearly an inadequate commitment of resources for an initiative on such a complex theme.

3.4.7.2 The FVA/PVO Initiative

This initiative has probably resulted in more adroit and effective use of PL 480 resources for forestry and related natural resources management activities, and possibly proportionately more use than previously. However, the level of food assistance has declined in recent years, especially in Africa as drought conditions have eased, and structural reform and budget support have been funded from PL 480 local currency.

In any case, no documentation was seen of the trends nor of the influence of this initiative on the trends, hence its overall impact cannot be assessed.

3.4.7.3 The Social Forestry Initiative

The social forestry initiative is part of the F/FRED contribution to FSP. It ensures that a qualified social scientist is available for technical support. The first incumbent of the position in 1988 was Dr. Donald Messerschmidt, an anthropologist. He covered a wide range of activities from social sciences and forestry curricula in south and southeast Asia, to social science trouble shooting on various projects, to writing technical papers and to developing a mechanism for anthropologists to enter the FSP roster.

When Messerschmidt took another assignment he was replaced with the half-time services of Dr. J.K. Parker, a social ecologist. Dr. Parker has continued an active role in the promotion of the social science contribution to forestry and natural resource efforts for rural development.

3.5 Organizational Analysis

As FSP nears a decade of service it retains an organizational pattern that resembles an older DC-10. It still does the job in an effective and efficient manner, however, one must wonder how well it will fare in the storms and challenges it must meet in the future.

During the early troika arrangement where OICD handled the finances and administrative matters, the USFS provided the professional core and USAID provided the money, the mission and the clients worked effectively towards launching the program. However, like divorced parents fighting over custody of their child, there may be countervailing forces to assert major claims upon FSP in the future. This is the measure of the success of FSP, (everybody wants the honor roll baby) and a measure of the importance of environmental matters for world leaders.

The three organizations have a long tradition of decentralization that is held together by a core of professional association forestry, agriculture and diplomacy. As these tightly ordered professions are fragmented by a whole array of new disciplines some of that order becomes frayed. Personnel have less in common, their tower of babble means more time must be spent in helping to interpret "foreign" languages, connections become more formal, supervision becomes tighter. This is likely to be accentuated in the future as the FSP professionals see their career opportunities contrasted from being hired guns for A.I.D., with little professional future or career path within a clean and powerful agency like the USFS. In short, the organizational loyalty may have stronger pull than mission loyalty. As a person's career cycle develops, there are strong incentives to find a place rather than to follow ideals.

The most significant challenge to the early harmony that prevailed between the three management partners at the start-up stage will be the anticipated move of FSP to the main Forest Service building from the present location near S&T offices. In spite of the best will of all participants, the FSP program will perforce become more and more adapted to the culture of the USFS and have thinner lines of contact with the culture of A.I.D.

The present relative harmony had a natural pattern. By having spatial propinquity, informal structures could emerge--casual drop-in, lunch, coffee breaks and so forth would serve to keep all parties in direct communication. Once the move is in place, a much more determined and tighter structure will need to emerge to sustain what took place informally.

The S&T project officer will need to institutionalize what may have happened informally. Regular, direct contact between the project manager and the technical and regional coordinators will be required, rather than the usual chain of command. That is, the technical and regional coordinators will need to serve as the direct eyes and ears of S&T as to the needs, trends and personnel changes in the missions and bureaus. This means regularly scheduled briefings and debriefings by FSP persons on their way to the field and on return from the field.

Other means of institutionalizing contacts and sustaining loyalties will need to be developed. In preparation for the move, an electronic message exchange has already been initiated with USDA's linking FENR with FS via Telemail. The regional coordinators may need to spend time in S&T and their respective bureau offices, with some persons from S&T rotating into the Forest Service offices. Such rotation of desks by professional personnel may help to match the loyalties to both parent organizations. More frequent report writing on more trivial issues will be essential to keep project management in touch with daily activities and performance. In short, spatial distance must be overcome with paper and institutionalized routines to compensate for the eventual loss of informal arrangements.

Perhaps, the most significant challenge to FSP effectiveness for the A.I.D. mission is the possible erosion of awareness in USFS of the global restructuring of forestry. As an agency with a relatively weak constituency , USAID is an organization possesses more of a learning-process approach rather than the more traditional (and stable) pattern of the USFS. The USFS with strong recreational, timber, grazing and water constituencies must hold fairly close to expected patterns. The more open approach is best for the emerging opportunities and unanticipated needs of the developing world. The danger for FSP is that career interests will require greater attention to traditional USFS values and approaches at the very time that forestry in the tropics is in major transformation. Again, strong counter incentives will need to be developed by the A.I.D. managers to keep the fresh approach of the youthful FSP, and to ensure loyalty to the A.I.D. mission.

It is noteworthy that all non-USFS interviewees expressed universal concern about the relocation and greater absorption of FSP into the culture of the FS. Some informants suggested that other organizations might make attractive competitors for the services presently provided by FSP. Others noted the emergence of in-country organizations that

might be used by A.I.D. missions to ensure continuity and direction more in line with the forestry and natural resource needs of future A.I.D. projects.

In the period of FSP maturation many changes have happened. Forestry has become of significant importance to decision makers, the press and an array of emerging constituency groups. USAID, USFS, EPA and other agencies are developing responses to the new political interest in tropical forests. FSP is well-positioned to be a coordinator of the several activities if it can somehow dance in the several organizational circles it occupies. This means some adherence, but also some evident distance from present patterns in the USFS; some embracing and yet some distancing from the USDA strategies while maintaining ability to keep in contact with its traditional multilateral, international resource groupings. That fine balance could give FSP the option for ensuring that the American effort regarding tropical deforestation, global warming and human benefit issues will be both more efficient, less duplicative and therefore much more effective than interagency competition for congressional attention.

In short, FSP-II would need to give a significant amount of attention to an organizational structure that meets changed environments and new challenges. A direct extension of current organizational patterns is a certain course to failure in the 1990's.

Other organizational matters raised by interviewees concerned the need to have the FS Director of International Forestry accorded status commensurate with the importance stated in rhetoric and action. The elevated status can go a long way towards permitting USFS field people to appreciate the utility of such work for their own activities. Further, the raised status can give some greater freedom for the FSP effort.

Another organizational concern was the need for greater continuity in the regional coordinators. The bureaus and the missions saw the regional coordinators as the memory bank of lessons learned in their regions regarding forestry and environmental affairs.

3.6 Relationships of FRM to Other Support Projects

3.6.1 S&T/FENR Projects

FENR has four projects in addition to the Forest Resources Management Project. They are the Coastal Resources Management Project (CRM), the Environmental Planning and Management Project (EPM), the Forestry and Fuelwood Research and Development Project (F/FRED), and the Conservation of Biological Diversity Project.

The purpose of the CRM Project is to initiate three coastal resources management programs in Ecuador, Sri Lanka, and Thailand. To the extent that these programs are successful, they can then serve as models for other countries. The possibilities for collaboration between these two projects is limited. The mangrove forest is perhaps the most obvious overlapping resource. However, there has been no work done jointly between the two projects. There has been no contact between FSP and the University of Rhode Island.

The EPM is in many senses similar to FRM. Both provide support for field mission activities in natural resources management. It would seem that FRM's mandate is somewhat narrower than EPM's, being more or less limited to forestry activities. However, there is some overlap. EPM has four specific focus areas:

1. The relationship of environment and natural resources management to agricultural production (FRM's forestry-agriculture initiative is closely related to this focus area);

2. Environmental policy analysis and resource assessments (FRM does not have a specific mandate in this area although FSP staff have participated in two biological diversity assessments);

3. The role of environmental NGOs. Although FRM works with some NGOs and PVOs, the emphasis is on providing technical assistance, not on defining their role;

4. Methods for integrated analysis and planning. FRM uses different methods for analysis and planning. EPM studies their relevance. There has been little contact between FSP and IIED.

F/FRED is the FENR project with which FSP has had the most contact. F/FRED has three components: forestry and agroforestry research planning and management; development of networks of experts; and research in a number of specific areas. Although there is the possibility for collaboration between the two projects on several areas, very little has actually taken place. Collaboration seems to be limited to F/FRED financing the Social Forestry Coordinator on the FSP staff for a period of two years. Although FRM has the mandate to give technical support to forestry research, many people consider that F/FRED has a more direct link to forestry research and therefore use F/FRED instead of FRM.

There is some overlap in responsibility between FRM and the Conservation of Biological Diversity Project. This project offers technical assistance and training in preparing research proposals, conservation strategies, and defining priorities. It is also supposed to maintain an information network.

3.6.2 S&T/AG Projects

The three projects in S&T/AG which are most closely related to FSP are the Soil Management Support Services Project (SMSS); the Technology of Soil Moisture Management Project (TSMM); and the International Benchmark Sites Network for Agrotechnology Transfer Project (IBSNAT).

The SMSS project is probably the project most similar to the FSP project. It is handled as a PASA with the U.S. Department of Agriculture's Soil Conservation Service (SCS). It's objective is to help developing countries to build their capacity to address soil resource problems. As with FSP the three major activities of SMSS are short-term technical

assistance, training, and information dissemination. There is also a small research component. The SMSS project seems to offer the perfect opportunity to obtain necessary expertise in all aspects of soil science. However, only one SCS employee has ever done a consultancy for FSP.

The TSMM project is implemented by the USDA Agricultural Research Service. Its approach to improving rainfed agricultural production systems includes synthesizing research (experience examination), conducting regional workshops, planning research studies, and providing short-term technical assistance to field missions. There is a very strong relationship between TSMM's objectives and the Forestry-Agriculture Initiative of FSP. It is not evident that FSP has taken advantage of this relationship.

Another of S&T/AG's projects which is closely related to the Forestry-Agriculture Initiative is the IBSNAT project. The project concept is "that the whole system must be understood in order to evaluate changes in any single component." As with the other projects, the major objectives of the project are to provide technical assistance, training, and networking services. IBSNAT, however, has a significant research component representing 42% of its total budget. The Forestry-Agriculture Coordinator should attempt to help some of A.I.D.'s agroforestry projects to take advantage of IBSNAT expertise.

3.6.3 S&T/RD Projects

The Office of Rural and Institutional Development has three related projects: The Human Settlements and Natural Resources Systems Analysis Project (SARSA); the Development Strategies for Fragile Lands Project (DESFIL); and the Research on Access to Land, Water, and Natural Resources Project (ACCESS).

The purpose of the SARSA project is to "increase host country capacity to assess natural resource systems, do regional analysis, identify problems in sustained resource use, and design resource management programs." To the extent that SARSA conducts resource assessments and designs management programs, FSP could possibly take advantage of the SARSA project.

The DESFIL project "assists missions and host countries assess fragile lands problems and develop strategies for addressing them." FSP and DESFIL have worked closely together on a number of activities in the LAC region. To the extent that FSP has been encouraged by some field missions and regional bureau personnel to include a wide range of natural resources in its program, FSP could begin to become more like the DESFIL project, without the limitation of working on 'fragile lands.'

The ACCESS project is implemented by the University of Wisconsin's Land Tenure Center. It addresses land tenure issues as they relate to the use and management of natural resources. Given that many of the A.I.D. forestry projects around the world need to consider some major or minor aspects of land tenure, the ACCESS project offers an obvious source of expertise which could be tapped by FSP.

3.6.4 Regional Bureau Projects

The Africa Bureau has a Natural Resources Management Support Project (NRMS). This project was designed to help missions in the arid and semi-arid tropics and in the tropical highlands of Africa. The project was to assist missions in assessing natural resource management problems and prepare strategies for dealing with them. It was intended to be a short-term effort of two years duration, whose goal was to stimulate project activity in natural resource management. The NRMS project has a mandate which is much wider than the relatively narrow field of forestry. There has been considerable cooperation between FSP and AFR/TR which manages NRMS. NRMS has given $100,000 to the FSP program and is considering an additional, much larger transfer of training funds.

4.0 FUTURE

4.1 A.I.D.'s Present Directions

Results of regional observations are summarized. Overall, there has been a general trend to work more with non-governmental organizations and with the Peace Corps on natural resources projects of various kinds. Policy dialogue and reform support so far have not addressed the potentials for affecting natural resources policies, and in general A.I.D. has not participated in the preparation of Tropical Forest Action Plans around the world.

4.1.1 Central America and South America

Since the inception of the Forestry Support Program, USAID in Central America has developed a technical capability to deal with forestry matters. In ROCAP a forester has been assisting USAIDs in forestry since 1981. In USAID/Honduras there are two FSN foresters and USAID/Guatemala has one FSN forester. At CATIE, A.I.D. and other bilateral support has served to create a large body of expertise in basic and applied research in forestry, agroforestry, watershed management and related analysis and documentation.

A new regional project, Development of Environment Management Systems (DEMS) will provide technical support and assistance to the entire region on biological diversity and environmental management issues. This five-year, $7.2 million project is nearing approval and would finance staff positions in Washington (an additional staff and continued support for AAAS fellows), the Caribbean (Dr. Loren Ford's position), ROCAP (Dr. Tschinkel's position) and South America (Dr. Clark's position). New projects in Central America, including ROCAP's Regional Environment and Natural Resources Management Project (RENARM) will be in line with a Strategy for Central America on environment and natural resources management recently produced by LAC. Similarly a draft strategy has been developed for Ecuador which is serving to orient and justify efforts being planned to support forestry, conservation, and more. These new projects and strategies reflect an increasing capability in the region to conceive and design projects. In Ecuador, for instance, the A.I.D. mission is launching a new project "Sustainable Development of Fragile Lands" that employs the conservation of biological diversity as a focus for diverse activities in forestry, agroforestry, parks conservation and management. Ecuador is viewed by USAID/Quito as comparable to Madagascar in terms of its genetic richness and diversity.

Local technical and scientific capabilities are considerable. CATIE's capabilities in teaching, region-wide research management (e.g., the ROCAP fuelwood research project, MADELENA), and information support are considerable. National capabilities have increased in the course of the decade, and regional awareness has increased about deforestation and the forest sector in general.

Consequently the foreseeable and possible needs for support services in the forestry sector in the region are very different from what they were in 1980, when the project was designed. Technical assistance needs now are more specialized, i.e., information

management. In the traditional forestry fields of expertise, there are now local experts who can now help in project/program design and implementation.

4.1.2 Asia and the Near East

The ANE strategy on natural resources and the environment is being formulated. In most of South and Southeast Asia the trend in forest projects is toward community based, socially oriented, small-scale, appropriate technology, multi-resource and multi- functional activities. For FSP this means considerable attention to non-traditional forestry activities if they are to continue serving the region. Secondly, there will need to be a much more pro-active response by FSP, both to keep its utility and services in the mission's "minds-eye" and in turn to learn from the missions their perceptions of the on-going changes in technical and project needs for the region. For example, there is likely to be an increased need for literature reviews and technical assistance on topics seldom considered by the U.S. Forest Service.

4.1.3 Africa

The Africa Bureau now has a Plan for Supporting Natural Resources Management in Sub-Saharan Africa and an $8 million regional project, Natural Resources Management Support (NRMS) that is assisting to initiate actions in the various missions. Foresters in the region now are located in REDSO/ESA (PSC D.Gibson, post originally funded by FSP), USAID/Niger (direct hire, G.Taylor), Cape Verde (direct hire, Tom Luche), and Haiti (Kevin Mulally).

Mission forestry efforts have evolved from support for large and small plantations towards a combination of support for farm forestry, for buffer zone forestry and landuses, for tree planting in support of land conservation, and for direct support for conservation of remnant forests and habitats in the form of parks or preserves.

4.1.4 Bureau for Science and Technology

Support projects at the A.I.D./Washington level have increased and diversified accordingly, i.e., the Biological Diversity Project, Environmental Planning and Management Project, and the planned Natural Resources Policy Project in S&T/FENR.

4.1.5 Conclusions

Regional- and mission-level responses to needs in forest resources management have broadened or been integrated into a larger agenda, resulting in a diversification of technical support needs to include biological diversity, preservation and chemical pollution. A.I.D./Washington, Regional Bureaus, regional support offices have contracted staff to provide support for design and technical backstopping of projects.

The capability in missions to manage the implementation of long-term natural resources projects does not appear to have increased, however. The single most important impediment to good management appears to be the lack of continuity of direct hire managers, which was also the very problem that complicated the evaluation of FSP performance in the field.

4.2 Emerging and Likely Problems

4.2.1 South Asia/Southeast Asia and Pacific Region

Regarding new initiatives, the overwhelming consensus of persons interviewed was that although the five topic areas of the commissioned papers provide interesting and useful directions, none of them attracted very high priority. A number of topics were suggested that were thought to have more urgent need. At least nine, in no particular rank, had two or more "votes" from the respondents -- (a) natural forest management; (b) social forestry; (c) nature tourism; (d) environmental awareness and education; (e) forestry and natural resources curriculum and training development; (f) natural resource economics and social science; (g) forest and natural resource policy analysis; (h) forestry extension and field training; (i) urban forestry. The following paragraphs will provide more specific details and elaboration of some of these suggestions.

A set of problems that seem somewhat universal for the region was presented in the Thailand Natural Resources Profile (Arbhabhirama, et. al., 1987:84). They suggest that strategies to halt and to reverse deforestation trends are stalled because:

1. there is inadequate cooperation between government agencies, or between public and private sectors;

2. the legal framework is inadequate, either because it is too old or too weak;

3. there is a lack of adequate land use planning;

4. research results are too rarely incorporated into practical forest management procedures; and

5. there is a lack of an effective enforcement program to deal with encroachment and illegal logging.

These issues are echoed in one form or another by newspaper reports and our expert respondents in the region. For example, there are ample examples where the Forest Department is seen by the villagers as the enemy of the forest (Santisuda, 1989) (number one, above). There are consistent examples where the government assigns land to a National Park or Forest or to a private eucalyptus plantation, yet the land is already inhabited and, often, has been so for fifty or more years (number two). There is inadequate knowledge of human migration trends, particularly the move from the lowlands to the uplands (number three). Forestry extension as a practice and as an educational

endeavour is weak in Asia (number four). We need more PHLOEM (Production of Helpful Learning Objects and Educational Materials) for classroom and field use (Lantican, 1989). Many of the forest and environmental laws and regulations are out of date, silly and unenforceable -- consequently they demoralize enforcement activities of forestry officers (Sathi, 1989) (number five).

The point is that there is a consistent clustering of problems in the Asia region forestry around: outdated approaches of forest agencies; legal and policy issues; broader land use issues and planning; poor connection between scientific research and the needs of training and implementation agents and agencies; training of forestry enforcement officers and; organization of enforcement activities. That is, forestry in the region demands less of highly technical biophysical solutions and more of a legal, policy, organizational and socio-economic approach. As noted earlier, forestry programs in the Philippines, Nepal and Thailand are predominately community based, socially oriented, small scale, appropriate technology, directed to combining multi-functional resources -- wildlife, agriculture, watershed, range, fodder, tourism, timber and pulp. Therefore, FSP will need to examine whether its generally successful and highly valued services will meet the very different challenges of the 90s on into the next century.

4.2.2 Central and South America

Natural resources policy and related policy research work is needed in the region. Dr. del Camino noted the considerable amount of experience accumulating in natural forest management and the need to bring it under one cover. He specifically cited: a GTZ-sponsored forest management in Quintana Roo, Mexico (120,000 Ha.); management of native oaks in Guatemala; Carton de Colombia work in Bajo Colimaa (160,000 Ha. of secondary forest management) with regards to needed study of economic and policy implications of these experiences.

The scope of forestry assistance needs to be changed. Reactions to date to the tropical deforestation problem have been largely political; more effective action is needed; the debt crisis is linked to deforestation in that continuing deterioration of terms of trade generates pressures for resource exploitation. Regional and national scope strategies are needed to effectively link governmental, private, and PVO actions according to an overall plan that achieves national and regional goals. Government forestry services have little capacity to implement actions so they must develop partnerships to achieve a mosaic effect of many spatially linked actions.

Watershed management in Central America is getting more and more political attention as water pollution problems increase, and as large dams begin to fill up prematurely, e.g., the Chixoy project in Guatemala, the Cajon project in El Salvador, and a dam in Honduras that filled up completely in six years (1982-88). Also students who have passed through the CATIE watershed management course are now exercising responsibilities and influence in their home countries.

Dr. del Camino noted that the CATIE mandate to undertake policy studies and research is unclear and falls in a grey area between the IICA and CATIE mandates, which is bureaucratically dangerous territory. By implication, an A.I.D. initiative to address the policy aspects of watershed management would fill a present gap in regional assistance in this area.

4.3 Possible Responses

4.3.1 Development Assistance Policy

A strong USFS position on international forestry was seen as an essential element if an extended FSP is to be successful in adapting to the changed environment in Pacific Rim Forestry. The Chief should demonstrate a substantive base by a fact-finding trip to Nepal or Pakistan, not "rural development tourism" but time in villages and elsewhere to understand the nature of the problems and prospects of forestry in the regions.

A fact-finding trip could be expected to yield a clear signal that we have the opportunity for mutual learning. The USFS could use technology transfer from Asia to such appropriate U.S. situations as education and training, rapid rural appraisal techniques, multi-purpose tree activities, application of social science to forestry issues and working with small woodland owners.

This learning could trickle down to specific ranger districts with the combined impact of valuable technologies for U.S. needs and an awareness of the global ecosystem connections. Thus technical excursions abroad would not be seen as tourism but as hard, demanding chances for professional development and learning. Also, Alaska Region and Region Six would discover that they have unique experience in dealing with Pacific Rim forestry issues. They are as connected to Japanese capital and Chinese markets as closely as are Kalimantan and Luzon and should have some mutual experiences to share.

A point made by interviews in South Asia and Latin America is the need for substantial restructuring of the forest industry -- from high technology to suitable technology, from absentee-owned logging concession to community concession, from standardized to more diverse structure in processing plants, from price dominance to shared gains in market price changes, from tight organization to looser organization; from a biocentric approach to a homocentric approach, from primary emphasis upon biophysical technologies to a balance with socio- economic technologies.

These experiments in restructuring offer a central focus for educational activities. Students and faculty combine traditional forestry skills with the new challenges, learn by doing with the local people. They become problem-solvers -- who help the re-structured forestry system adjust and renew itself. The field situation becomes a module for research and teaching and for combining biophysical and socio-economic disciplines. And along the way some of the wonder foresters held about the multiple benefits of forest ecosystems would be re-kindled.

The transformation of U.S. forest practices was seen as a major contribution of FSP. It would serve as a guide to curriculum revision in U.S. forestry training institutions, including the translation of Thai and Indonesian works to English for use in U.S. institutions. FSP would help USFS explore the relations between "natural" and "man-made" forests as the U.S. moves to the "Fourth" forest. The FSP would develop training sessions for USFS field people to learn the new forestry techniques of Asia for application to U.S. situations.

4.3.2 Possible Responses in FSP

The roster needs to be greatly broadened to include ecologists, economic botanists, anthropologists, soil scientists, rural sociologists, resource economists and political scientists. For example, the MANRES (Management of Natural Resources and Environment for Sustainable Development) project in Thailand does not require explicit forestry skills as much as the skills of ecosystem analysis. Perhaps, FSP can be the avenue for access to a much wider range of USDA experts such as soil scientists, watershed managers, urban forestry and range management.

For many of the park and wildland situations in Asia, the Urban Forestry Group in Chicago promises more appropriate advice than the National Park Service people with their wilderness orientation. In short, FSP has not fully identified the many personnel resources available in its parent agency.

FSP could re-instate the graduate student intern program to give U.S. students opportunities to learn techniques from abroad for application to U.S. situations. FSP would help in other ways to guide U.S. forestry schools in ways to better train people to serve overseas.

A consistent and strongly emphasized need was access to information management specialists and others with library science and natural resource specializations. The need was to help identify the minimum critical library resources for modest library development in the region. For example, how can the Yale and Oxford Forestry libraries be accessed? How can regional forestry libraries be organized to be more efficient and effective? What are some low cost and sustainable means to connect library resources within the region?

There was a strong desire to increase the forestry extension activities in terms of persons with such expertise, teaching materials that can be taken to the field, and research that follows up on some of the long-term social/community forestry activities now with two to three decades of experience. In short, FSP was seen as a central core for developing and sustaining a learning curve of the new forestry strategies.

4.3.3 Examples of Possible Responses in the ANE Region

1. There is a clear and necessary need for regular marketing of the specific FSP services and demonstration as to how they can be of use to the expanding and

changing forestry and natural resources projects and programs in countries out of the region.

2. Further, the needs of the countries in the region vary enormously, and given the likely trends for Pacific Rim countries, they are likely to assume even more distinctive conditions and variations than in the past. For example, the GOP has less need for direct roster services and technical advisors than other countries for three reasons:

   (a) A large and highly qualified pool of in-country, forestry and natural resource experts exists in the area. Indeed, many of the forestry leaders in the region are from the Philippines.

   (b) English as the official business language gives a wider pool of experts.

   (c) A large resident ex-patriot population is available in the Philippines.

However, other services of FSP may not be ensured by the unique situation of the Philippines. Here some market research on a country-by-country basis could make FSP even more responsive to its clients. For example, tailor-made packages of services could be developed to more precisely target present and anticipated mission needs.

The present buildup of donor funding for forestry and environmental issues in the Philippines is likely to require a high degree of expertise in planning design, monitoring and evaluation of the many activities being proposed and launched. Here the demand for such special services is likely to draw upon an ex-patriot supply.

The primary value of ex-patriots from respected organizations like the FSP/USFS people is their ability to add lustre and legitimacy to practices and policies that local professionals seek to implement. For example, the ex-patriot can work with the district forest officer on site analysis and planning and ask questions that compel the officer to rethink traditional approaches. Or alternately measures and formulae regarding off-site benefits of the forestry activity can be made by the ex-patriot and are more likely to be accepted than if made by a local. Or certain policies, rules and regulations can be challenged more easily by the FSP advisor than by the local professional.

A prime example of a forestry strategy that is crucial for the entire region concerns the use of natural regeneration through ecological succession. In the Philippines only planting is considered appropriate. Yet a U.S. National Academy of Science Team said natural regeneration was an excellent approach in many situations. This judgement consequently permitted local foresters to treat natural regeneration as a legitimate reforestation treatment, benefitting from the fact that costs for natural regeneration are one-fourth those of planting. With the many years of experience and research on forest succession in the U.S. Northeast, there is a real opportunity for FSP service. Literature reviews, training sessions, teaching materials, and expert assistance are likely contributions to making natural forest regeneration a regular means for reforestation.

3. A third area of emerging need is some analysis of the best means for combining and complementing the respective roles of: (a) technical expertise; (b) the PVO/NGO that knows the local lay of the land; and (c) the governmental bureaucracies that regulate land, forestry and environmental matters.

4. A fourth area of emerging need is how to convert logging companies into tree farmers. There is the need to assess the relevant mix of various actions to ensure that the transition actually occurs. Some of these actions are: (a) policies of the government, e.g., credit; (b) sharing in the value returned by processing raw material; (c) investment codes; (d) compliance with existing forestry and environmental laws; (e) land and tree tenure laws; (f) attitudes of companies--need to identify and encourage the positive accomplishments of good companies.

5. A fifth area would involve research, education and technical assistance as applied to appropriate technology and community participation in forestry projects. In a bio-energy system, the most appropriate technology is one that resolves basic local needs and can be maintained with the skills and locally available parts rather than increasing dependence upon outside sources. That is old wood-fired donkey engines that illiterate farmers can keep going is something suitable for the job and is well-matched to the skills and tools of the household or community using the tool. The design and implementation of such suitable technologies is essential and can draw upon historical U.S. experience.

A useful form of technical assistance for suitable forest technologies might be NGOs from eastern Kentucky or the proponents and users of horse and oxen logging in the U.S. Their technology and skills have direct application for local people who use bullocks for skidding logs. The economics of such practices and the fact that it is used in the U.S. should give financial and prestige assurances that the practice does not need to be displaced by mechanized harvesting techniques. It is a highly suitable technology that avoids dependence upon foreign supplies.

Appropriate physical technologies require appropriate organizational technologies. By turning over the timber cutting concessions to the local community they obtain a stake in sustaining the resource. For example, incursions and illegal cutting dropped from 1600 ha to 80 ha when made a community project. In the Philippines the DENR is going to start 10 such projects to be directed by NGOs. Yet if commercial operators are to be displaced, where do they go? Perhaps to manage the industrial plant that processes the raw material produced by the communities? Then the corporation must learn how to use "strange" materials of differing sizes. Also, when the market changes to where the raw material has a higher price being sold for finished wood, then the mill cannot expect to pay pulpwood price.

The role for FSP is as a multiple service unit -- research, education, training, technical expertise. Its role is clear in helping the missions to target modest efforts for country forestry activities that encourage clients to participate and that systematize the restructuring of forestry to suitable organizational and technical levels. To fulfill this role FSP will need

to seek out those persons in the USDA-USFS and elsewhere who can offer skills, knowledge and experience on appropriately scaled forestry technologies.

6. A sixth and related issue is the need for a world roster on NGOs/PVOs that is managed like the roster of forestry professionals. These would be NGOs with some record of working at the appropriate scale, technology type and organizational structure. The FSP could screen and rate the NGOs as to their suitability for working on certain projects. Hence the collection, maintenance, quality control, screening and assignment of NGOs would complement the roster of individual professionals.

5.0 CONCLUSIONS

5.1 Progress toward FRM Project Goals and Purposes

The FRM goal is to reduce the deterioration of the forest and related natural resource base, which threatens basic human needs of the rural poor in the less developed countries, while increasing sustainable use of forest resources to meet those needs. Its purpose is to improve delivery of effective forestry assistance to LDCs for the benefit of the rural poor, by providing A.I.D. Missions and LDCs with ready access to sound technical advice and quality professional field support in forest resources, and by mobilizing Peace Corps capabilities in support of collaborative local village projects.

Although FSP has done well at producing the expected outputs, there has not been significant progress toward the goal of achieving the project purposes or goal though the reasons for this are beyond FSP's control. However, had FSP not existed, the situation from which the project goals were derived would probably have been much more serious than it is.

FSP attained many of its expected outputs. A roster of forestry and related professionals has been established and is maintained. FSP has done a good job promoting the exchange of information between professionals. A number of discrete tasks have been finished which have helped: profiles of forestry schools, the Forest Administration and Management Seminar and various conferences and seminars.

FSP has directly or indirectly influenced A.I.D. operations in the forestry sector. As an example, CARE does not use FSP's roster to help locate project personnel. However, FSP was instrumental in helping CARE become an established, indeed one of the most important institutions in A.I.D.'s forestry program. CARE now has its own roster of forestry and natural resources experts which it uses to locate candidates.

The Project Paper assumed that FSP would eventually provide between 5% and 10% of all short-term consultant's time used by A.I.D. This includes FSP staff, FS personnel, and University and private consultants. Thus, the other 90% to 95% of the short-term assistance to A.I.D. could be said to be independent of FSP. However, FSP has offered a variety of services which have helped many consultants perform their assignments just a little better than they might have otherwise.

There is a greater flow of information between the forestry community than before. Quarterly memos, periodic reports, and occasional brown-bag seminars are formal methods used by FSP to distribute information. By encouraging people to drop in, either before going on an assignment to ask for information, or after an assignment to discuss what might have been accomplished.

One could say that the forestry community has been mobilized. There are vast numbers of forestry and other natural resources specialists who have expressed a desire to participate in A.I.D.'s international development program and be included in the Roster.

At the end of 1985, there were 2,500 names on the roster. At the end of 1988, there were still 2,500 names on the roster. However, the number of foresters must have been lower because between 1985 and 1988 new categories were added to the roster. Anthropologists and disaster relief are two examples. Still, this may show the strength of commitment of these people to remain on the roster even though A.I.D.'s forestry portfolio was reduced during this time.

There are a number of modifications or improvements to the FSP that could be made which would contribute significant progress toward the project purposes and goals. In general, these modifications involve FSP playing a more proactive role "selling" its services, putting forth ideas, verifying mission initiatives.

5.2 Mission Awareness of FSP and FSP Relationships with Other S&T and Bureau Support Projects

Persons are more crucial than programs in A.I.D.; hence, individual FSP professionals may overshadow the program. Therefore, relationships between projects, programs and missions will change when the key interpersonal relationships change. In one sense, the parts are greater than the sum of the whole in A.I.D. programs and projects.

FSP as an entity and a source of specific services, is not part of the culture of most missions because of the rapid cycle of professional personnel turnover. Larger projects tend to crowd out smaller projects in the general awareness and memory of A.I.D. officers, hence FSP may simply be overlooked. Forestry is often a part of large, multiple resource projects such as MANRES in Thailand; hence, there may be more interest in ecologists than in traditional forestry.

5.3 Design

A considerable amount of useful flexibility was built into the project design which provides latitude to change directions or initiate new actions. The disadvantage of this flexibility has been a somewhat "free-floating" work program characterized by many diverse actions whose accumulated impact has not been measured. Furthermore, such measurement would suffer from the lack of strategic goals against which to assess impacts.

Except evaluations of individual training events and of the FPEI initiative in Ecuador (INFORDE), there has been no monitoring or periodic evaluation of the impact of FSP activities, costs of the services, means of delivery and managerial efficiency. The design of the project did not specify such evaluations or the need to monitor the impacts of individual activities.

5.4 Development Assistance Support Needs

Regional Bureaus have increasing needs for technical support in natural resources related to (1) the expanding agenda in this "sector", (2) the need for bureau level support and implementation backstopping for revised CDSSs (following FAA Section 118 and 119 requirements), (3) the additional analytical and technical management tasks entailed in the regional and mission strategies for the natural resources and the environment (e.g., Africa, Central America, ANE), and finally (4) continuing political pressure from Congress and lobby groups to respond to tropical deforestation, global warming and other environmental issues.

Regional offices and some missions on the other hand, have increased their capability to design and manage forestry projects through hiring of expert PSCs and FSNs, through agency-wide as well as regional IQCs for natural resources and the environment, and through special projects such as DESFIL, NRMS and F/FRED.

Missions are increasing the scope of natural resources projects to embrace forestry, biological diversity conservation and resources management and conservation and related NGO actions.

Regionally based foresters and some bureau foresters noted the importance of agroforestry, social forestry, private enterprise considerations, and NGO actions in forestry, particularly agroforestry. However, comments on these themes did not suggest a need for "special initiatives" or full-time staff support. These aspects of forestry are no longer entirely new. They are being integrated into development projects in a wide variety of contexts, with an associated accumulation of documented experiences. On the other hand, agroforestry, social forestry, and entrepreneurial forestry are not thoroughly integrated into the forestry or the agricultural sector. Their usefulness, development benefits, and means of promotion are still being worked out. It is concluded that some level of programmatic and technical advisory support is needed to assist bureaus and missions to carry forward work along these lines or other promising themes. The required level and nature of program support and promotion cannot be defined, but it would at least entail access to expertise and information.

The changing pattern of development assistance in forestry suggests that, in contrast to the beginning of the decade when A.I.D./Washington helped through the FSP to launch or consolidate planned mission- and region-level projects in forestry, the close of the decade is characterized by a diversifying agenda planned or proposed by missions and regional offices which will require an increased level of support in A.I.D./Washington to manage and facilitate these actions. There is also a predictable need for a stepped-up effort in in-service training for A.I.D. officers who manage these various efforts in missions and regional offices -- officers who may have not been involved in project concept and design.

5.5 Should FSP be Continued?

The answer is a virtually unqualified "yes." Missions and bureaus desired the continuation of FSP services. Technical support needs in forestry and renewable natural resources at the bureau level in A.I.D./Washington are increasing. General support needs in production and research forestry at the mission level are declining but a diversifying agenda of assistance in forestry is creating additional support needs, e.g., agroforestry, social forestry, legal and policy aspects, and more. Also support needs are in other RNR fields as additional RNR concerns are folded into projects.

A separate review paper commissioned by the FRM manager has examined in greater depth the needs and responses to possible technical themes, including the ones listed above ("Initiatives in Forestry Support" by Peter H. Freeman, September, 1989 [draft]).

Modifications or improvements to the desired services or functions were suggested by interviewees. They are included below.

5.5.1 Referral Service

Missions like short-term referrals. Roster entrees also liked notices of long-term positions. There were numerous suggestions for improvement, listed next.

The base of expertise should continue to be expanded to include information sciences, GIS experts, social scientists with skills in natural resources management, legal and policy expertise, and others including various agricultural scientists working with agroforestry solutions.

FSP staff may not possess sufficient knowledge of field conditions to interpret requests from missions for referrals in the most effective way. Regional natural resources specialists (e.g., A.I.D. direct-hire foresters in ROCAP and REDSOs) might be more familiar with the mission situation and needs, and could formulate a more effective search of the roster.

The possibility of enlisting the experience and judgment of regional A.I.D. foresters in roster searches should be explored. Can they be given access to the roster, either through modem links or by receiving the roster database and software for use in the regional offices?

FSP needs to inform field mission of the fact that the roster now includes a wider variety of natural resources professionals.

Next time FSP asks individuals to update their roster, each person should be asked to indicate whether his/her CV or roster information may be circulated to interested parties.

A means of providing working access to the roster by regionally based direct-hire natural resources experts (or their PSC equivalents) should be explored.

Create a roster of NGO/PVOs that can be searched by missions and project managers.

5.5.2 Technical Consultations and Backstopping

Expertise as defined in the early 1980s is not necessarily still considered expertise in the late 1980s. Forestry professionals world-wide are more sophisticated. FSP needs to adapt its services to this more sophisticated profession. There will be a need to find ways to respond to increasingly diverse and increasingly specialized needs in the forest and other resources management technologies, and to provide social scientists with skills in natural resources management.

A broader resource and policy analysis capability is now required to support bureaus and USAIDs, for example the requested review for LAC of wood product demand and wood supplies as affected by deforestation.

Regional Bureaus wish to have continued access to these individuals. However, some modification of present arrangements would be entailed:

* More frequent and longer stays at regional bureau offices. Within the possibilities of Forest Service regulations on the question of their personnel occupying A.I.D. office space.

* Regional Bureaus would need to allocate a desk or other fixed office space for such office backstopping work.

* Continuation of regional backstopping functions when the coordinators are absent from the office on leave or official travel.

* A possible decentralization of the regional coordination functions to regional forestry advisors in Abidjan, South America, and Asia. The regional advisors in Nairobi and San Jose have been greatly appreciated, in part because they are located closer to the missions. By creating these new positions in other regions, FSP could transfer some of the Regional Program Coordinators' responsibilities to the Regional Forestry Advisors.

* Regional Coordinators should be able to turn over a routine responsibilities to assistants, perhaps an editor, or a database management specialist.

5.5.3 Information Services

Information management (library science) needs to be a central part of the FSP expert staff.

Periodic reviews of advances or outcomes of various kinds of projects, approaches or solutions for particular environments/ecosystems should be accomplished, to capture collective experience not usefully presented in scientific or other professional publications.

Workshops or thematic conferences would be natural adjuncts to these exercises, and would serve training and liaison objectives as well as information exchange purposes.

An example of the type of document which might be produced by FSP is A.I.D. Evaluation Special Study #S9: Agroforestry Projects for Small Farmers.

5.5.4 Networking Activities, i.e., Quarterly Memos, Brown Bag Seminars, etc.

These are universally desired. To extend the impact of brown bag talks and such events, notes could be taken of talks and circulated to FSPs memo audience and field missions.

Sponsor regional conferences and foresters implementing projects, to exchange ideas about specific topics.

5.5.5 Training

Formulate a training program goal and plan that addresses regional and global RNR strategies being planned or implemented by A.I.D. and which provides useful and unique services at the A.I.D./Washington level not being planned or offered by regions or financed by missions.

Add funding for underwriting participation of long-term PSC and FSN foresters and other renewable natural resources experts' participation in workshops and scientific conferences.

Periodically survey the training component of all A.I.D. natural resources projects to track trends and identify emerging needs for supplementary training.

Give emphasis to technician training, forest extension development and training materials, plus develop and test tools for field level forestry extension activities.

5.6 Needs for Additional Services and Functions

Ideas for additional services or functions emerged from the various interviews as well as the Evaluation Team's work. They are presented for consideration in future design of a follow on program to FSP.

5.6.1 Leadership and Coordination

Many people said that FSP should, in addition to satisfying mission requests, play a leadership role. FSP could play a coordinating role in the emerging federal interest in tropical deforestation and global climate change. Several respondents suggested that the position and rank of the USFS Director of International Programs needs to be up-graded as a sign of the importance given to such activities by the USFS.

The Forest Service Chief needs to make a fact-finding trip to a representative developing country to learn the needs there and the lessons to be gained for the U.S. forestry activities.

FSP needs to be an active conduit for helping domestic USFS learn from developing region solutions for U.S. Forestry issues, use USFS in-house capabilities such as Urban Forestry research in Chicago, Region (and Alaska experience with Pacific Rim forestry trade, etc.).

5.6.2 Technical Initiatives

When considering new technical initiatives, a variety of administrative formulations should be considered before selecting the one most appropriate. FSP need not necessarily engage a full-time permanent staff member for a new initiative. An alternative is to have a full-time staff member under a temporary contract lasting from between six months to two years depending on the responsibilities. Another option would be to put an individual under contract (either a PSC or issue a work order for certain services) for, say, six months. Finally, an FSP staff member could have the possibility of hiring consultants as needed to complete certain specific tasks necessary to fulfill the overall objectives of the initiative.

The scope of programmatic studies that explore initiatives could be expanded to include all renewable natural resources involved in forested lands and in rural landuses where trees are important or indispensable elements to sustainable development. To facilitate this there could be set up an S&T inter-office program studies coordination committee to advise on the themes and scopes of studies to be undertaken.

5.6.3 Information

There is a need for regional or global scope studies of "advances in development assistance in renewable natural resources management" that would address advances on different themes, approaches, etc.

Also needed are follow-up studies on what has been learned in two decades of social/community forestry activities, a state of the art paper, then regional workshops on "what-has-been-learned," and then six months to a year later, a follow-up workshop on a "what has been done."

5.6.4 Training

In-service training in natural resources and environmental subjects will be an on-going need for A.I.D. direct hires, caused by the frequency of staff turnover in missions and between regions and the fact that there is no career incentive at present for direct-hire economists or agronomists to specialize in natural resources and environmental matters. Turnover is exacerbated by the length of many natural resources projects (up to ten years).

Management discontinuity is aggravated if replacement managers have less understanding and competence to deal with natural resources projects in their charge (long-term PSC or FSN advisors familiar with projects cannot legally exercise management decisions and authorities.) Consequently management competency must be acquired through short-term in-service training.

5.6.5 Management of Staff and Services

Certain management needs became apparent: periodic impact evaluations, and solicitation of feed-back on consultancies, especially by FSP staff; a more aggressive selling of services to compensate for direct-hire staff turnover in missions, e.g., reminding missions of past services and pointing to examples that may be germane to a mission's ABS or CDSS.

Related to the problem of management continuity in USAIDs, the technical continuity (= "institutional memory" and repository of agency experience in forestry) function of FSP's successor should be made a more explicit and systematic function.

Annex 1 Tables

Table 1 FSP Budget Spreadsheet, 1980-1989 FORESTRY SUPPORT PROGRAM BUDGET

ACTIVITY	Actual 1981	Actual 1982	Actual 1983	Actual 1984	Actual 1985	Actual 1986	Actual 1987	Actual 1988	Planned 1989	Planned 1990	1989 Year To Date	1989 Balance
1. FSP Staff Salaries & Support												
A. Salaries & Benefits	$40011	$150548	$152234	$262009	$338983	$268632	$306935	$362130	$397000	$415000	$287280	$109720
B. Domestic Travel	$344	$5088	$7647	$7825	$4845	$8487	$5836	$9648	$15000	$15000	$5710	$9290
C. Miscellaneous	$51	$8521	$2525	$8059	$3854	$4936	$9307	$10446	$15000	$15000	$2055	$12945
D. Publications	$0	$1352	$9504	$5173	$15917	$9376	$6378	$7089	$10000	$10000	$7502	$2498
E. Career Development	$0	$460	$330	$60	$843	$2425	$5889	$6591	$10000	$10000	$4108	$5892
Subtotal	$40406	$165969	$162736	$283126	$364442	$293856	$334345	$395904	$447000	$465000	$306655	$140345
2. Travel												
A. FSP Staff Travel	$4343	$22412	$21276	$33986	$43298	$48416	$44898	$41500	$55000	$55000	$25779	$18771
B. Other Advisor Travel	$2801	$46540	$30136	$147081	$43515	$47985	$29950	$5576	$50000	$75000	$2820	$47180
Subtotal	$7144	$68952	$51412	$181067	$86813	$96401	$74848	$47076	$105000	$130000	$28599	$65951
3. Technical Advisors	$69254	$92982	$58539	$119665	$58679	$69911	$48151	$12355	$75000	$75000	$16087	$58913
4. Training												
A. Int'l. Forestry Seminar	$0	$0	$0	$173033	$162500	$0	$0	$0	$0	$0	$0	$0
B. OTS Manual	$0	$0	$0	$81000	$58000	$10572	$16000	$0	$0	$0	$0	$0
C. Grad. Studies/Sabbaticals	$0	$0	$0	$0	$80000	$0	$0	$0	$0	$0	$0	$0
D. Meetings & Conferences	$0	$0	$13046	$35000	$50098	$27196	$7470	$21748	$50000	$50000	$0	$50000
E. Training Courses	$0	$0	$0	$97262	$61425	$32270	$5668	$21707	$20000	$20000	$17954	$2046
F. Training Studies	$0	$0	$0	$0	$0	$0	$8931	$0	$10000	$10000	$0	$10000
Subtotal	$0	$0	$13046	$386295	$412023	$69998	$38069	$43455	$80000	$80000	$17954	$62046
5. SCMFR	$0	$101350	$0	$312000	$0	$489258	$449949	$375000	$375000	$40000	$450188	($75188)
6. Forestry/Agriculture Init.	$0	$0	$0	$0	$0	$0	$12720	$12292	$20000	$30000	$0	$20000
7. Caribbean Forestry Coord. (FSP's Contribution Only)	$0	$0	$0	$0	$0	$10375	$12541	$0	$0	$0	$0	$0
8. ITF Tropical Forestry Conf.	$0	$0	$0	$0	$20000	$119640	$0	$0	$0	$0	$0	$0
9. Forestry/Food Initiative	$0	$0	$0	$0	$0	$0	$11250	$0	$12000	$12000	$0	$12000
10. Research Start-up (IUFRO)	$0	$0	$0	$0	$0	$25000	$0	$0	$0	$0	$0	$0
11. Equipment & Miscellaneous	$0	$0	$0	$0	$0	$0	$6913	$80	$0	$0	$20	($20)
12. Project Dollars	$116904	$429253	$285733	$1282153	$941957	$1174439	$988786	$886162	$1114000	$832000	$819503	$294497
13. Overhead	$21025	$77266	$51432	$320538	$254328	$305354	$257084	$230402	$367620		$270436	$97184
14. TOTAL COST	$137829	$506519	$337165	$1602691	$1196285	$1479793	$1245870	$1116564	$1481620		$1089939	$391681

Table 2 **Number of FSP Consultancies by Region, by Year, and by Consultant Source.**

	1983	1984	1985	1986	1987	1988
Africa Region						
FSP	2	3	5	6	8	5
FS	-	2	1	1	2	-
Contract	3	5	1	2	3	-
OICD	1	-	-	-	-	-
ANE Region						
FSP	3	6	2	5	5	15
FS	1	4	-	4	-	-
Contract	-	3	1	2	-	-
SCFER	-	-	-	-	2	-
LAC Region						
FSP	4	10	7	10	12	19
FS	1	2	5	13	11	1
Contract	3	3	3	11	1	16
SCFER	-	-	4	6	11	21
SCS	-	-	1	-	-	-
USDA	-	-	-	1	-	-
Other						
FSP	-	-	-	-	3	-
Contract	-	-	-	-	2	-
TOTAL	18	38	30	63	58	77

Table 3 Roster Searches by Expertise Categories, 1988

Expertise	Number of Searches
Agroforesters	596
Watershed Managers	395
Land Use Planners	368
Resource Agronomists	270
Arid Zone Forestry	204
Sociologists	148
Anthropologists	88

Annex 2 **References Consulted Other Than Internal FSP/USAID Reports**

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Annex 3 **People Contacted**

WASHINGTON, DC

Nyle Brady, S&T, Director
Jack Sullivan, former S&T/FENR, Director
Carl Gallegos, S&T/FENR, FRM Project Officer
Dan Deely, S&T/FENR, FRM Deputy Project Officer
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Janice Alcorn, ANE/TR
James Hester, LAC/TR
Keith Sherper, AFR/TR
Dwight Walker, AFR/TR
Mike McGahuey, AFR/TR

George Mahaffey, Peace Corps, OTAPS
Bruce Burwell, Peace Corps, OTAPS

D. Robertson, Chief, US Forest Service
David Harcharik, Director, International Forestry, (Former FSP Manager for 1.5 years)
Sam Kunkle, (Former FSP Program Manager for 1.5 years)
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Terese O'Rourke, FSP, Special Projects Coordinator
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Pat Durst, FSP, ANE Regional Coordinator
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Thomas Geary, FSP, Training Coordinator
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Arlene Mitchell, OICD
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Scott Lewis, Peace Corps, Senegal, APCD
Cynde Robinson, Peace Corps, Senegal, former project officer for PL 480 project
Ellis Brown, AFRICARE, Senegal, Director
James Fickes, Contractor, Senegal Reforestation Project
Geoffrey Livingston, Contractor, Senegal Reforestation Project

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Dirk Hoekstra, ICRAF
Richard Labell, ICRAF
John-Michael Kraemer, E/DI, NRMS Project

INTERVIEWEES

ECUADOR

USAID/Quito:

Robert Mowbray	Forester, ADO officer in charge of natural resources projects. PCV forester in Ecuador in early 1970s.
Fernando Ortiz	FSN and assistant to Bob Mowbray. Ph.D. zoologist with specialization in ornithology.
Pablo Rosero	FSN working as liaison officer on the Forestry Sector Support Project, taking position formerly held by Peter Arnold.
Dick Peters	ADO head and acting mission director.
Morris Whitaker	Team Leader, Ecuador Ag Sector study.
Robert Peck	PSC agroforester, and commercial farmer residing in Colombia, forestry graduate from IICA, Turrialba, and working with John Bishop, on the agroforestry component of the Forestry Sector Support Project.
John Bishop	Tropical livestock scientist and original researcher in the late 1970s of sustainable livestock raising systems in Ecuador's humid eastern lowlands.
Howard Clark	South American regional environmental officer since 1984. Ph.D. botanist. Transferred from USAID/Lima to USAID/Quito in January 1989.

FPEI Project

Jorge Barba Gonzales, Executive Director, Asociacion de Industriales Madereros (AIMA)
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Juan Borja Laso, President of the Board of Directors, CORMADERA
Ing. Fernando Guerron V.,Consultor Tecnico, CORMADERA
Ing. Lourdes (chemist)

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Fernando Garces, Natural Resources Program Officer, Peace Corps, Quito
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Dr. Luis Ugalde, Information systems, MADELENA Project.
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Annex 4 Evaluation Questionnaire

EVALUATION OF FOREST RESOURCES MANAGEMENT
PROJECT QUESTIONNAIRE
June 1989

The Final Evaluation of the USAID/USFS Forest Resources Management Project (F.R.M.) will be conducted between July 17 and August 9 of this year. The primary mission of the FRM Project is to mobilize the public and private professional forestry community to provide technical resources for the management of tropical forests and the related natural resource base to AID bureaus, missions and regional offices. These units are the program's primary clients, and thus should play a critical role both in the assessment of past project performance and the projection of future needs for such services. The questions that follow should augment the information available to the evaluation team, by providing contact with FRM clients who might be inaccessible to direct interview. It is hoped that the chart format will facilitate response to the questionnaire, allowing for a maximum return of useable information for a minimal investment of time.

Chart 1 asks three questions: Approximately how many times has the respondent requested specific FRM services each year since the last project evaluation?; What has been the overall quality of the services (again rated by the year in which they were performed)?; What type of Forestry/Natural Resource support will be required in the future? To complete this chart, please observe the following steps:

1. For each of the years 1983 through 1989, mark the number of times that a specific service was requested. If none of these services were requested in a given year, the cell should be marked with a zero.

2. The quality of these same services should be rated, by indicating an "A" for "excellent service", and continuing from "B" through "F" for progressively poorer service. Each yearly cell in which a specific service was requested should be accompanied by a corresponding quality rating.

3. The bottom row of the chart is labeled "Future", and is intended to rank (1 through 8) the future importance or need for each of the services offered under the current program. If the need for forestry and natural resources services other than those listed is anticipated in the future, these should be described in the space provided below the chart.

CHART 1

YEAR	Agro-Forestry		Forestry Info.		Analytic Studies		Social Forestry		Training Courses		Technical Assist.		Expert Referral		Food for Peace PL-480	
	No.	Grade	No.	Grade	No.	Grade	No.	Grade	No.	Grade	No.	Grade	No.	Grade	No.	Grade
1983																
1984																
1985																
1986																
1987																
1988																
1989																
Future (Rank 1-8)																

Other Forestry/Natural Resource Technical Assistance most likely to be needed in the future. Please specify.

1. _____

2. _____

3. _____

4. _____

Chart 2 is intended to assess the degree to which the Forestry Resource Management Program has interacted with other development activities and programs. Each respondent should follow the steps described below:

1. Consider the full range of development activities supported by the respondent's unit.

2. List major activities and rate FRM project accomplishments and implementation limitations in relation to these activities with regard to the a) effectiveness, b) relevance, c) efficiency, d) impact, and e) sustainability of project activities. (Rate on Scale of 1 to 3 with 1 being the lowest and 3 being the highest).

3. If there has been no relationship with between their particular unit and the FRM project, this should be noted in the appropriate area.

☐ NONE

CHART 2

Major Activities	FRM Interaction				
	Effec-tiveness	Relevance	Effici-ency	Impact	Sustain-ability

Information from **Chart 3** should help identify the most significant Forestry and Natural Resource Management issues for which technical help will be required over the next five-year period. Answers should reflect the ideas of each respondent's unit or agency, and be limited to three areas of concern.

CHART 3

1. _____

2. _____

3. _____

Chart 4 is intended to assess relationships of the FRM project to other projects and programs within the Regional Bureaus, USAID Missions and outside USAID.

Please list up to 4 major programs/projects within the USAID Missions, Regional Bureaus, and outside USAID with which your unit has become involved with. Rate the FRM interaction to these programs from 1 to 5 with 1 being the lowest and 5 being the highest.

CHART 4

Major Programs	FRM Interaction
USAID Missions 1.	
2.	
3.	
4.	
Regional Bureaus 1.	
2.	
3.	
4.	
Non USAID 1.	
2.	
3.	
4.	

Information from **Chart 5** will indicate the level of priority that should be assigned to various types of forestry technical assistance during the planning of follow-on project. In the following areas of forestry and natural resources technical assistance, indicate desired changes in the appropriate cell.

CHART 5

	Much Less	Less	About Present Level	Somewhat More	Much More
1. Research					
2. Training					
3. Agroforestry					
4. Social Forestry					
5. Biological Diversity					
6. Natural Forest Management					
7. Multi-purpose Tree Improvement and Genetics					
8. International Forestry/Private Enterprise Development					
9. Other (Please Specify)					

6. PLEASE NOTE: Any other comments, suggestions or criticisms relevant to the evaluation of the USFS managed USAID funded Forest Resources Project.

EVALUATION OF FOREST RESOURCES MANAGEMENT PROJECT QUESTIONNAIRE, JULY 1989

THE FINAL EVALUATION OF THE USAID/USFS FOREST RESOURCES MANAGEMENT PROJECT (FRM) WILL BE CONDUCTED BETWEEN JULY 17 AND AUGUST 9 OF THIS YEAR. THE PRIMARY MISSION OF THE FRM PROJECT IS TO MOBILIZE THE PUBLIC AND PRIVATE PROFESSIONAL FORESTRY COMMUNITY TO PROVIDE TECHNICAL RESOURCES FOR THE MANAGEMENT OF TROPICAL FORESTS AND THE RELATED NATURAL RESOURCE BASE TO AID BUREAUS, MISSIONS AND REGIONAL OFFICES. THESE UNITS ARE THE PROGRAM'S PRIMARY CLIENTS, AND THUS SHOULD PLAY A CRITICAL ROLE BOTH IN THE ASSESSMENT OF PAST PROJECT PERFORMANCE AND THE PROJECTION OF FUTURE NEEDS FOR SUCH SERVICES. THE QUESTIONS THAT FOLLOW SHOULD AUGMENT THE INFORMATION AVAILABLE TO THE EVALUATION TEAM BY PROVIDING CONTACT WITH FRM CLIENTS WHO MIGHT BE INACCESSIBLE TO DIRECT INTERVIEW.

SECTION 1-A

SECTION 1-A ASKS THREE QUESTIONS: 1. APPROXIMATELY NOW MANY TIMES DURING THE PERIOD OF 1983 TO 1989 HAS THE RESPONDENT REQUESTED SPECIFIC FRM SERVICES? 2. WHAT HAS BEEN THE OVERALL QUALITY OF THE SERVICES (AGAIN RATED BY THE YEAR IN WHICH THEY WERE PERFORMED)? 3. WHAT TYPE OF FORESTRY/NATURAL RESOURCE SUPPORT WILL BE REQUIRED IN THE FUTURE?

THE EIGHT FRM SERVICES TO BE RATED ARE: 1. AGROFORESTRY, 2. FORESTRY INFORMATION, 3. ANALYTIC STUDIES, 4. SOCIAL FORESTRY, 5. TRAINING COURSES, 6. TECHNICAL ASSISTANCE, 7. EXPERT REFERRAL, 8. FOOD FOR PEACE PL-480.

PLEASE INDICATE, FOR THE YEARS 1983 THROUGH 1989, THE NUMBER OF REQUESTS PER YEAR FOR EACH SERVICE, THE OVERALL QUALITY THE OF SERVICE (A THROUGH F WITH A BEING EXCELLENT AND F BEING VERY POOR), AND THE FUTURE IMPORTANCE OR NEED FOR EACH SERVICE (1 THROUGH 7 WITH 1 BEING THE LOWEST AND 7 BEING THE HIGHEST).

EXAMPLE: 1. AGROFORESTRY: 1983 4 B, 1984 5 C, 1985 3 C..... 1989 4 B, FUTURE 6.

IN THIS EXAMPLE, IN 1983, 4 REQUESTS FOR AGROFORESTRY SERVICES WERE MADE AND THE OVERALL QUALITY OF THE SERVICE WAS RATED AS "B". THE NUMBER OF REQUESTS FOR AGROFORESTRY AND THE OVERALL RATING OF THE SERVICE PROVIDED SHOULD FOLLOW THE APPROPRIATE YEAR. THE FUTURE IMPORTANCE OR NEED IN THIS EXAMPLE WAS RATED AS "6." PLEASE FOLLOW THIS EXAMPLE FOR EACH OF THE EIGHT SERVICES LISTED ABOVE.

SECTION 1-B

PLEASE SPECIFY OTHER FORESTRY/NATURAL RESOURCE TECHNICAL ASSISTANCE MOST LIKELY TO BE NEEDED IN THE FUTURE.

SECTION 2

SECTION 2 IS INTENDED TO ASSESS THE DEGREE TO WHICH THE FORESTRY RESOURCE MANAGEMENT PROJECT HAS INTERACTED WITH OTHER DEVELOPMENT ACTIVITIES AND PROGRAMS.

CONSIDER THE FULL RANGE OF DEVELOPMENT ACTIVITIES SUPPORTED BY YOUR UNIT AND LIST MAJOR ACTIVITIES. RATE FRM PROJECT ACCOMPLISHMENTS AND IMPLEMENTATION LIMITATIONS IN RELATION TO THESE ACTIVITIES WITH REGARD TO A) EFFECTIVENESS, B) RELEVANCE, C) EFFECTIVENESS, D) EFFICIENCY, E) IMPACT, AND F) SUSTAINABILITY. RATE ON A SCALE OF 1 TO 3 WITH 1 BEING THE LOWEST AND 3 THE HIGHEST.

EXAMPLE: 1. (FIRST MAJOR ACTIVITY): A. 2, B. 3, C. 2, D. 1, E. 2, F. 2

IN THE EXAMPLE, THE FIRST MAJOR ACTIVITY OF YOUR UNIT IS LISTED THEN THE RATINGS OF THE FRM PROJECT WITH RELATION TO THAT MAJOR ACTIVITY FOLLOWS. A. 2 RATE THE EFFICIENCY (A) OF THE PROGRAM TO THE MAJOR ACTIVITY AS AVERAGE (2), B. 3, RATES THE RELEVANCE (B) OF THE FRM PROJECT TO THE MAJOR ACTIVITY AS HIGH (3). C. 2, RATES THE EFFECTIVENESS (C) OF THE FRM PROJECT TO THE MAJOR ACTIVITY AS AVERAGE (2). D. 1, RATES THE EFFICIENCY (D) OF THE FRM PROJECT TO THE MAJOR ACTIVITY AS LOW (1), ETC. PLEASE RATE EACH MAJOR ACTIVITY IN THIS MANNER.

IF THERE HAS BEEN NO RELATIONSHIP BETWEEN YOUR PARTICULAR UNIT AND THE FRM PROJECT, PLEASE STATE SO AND GO ON TO THE NEXT SECTION.

SECTION 3

PLEASE LIST THE MOST SIGNIFICANT FORESTRY AND NATURAL RESOURCE MANAGEMENT ISSUES FOR WHICH TECHNICAL HELP WILL BE REQUIRED OVER THE NEXT FIVE-YEAR PERIOD. ANSWERS SHOULD REFLECT THE IDEAS OF YOUR UNIT OR AGENCY AND BE LIMITED TO THREE AREAS OF CONCERN.

SECTION 4

SECTION 4 IS INTENDED TO ASSESS THE RELATIONSHIPS OF THE FRM PROJECT TO OTHER PROJECTS AND PROGRAMS WITHIN THE REGIONAL BUREAUS, USAID MISSIONS AND OUTSIDE USAID

PLEASE LIST UP TO 4 MAJOR FORESTRY, ENVIRONMENT AND NATURAL RESOURCE PROGRAMS/PROJECTS WITHIN: 1. THE USAID MISSIONS, 2. REGIONAL BUREAUS AND 3. OUTSIDE USAID, THAT YOUR UNIT HAS BEEN INVOLVED WITH. PLEASE RATE THE FRM INTERACTION TO THESE PROJECTS FROM 1 TO 5 WITH 1 BEING THE LOWEST AND 5 BEING THE HIGHEST.

EXAMPLE: 1. (PROGRAM 1) 2, (PROGRAM 2) 3, (PROGRAM 3) 2, (PROGRAM 4) 4. EXAMPLE LISTS FOUR MAJOR PROGRAMS (IN PARENTHESIS), WITHIN THE USAID MISSIONS (1.), THAT THE RESPONDENT'S UNIT HAS BEEN INVOLVED WITH. FOLLOWING EACH PROGRAM IS THE RATE OF INTERACTION WITH THE FRM. SO THAT THE RATE FOR PROGRAM 1 IS 2, THE RATE FOR PROGRAM 2 IS 3, THE RATE FOR PROGRAM 3 IS 2 AND THE RATE FOR PROGRAM 4 IS 4. PLEASE RATE MAJOR PROGRAMS THAT YOUR UNIT HAS BEEN ENVOLVED WITH WITHIN THE REGIONAL BUREAUS (2.) AND OUTSIDE USAID (3.) IN THE SAME WAY.

SECTION 5-A

SECTION 5 IS INTENDED TO ASSESS THE LEVEL OF PRIORITY THAT SHOULD BE ASSIGNED TO VARIOUS TYPES OF FORESTRY TECHNICAL ASSISTANCE DURING THE PLANNING OF A FOLLOW-ON PROJECT. IN THE AREAS OF: 1. RESEARCH, 2. TRAINING, 3. AGROFORESTRY, 4. SOCIAL FORESTRY, 5. BIOLOGICAL DIVERSITY, 6. NATURAL FOREST MANAGEMENT, 7. MULTI-PURPOSE TREE IMPROVEMENT & GENETICS, AND 8. INTERNATIONAL FORESTRY/PRIVATE ENTERPRISE DEVELOPMENT. PLEASE INDICATE WHAT LEVEL OF PRIORITY SHOULD BE ASSIGNED TO EACH AREA. (1-MUCH LESS, 2-LESS, 3-ABOUT PRESENT LEVEL, 4-SOMEWHAT MORE, 5-MUCH MORE)

EXAMPLE: 1. RESEARCH 3, 2. TRAINING 4, ...8. INTERNATIONAL FORESTRY/PRIVATE ENTERPRISE DEVELOPMENT 3. IN THIS EXAMPLE, THE PRESENT LEVEL OF PRIORITY FOR RESEARCH IS CHOSEN, SOMEWHAT MORE PRIORITY IS CHOSEN FOR TRAINING, ETC.

SECTION 5-B

PLEASE INDICATE OTHER AREAS (IF ANY) OF FORESTRY AND NATURAL RESOURCES TECHNICAL ASSISTANCE WHICH ARE OF CONCERN TO YOU AND SPECIFY THE LEVEL OF PRIORITY AS IN SECTION 5-A.

SECTION 6

PLEASE NOTE ANY OTHER COMMENTS, SUGGESTIONS OR CRITICISMS RELEVANT TO THE EVALUATION OF THE USFS MANAGED USAID FUNDED FOREST RESOURCES PROJECT.

Annex 5 **Questionnaire Responses**

A questionnaire was developed in response to a desire by S&T management. The instrument was produced in too short a time, without necessary revisions by expert critics and then revised on the basis of a pretext.

A selected sample of missions was chosen by S&T management to receive telex or cables of the instrument. However, respondents were not chosen following scientific survey sampling techniques.

Consequently, the nature of instrument design, sampling, and response rates do not fit any approximation of standard rigor. However, the specific questions did help to structure interview questions and the general thrust of our analysis. The questionnaire instrument was based upon the specific change of S&T management and the standard goals of USAID evaluation. Also, mission and other respondents seemed to be stimulated to provide thoughtful and very helpful ideas. We are most grateful to all who had patience with our hastily developed instrument.

The persons to whom the questionnaire was sent are listed in Annex 5. The interviews and questionnaire numbers are listed in Annex 5. The following pages attempt to summarize their responses.

AID Missions/Individuals Receiving Telefax/Cable Questionnaire

Distribution: FAX

Type of Response	Respondent
yes	USAID/Gaborone, Botswana (ADO)
yes	USAID/Banjul, Gambia (ADO)
yes	USAID/Harare, Zimbabwe (Doug Pickett)
no	USAID/Suva, Fiji/RDO/SP, SP, (Jim Osborne)
no	USAID/New Delhi, India (Wayne Meyers)
no	USAID/Indonesia, Jakarta (Jerry Bisson)
yes	USAID/Rome, Italy (David Joslyn)
yes	USAID/Rabat, Morocco (Eric Loken)
no	USAID/Islamabad, Pakistan (ADO)
yes	USAID/Colombo, Sri Lanka (Malcolm Jansen)
yes	USAID/Santo Domingo, Dominican Republic (ADO)
no	USAID/RDO/C, Grenada (ADO)
yes	USAID/Port-au-Prince, Haiti (Kevin Mullally)
yes	USAID/Tegucigalpa, Honduras (Ramon Alvarez/Del McCluskey)
no	USAID/Mexico City, Mexico (Sam Taylor)
yes	USAID/Lima, Peru (Bill Deese)
no	USAID/Guatemala City, Guatemala (Ron Curtis)
yes	USAID/Kathmandu, Nepal (G. Taylor)

Distribution: Cable

Type of Response	Respondent
yes	USAID/Abidjan, Ivory Coast (R. Hanchett)
yes	USAID/Bamako, Mali (T. Jackson)
no	USAID/Conakry, Guinea (M. Wentling)
no	USAID/Kigali, Rwanda (J. Graham)
yes	USAID/Khartoum, Sudan (T. Pryor)
no	USAID/Niamey, Niger (E. Gibson)
no	USAID/Togo/Benin, (D. Panther)

INTERVIEWS

Washington, D.C.	28
Dakar	10
Nairobi	9
Ecuador	18
Costa Rica	8
Philippines	4
Thailand	22

QUESTIONNAIRES DISTRIBUTED 25

Responses:

Questionnaire not completed	7
No program...	3
Staff turnover so no memory...	4
Questionnaire partially completed	2
Questionnaire completed	5
	14

Written Comments From Individuals in S&T Bureaus, ROCAP and Senegal 5

Missions Unable to Respond to the FRM Questionnaire

Country	Questionnaire or Cable Text
Italy	FODAG food aid attache Joslyn appreciates receipt of ref FAX for subject evaluation. However, do not feel in a position to contribute, since U.S. mission/Rome does not draw upon services of FRM project. For a period of time, Joslyn was in LAC/DR and ROCAP and suggests you contact those offices directly for input, especially Tschinkel in San Jose. A copy of the completed evaluation would be of great interest, however, Joslyn will gladly provide comments on any proposal for a new project or project extension.
Peru	Our files contain very little of the information you seek on forest resource management project. Therefore, we cannot respond to your questionnaire.
Sri Lanka	I regret to inform you that we have no record of Forestry Support Program activities in Sri Lanka. Staff turnover, may have wiped out our knowledge of Forest Resource Management Project activities which were conducted here. We did receive newsletters from the

project but with this limited base of reference, we will not be able to contribute to the project evaluation questionnaire.

Dominican Republic

The Forest Resources Management Project had little activity in the Dominican Republic, therefore, information to complete the FRM Project Questionnaire is not available.

Honduras

Regarding the questionnaire concerning the final evaluation of the Forest Resources Management Project and the Forestry Support Program, we cannot provide you with adequate information because we do not have the data regarding the involvement of these programs in Honduras.

In order to be able to respond to your request, it would be necessary for you to send us a list indicating the services provided by the FSO to the Mission and COHDEFOR in the post. This would allow us to search our files and consult with counterparts in order to provide an adequate response.

Zimbabwe

As far as ADO can determine, USAID/Zimbabwe has not been actively involved in initiatives of subject project and is therefore not in a position to respond to questionnaire.

The Regional Natural Resources Management Project just authorized by USAID/Zimbabwe, while focussed particularly on community management of wildlife resources in selected areas of Botswana, Zambia and Zimbabwe, may have occasion during its implementation phase to draw on the FRM follow-on project if it is approved. It is still too early to identify what specific support needs appropriate to FRM might emerge.

Mali

Mission is not able to respond completely to questionnaire. USDH and FSN Personnel who may have worked with Forestry Support Program (FSP) have left mission. Present person responsible for forestry-related activities has been at mission 10 months. Thus, mission response limited to our views of future relative importance of various project components.

For section 1-B and section 3 technical assistance will probably be required for areas of biodiversity, agroforestry and soil and water conservation.

For section 5-A we believe priority for assistance in follow-on project should be as follows:

1.	Research	3
2.	Training	4

3.	Agroforestry	4
4.	Social Forestry	3
5.	Biological Diversity	4
6.	Natural Forest Mgmt.	5
7.	Multi-Purpose Tree Improvement & Genetics	3
8.	International Forestry/ Private Enterprise Dev.	3

Sudan

Mission appreciates opportunity to comment on Forestry Resources Management Project (FMP), and services provided to mission from 1983 to 1989 by U.S. Forest Services Forestry Support Project (FSP) funded under FMP. Unfortunately Tahir Qadri, Mission Forester since 1984, just completed his contract and has left post, so we are not able to provide details concerning specific TDYs or other FSP inputs. We assume that Quadri will contact S&T/FENR when he returns to the Washington Area o/a August 15; you may wish to interview him at that time in order to supplement this cable.

General Comments: The mission has received excellent assistance from the FSP since 1983. The availability of professional, timely and supportive assistance has been a significant foundation for all of our forestry and natural resource activities during the period under evaluation. FSP can serve as a useful model for centrally funded support projects.

From 1983 through 1984, USAID/Sudan's forestry and natural resource program owed much of its technical guidance to FSP, primarily due to FSP's co-funding of the forestry advisor assigned to REDSO/ESA. Among other tasks, this FSP-supported advisor helped to design the Sudan eastern refugee reforestation project, and provided invaluable assistance to the forestry component of the Sudan Renewable Energy Project. The availability of an advisor in REDSO with links to FSP was a major asset to USAID.

Since the termination of FSP's financial involvement in the REDSO position sometime in 1985, FSP continued to assist on an ad hoc basis, by providing the mission with advice, information and lists of consultants from time to time. With the availability of Forestry and Environmental advisors from REDSO, as well as the presence of a mission forester over the remainder of the period under evaluation, the amount of TDYs required from FSP was necessarily limited. However, the number of actual assignments by FSP for USAID understates the project's impact.

In terms of TDYs, we believe that FSP may have been involved with the Forestry Sector Review in 1985, in the evaluation of the Eastern

Refugee Reforestation Project, and the design of the Sudan Reforestation and Anti-Desertification project. Actual involvement can be confirmed by Qadri. You may also wish to check with Tom Catterson, now the Associates in Rural Development, who have taken the lead within Africa Bureau in Developing the Multi-donor Forestry Sector Review.

FSP services used included:

Agroforestry intermittently during 1983-1989, A
Forestry Information no more than 2-3/year, B
Training Course, "quite important," A
Technical Assistance, probably 2-3 during 1983-89, A
Social forestry/Social Science, 1 time in 1988, A
Expert Referral, intermittently during 1983-89, A

"Mission on balance commends FSP for willingness to interact on request with all mission projects, the Africa Bureau-funded Energy initiatives for Africa project, and al other entities."

Priorities assigned to the following future anticipated technical help:

Research	3 (about present level)
Training	5 (much more)
Social Forestry	3 (about present level)
Biological Diversity	3 (about present level)
Natural Forest Mgmt	4 (somewhat more)
Multi-purpose Tree Improvements	5 (much more)
Genetics	2 (less)
International Forestry	4 (somewhat more)
Private Enterprise	5 (much more)
Range Management and Forage	5 (much more)

We are uncertain about the full scope of the International Forestry/Private Enterprise component, but we would support continued effort by FSP in assisting carrying out multi-donor sector reviews. Private sector programs are important, but smaller scale components wherein Forestry generates income for Farmers should be strengthened. Also would suggest some increased emphasis on trees where wood or fodder per se is not the primary cash crop (such as gum arabic or fruit trees). Information exchange should be increased, in particular to provide more information on training opportunities, evaluations, and other information being provided by non-U.S. sources.

Cote d'Ivoire

REDSO/WCA appreciates the opportunity to respond to the questionnaire (FEFTEL) regarding the performance of the forestry support program (FSP). Responses that followed should be seen in the perspective that during the subject period (1983-90), REDSO/WCA has not had a professional "forester" and therefore has not had a forestry program per se. Virtually all REDSO/WCA support to missions and the WCA region in forestry-related areas has been through either:

1. Preparation of FAA SCT. 118/119 analyses (tropical forests/biological diversity)
2. Provision and/or acquisition of short-term TA to address specific forest (or woodland savanna) issues related to specific project issues and activities; and
3. Response for ad hoc requests from missions, host country, industrial, academic and other individual personnel for technical information.

During period 1984-89, REDSO/WCA assistance from FSP was about 5-6 times. The quality of the response was both excellent and timely on each occasion.

We anticipate future requests for SCT. 118/119 assistance, referral of technical specialists, and remote sensing information. Specific responses are as follows for the period 1984-89 inclusive:

Agroforestry, no requests, future 1
Forestry information, about 3 requests, future 4
Analytic Studies, about 2 requests, future 3
Social Forestry, no requests, future 1
Training Courses, no requests, future 2
Technical Assistance, no requests, future 3
Expert Referral, about 1-2 requests, future 3
Food for Peace PL 480, no requests, future 1

At this time, uncertain of other Forestry/Natural Resource Technical Assistance most likely to be needed in the future.

From the REDSO perspective, research (especially in trying to better define the nature and magnitude of deforestation issues) and assistance with biological diversity issues will probably warrant considerable attention. Outfall from this will include both requirements for technical assistance/expert referral, and substantial support for acquisition to be made available at no cost to the missions (subject to justification) to assist with evaluation and resolution of specific project and non-project related forest issues.

Again, from REDSO/WCA perspective, we consider the greatest need to be in relation to tropical deforestation and biological diversity issues, and therefore the greatest need to be in provision of remote imagery and TA to assist with imagery analysis.

Our experience, both individually and as an institution, with FSP has been excellent. Although the extent to which we have drawn on their services has been limited, we believe that they have served a critical role in helping to improve the technical quality of the agency's forestry activities.

Comments from Fully Completed Questionnaires

Country	Comments
Nepal	As indicated earlier, I feel strongly that the first task of this program must continue to be technical backstopping and support of a broad gauged and sustained nature. This has been critical to achievements made in forestry/natural resources at the mission where I have served since 1980. While there is room for additional work in special "Remote" areas, this should not be carried out at the expense of the more general backstopping work. Flexibility has been a key to FSP success to date. This must be designed into the next phase of the project also. Some additional structured work with the REDSO/WCA community would be helpful. Forest Resources Management Project (936-5519) The Forest Resources Management Project (FRMP) has been a considerable asset to USAID/Kathmandu over the last several years. The portion of FRMP that has been most visible and beneficial to USAID is the Forestry Support Program (FSP). The assistance from FSP that has had a positive impact on our work in Nepal incudes: Quarterly News Memos. These contain comprehensive lists of current literature, upcoming meetings and the latest news in natural resources. Special Subject Studies. Distribution of special reports such as the State of the Art Report on the Infestation of Leauceana by a Plant Louse.

FSP Monthly Reports. These provide this mission with current information on other USAID actions around the world. This provides an informal forum for the exchange of information, ideas and trends.

FSP Brownbag Seminars. These provide mission personnel and TDYers an opportunity to meet with Natural Resource Specialists in Washington to exchange views and discuss problems and solutions. In the past year, FSP Seminars have hosted presentations by the RCUP Evaluation Team, George Taylor (USAID Forester) and ICIMOD Representatives.

FSP Roster. This roster has been used to provide USAID and our contractors with quality personnel for short-term assignments in Nepal. Examples include the mid-term (Meiman et. al.) and Final (Parker et al.) evaluation teams for the Resource Conservation and Utilization project, the Forestry Private Sector Study (Kernan and Bender) and Forest Policy Analysis (Potter).

FSP Staff. The professional staff of FSP have assisted USAID/Nepal with TDYs in a variety of areas over the years. Examples include Social Forestry Study (Messerschmidt), RCUP Evaluation (Calnan), and Rapti Agroforestry Study (Johnson). This staff has also briefed numerous private consultants before their arrival in Nepal, making the consultancies more effective and efficient.

International Seminar on Forest Management and Administration. This annual seminar, which is hosted by the University of Michigan, was started by FSP. Beginning with the Inaugural Seminar in 1984, USAID has sent several senior representatives from HMG and USAID to this short course.

Mission regards the FRM Project as an extremely useful support for our activities in the Forestry Sector. We hope that this kind of responsive and informed backstopping will continue in the future.

Haiti

In my personal opinion, the Forestry Support Program has been a vital link in communication, support services and technical assistance, almost since the beginning of the program in the early 1980s. It has provided valuable services on any number of occasions. FSP personnel have visited the Haiti Mission on official business in 1986, 1987, 1988, and 1989, all at the request of the Mission. The activities of the FSP both in Washington and in the field have included, at one time or another, the services of K. Hunter, J. Palmer, T. Resch, L. Duvall, T. Geary and D. Palmer.

Regarding Peace Corps linkage, designated officer's (Mullally) overall impression is that this may be the weakest component of FRM, and

one where redesign considerations should be focussed to improve this linkage.

Gambia

In the past, this ADO has had experience with the Forest Resource Project in other USAID missions. FRP has always responded with highly qualified personnel that provided excellent service.

Most significant issues that will require technical help over the next five years:

Forestry/Natural Resource Policy Review and Development
Reserve/Park Development with Village Awareness Programs
Environmental Education

Botswana

FSP response to our requests has been outstanding and timely. We know we can count on expert assistance whenever FSP is involved, not only in forestry, but in wildlife, anthropology, range, pests, etc. We strongly feel this program should be continued and expanded. Future technical needs over the next five years:

Wildlife Utilization on Communal Lands
Preservation of Biodiversity
Forest Inventories and Conservation of Riverine Forests due to Elephant Damage

Morocco

FSP services ranked in order of most important:

Expert Referral
Training Courses
Technical Assistance
Analytical Studies
Forestry Information
Agroforestry
Social Forestry
PL 480

Future Technical Services:

Watershed
Agroforestry for Semi-Arid Environments
Fuelwood Research and Development

Would like somewhat more technical assistance on research training, agroforestry, social forestry, natural forest management, multi-purpose tree improvement and genetics.

Generally a competent and responsive project staff providing excellent, up-to-date information and fulfilling an important international coordination function. Major problem in Morocco is that forestry related activities have no figured prominently in current USAID Program Strategy until now.

Annex 6 FSP Milestones

FORESTRY SUPPORT PROGRAM'S ACTIVITY MILESTONES

FSP Initiated March 81
Technical RDCAF (9/81)
Seyler REDSO (10/81)

Donovan - Jakarta (2/82)
Weber - Review of CILSS Forestry Sector Program Analysis Papers
AID/SCFER Workshop on Private Enterprise (NC)
SUNY/FSP Sahel Resources Inventory and Mapping Coordination Workshop - Mali

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National Workshop on Strengthening Forestry Research in Kenya (Proceedings)
OTS Agreement to produce Spanish Agroforestry Systems Manual with CATIE
FSP organized meeting of NAPPEC International Affairs Committee
AID Forestry Community Report
Lundberg - Public Sector Forestry Projects Funded by AID
Jackson et al. - Management of the Natural Forest in the Sahel Region
Geary, Stevens and Donovan - ASEAN Watershed Project Design

Kelly - Profiles of USA Forestry Schools and Consortia
FSP-organized Research Workshop in Kenya
University of Michigan Agreement to establish International Forestry Seminar
FPEI/SCFER Agreement established
Armstrong - Report on Private and Public Sector Enterprises
Clement - Food Aid and Forestry: PL480 Supported Forestry Projects Worldwide
Sherwin - Job Seekers Guide to Opportunities in Natural Resource Management for the Developing World

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Geary et al. - Bangladesh Homestead Agroforestry Research and Extension Project Design
Resch - Mid Term Evaluation of Eastern Refugee Reforestation Project Sudan
Catterson et al. - Desertification -- Rethinking Forestry Strategy in Africa
ASEAN Watershed Research Management Seminar
Bromley and Mitchell - Agriculture/Forestry Opportunities for AID
FPEI/INFORDE initiated in Ecuador - Workshop on wood products export
FPEI Brochure completed and distributed
Youngs et al. - Assessment of USAID Forestry Program: Needs and Opportunities
Graduate Research Award Program (5 grants given) initiated as a trial basis
Hodges and Geary - Technical Assistance on Mobility of Casuarina equisetifolia planted in coastal sand dunes in Senegal

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Progress Report of FSP, 1981-1985
Conceptualized and oversaw establishment of Disaster Assistance Support Program (DASP)
Completed Aramco Consulting Corporation/OICD/FSP contract for database on AID projects/personnel
Dennison - St Jie Valley Windbreak Evaluation Study
Durst - Energy Plantations in the Republic of the Philippines
Geary - Planning International Training for USAID Assisted Social Forestry Projects in India
Ingram et al. - International Clientele Served by The Forest Products Laboratory
Wiladden - Evaluation of Leucaena/heterophylla Prelims in Hawaii, the Philippines and New Caledonia
India State Agricultural University Forestry Faculty Program - Initiated Implementation of USAID/India
Resch - Final Evaluation of Gambia Forestry Project
First INFORDE Wood Product Price Bulletin
IUFRO Forestry Research Workshop for Africa (Kenya)
Events Rice Conference on Management of Forests of Tropical Africa
FSP/OICD Training Course for Honduran Foresters
First FSP Training and Education Strategy
14 FSP briefing seminars held in Washington, D.C.

Progress Report of FSP 1986
Caribbean Forestry Advisor position established in Puerto Rico with FSP/FENR and LAC funds
Sistemas Agroforestales published by FSP/OTS/CATIE
Van Oradol - Buffer Zone Agroforestry in Tropical Forest Regions
Food Aid and Natural Resources Programming Workshop for AFR in Kenya (FSP/Peace Corps - Proceedings)
Roster transferred from word processor to PC dBASE III, comprehensive roster update
Livingston and Resch - Senegal PL480 Title III Food for Development USAID/Senegal Final Evaluation Lessons Learned
Foer - Update of Job Seekers Guide to Opportunities in Natural Resource Management for the Developing World
Agroforestry Training Course in Bolivia
Update on USA Forestry School Profiles
Burchfield - Food Aid and Forestry: Inventory of Current and Proposed Food Aid-Supported Forestry Projects
Geary/Lowe - Report on Developing Country Nationals Training (in Forestry) in the U.S.
INFORDE work on privatization of CORMADERA
Federal Register and CBD Roster announcements
IUFRO Forestry Research Workshop for LAC (Peru)
FPEI Studies on tax incentives and nature tourism
University of Michigan International Forestry Seminar became financially independent of FSP
Annual Training and Education Strategy
FPEI Monthly Reports and Budget Summary initiated
130 Roster Searches
14 FSP Brownbag Seminars

Progress Report of FSP 1987
IDEA Contract to update databases on AID forestry portfolio - Forestry Activities Supported by USAID
Food Aid Programming Workshop for LAC in Guatemala (FSP/Peace Corps - Proceedings)
Caribbean Forestry Advisor became financially independent of FSP
Significant diversification of FSP funding sources (FENR, PPC, AFR, S&T/RD, USDA/PS) became fully operational
FSP/DASP/OICD Roster Manager's Workshop
International Conference on Educating Forest Technicians into the 21st Century
Agroforestry Study Plots for Cocoa established in Grenada
FSP Brochure and portable display created
Pacific/Caribbean Islanders Agroforestry Workshop in Costa Rica
Agroforestry Training Workshop in St. Vincent
International Tree Seed Training Course - Nairobi (REDSO/FSP)
Thailand Social Forestry Curriculum Workshop in Bangkok
FPEI Working Paper Series Brochure
FPEI Studies on agroforestry, employment, etc.
INFORDE Jornadas Forestales in Quito, Ecuador
Cooperative Agreement with Michigan State University for Spanish Quicksilver software
CARE Contract for Agroforestry Extension Training Sourcebook
150 Roster Searches
Annual Training and Education Strategy
28 FSP Brownbag Seminars

Progress Report of FSP, 1988
FPEI/INFORDE transfer from Ecuador to Guatemala
Comprehensive roster update
ICT Contract to update FSP databases on AID forestry and natural resources portfolio
Annual Training and Education Strategy
Background Studies completed for AID on: Biodiversity, Biotechnology, Agroforestry, Underutilized Species and Tree Seeds
Contract with NAPFSC and University of Idaho to update Forestry School Profiles
Cooperative Agreement FSP/OICD/WRI for TFAP NGO Workshop in Dominican Republic
Geary - Internships in Natural Resource and Environmental Management in the USA for Foreign Students

(Information compiled August 1989)

FORESTRY SUPPORT PROGRAM'S USAID-RELATED MILESTONES

1980

Forest Resources Management (FRM) Project Identification Document Approved (2/80)
FRM Project Paper Approved (6/80) (No. 936-5519)
(8/80) First RSSA Funds $800,000

USAID/USDA-OICD RSSA authorized (10/80)

1981

(1/81) Amendment 1 - $325,000
(Negative Transfer 5/81) Amendment 2 - $125,000
(Negative Transfer 8/81) Amendment 3 - $200,000
(9/81) Amendment 4 - $100,000

1982

(8/82) BST 5519-R-AG-2188
- $565,000

SAF Mid Term Evaluation Completed (10/82)

1983

FRM Amendment written and approved (Revised PSP Objectives to add Agroforestry, Technical Support to Research, and Private Enterprise

AID Forestry Policy and Programs
(6/83) Amendment 1 - $299,000
(6/83) Amendment 2 - $520,000

1984

AID Forestry Sector Strategy
(5/84) Amendment 3 - $1,750,000
(5/84) Amendment 4 - $ 173,000
(6/84) Amendment 5 - $ 72,000
(8/84) Amendment 6 - $ 73,700
(9/84) Amendment 7 - $ 400,000

1985

Blueprint for Development: Strategic Plan of AID
AID Policy Paper on Private Enterprise Development

(5/85) Amendment 8 - $772,000

1986

Foreign Assistance Act Amendments (Sec.118,119) on biological diversity and tropical forests

AID/S&T/RD Social Forestry RSSA initiated ($243,700)

(7/86) Amendment 9 - $112,000

(9/86) Amendment 10 - $548,000

AID/AFRICA Bureau Sector Strategy: Plan for Supporting Natural Resources Management in Sub-Saharan Africa

1987

FPEI Evaluation (April) by Brenner and Bender

(6/87) Amendment 11 - $1,030,984

1988

AID Environment and Natural Resource Policy Paper (April)
AID/AFR NRMS ($100,000) to FSP

AID Report to Congress: Progress in Conserving Tropical Forests and Biological Diversity in Developing Countries

(7/88) Amendment 12 - $1,017,000

(9/88) Amendment 13 - $ 80,000

1989

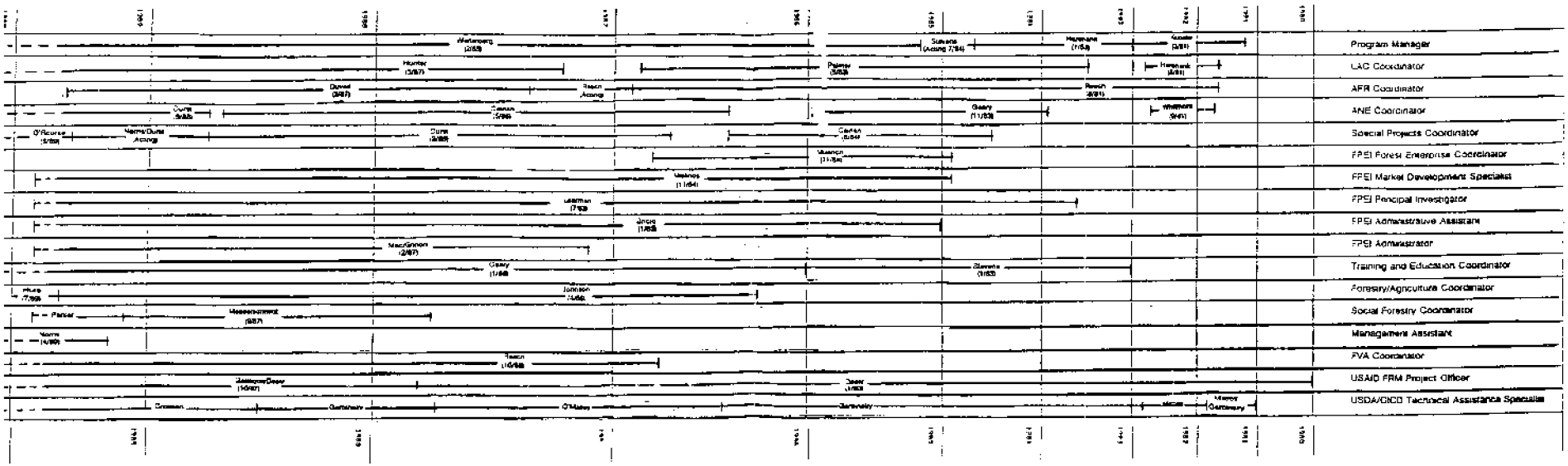
AME Natural Resources Strategy
AID/LAC Bureau Strategy for A.I.D. Assistance: Environmental and Natural Resources Management in Central America

(5/89) Amendment 14 - $717,000

FNH Final Evaluation (7/89)

1990

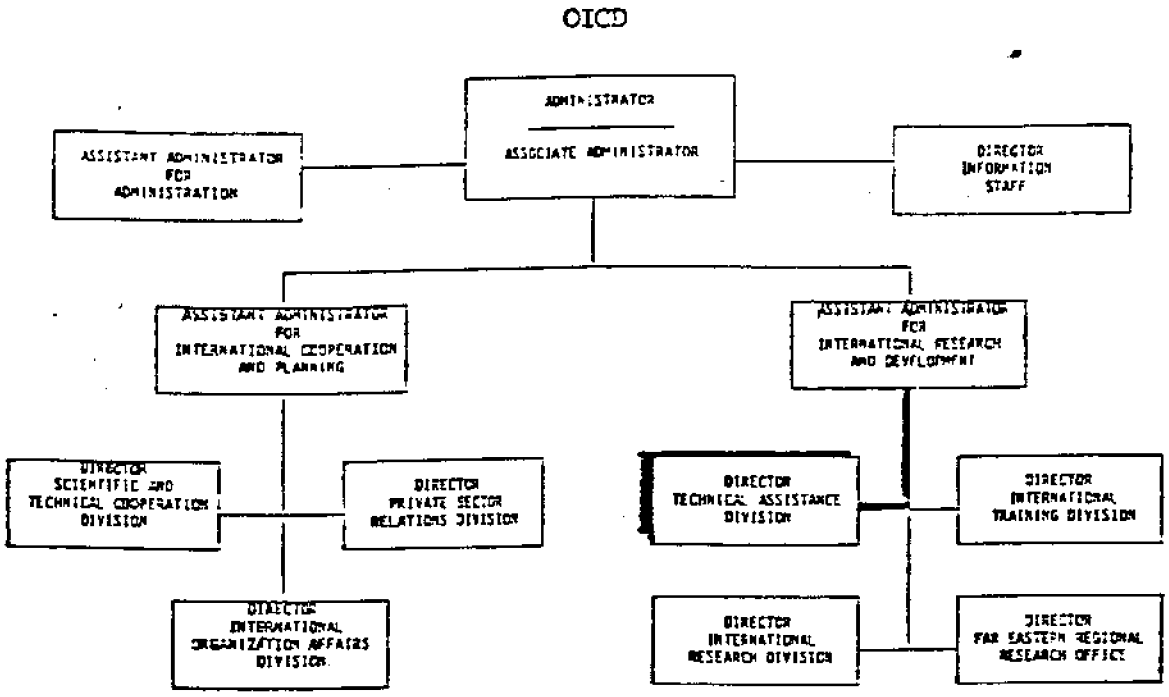
FNH Project Activity Completion Date (8/90)


Program Manager
LAC Coordinator
AFR Coordinator
ANE Coordinator
Special Projects Coordinator
FPSI Forest Enterprise Coordinator
FPSI Market Development Specialist
FPSI Principal Investigator
FPSI Administrative Assistant
FPSI Administrator
Training and Education Coordinator
Forestry/Agriculture Coordinator
Social Forestry Coordinator
Management Assistant
PVA Coordinator
USAID FRM Project Officer
USDA/OICD Technical Assistance Specialist

Annex 7 The Technical Division of the Office of International Cooperation and Development

THE TECHNICAL ASSISTANCE DIVISION

The Technical Assistance Division (TAD) is one of four line units which report through the Assistant Administrator for International Research and Development (IRAD) to the Administor of the Department of Agriculture's Office of International Cooperation and Development (OICD).



TAD engages in activities that support the mission of the Agency

> ...to promote U.S. agriculture and to advance the agriculture of developing countries as part of a complementary global agricultural system capable of providing ample foods and fibre for all people.

The primary role of TAD is to coordinate technical assistance provided to developing countries. In the exercise of its functions, TAD interacts with many organizations, institutions, groups — governmental or non-governmental — in many different sectors related to agriculture. All these entities are viewed by TAD as collaborating partners in development activities.

Entities Within TAD

Developmental functions and activities are grouped by geographical or technical focus:

- Office of the Director
- Africa Programs (AF)
- Latin America/Caribbean Programs (LAC)
- Asia/Middle East Programs (AME)
- World Wide Programs (WWP)
- Food Technology Branch (FTB)
- Nutrition Economics Group (NEG)
- Development Program Management Center (DPMC)
- Technical Inquiries Group (TIG)

Besides these entities, TAD interacts with all divisions and groups or units within OICD but most particularly with the Administrative Division whose support is essential to carry out all the activities. Other divisions of OICD are responsible for such activities as training, collaborative research, scientific and technical exchanges, and international organization affairs.

Requestors

Important groups TAD interacts with are those entities who request its services. The principal requestor is the Agency for International Development (A.I.D.) and its overseas missions (U.S.A.I.D.s).

Other requestors may be:

- Foreign Governments
- International Organizations: World Bank, Food and Agriculture Organization (FAO), WARDA, IDB, ADB, IICA, IFAD, ...
- Educational and/or Non-Profit Institutions (in cooperative mode): universities, AED, CEDPA, Helen Keller International, ESAMI, MANANGA, ...
- U.S. Peace Corps

Implementors and collaborators

TAD is occasionally designated as the implementor of a specific activitiy/project/program. Most often, however, TAD facilitates the involvement of others who actually provide services and implement the project/requested activities. In this case, a close collaboration is developed with the implementing entity, usually another USDA agency.

USDA collaborators:
(Any USDA agency can agree to undertake development activities. Following is a list of those agencies which have been the most active with TAD in developmental

programs andtactivities:

Soil Conservation Service - SCS

Animal and Plant Health Inspection Service - APHIS

Extension Service - ES

National Agriculture Statistics Service - NASS

Economic Research Service - ERS

Forest Service - FS

Foreign Agricultural Service - FAS

Other USDA implementors and collaborators:

Agriculture Research Service - ARS

National Agriculture Library - NAL

Office of Transportation - OT

Food and Nutrition Service - FNS

Food Safety and Inspection Service - FSIS

Agriculture Marketing Service - AMS

Farmers Home Administration - FmHA

Office of Information Resource Management (OIRM)

Non-USDA implementors and collaborators:

TAD may turn to other — non-USDA — sources to provide the requested services or activities. The non-USDA implementors vary, some are non-profit organizations, others are U.S. government agencies. For example, TAD has facilitated the involvement of the following entities as implementors:

Other Federal Agencies

U.S. Land Grant and 1890 Institutions

Other educational institutions

Commodity groups

Consulting Firms

Private Consultants

A.I.D. Relationships with OICD

The table below indicates relationships between A.I.D. groups and appropriate TAD groups. (Please note that other OICD units which have working relationships with A.I.D. offices are not included in this table.)

A.I.D.	TAD
Regional Bureaus and Missions in that Geographical Region	
Africa	AF
Asia/Near East	AME, LAC (for Portugal), AF (for North Africa except Egypt)
Latin America and Caribbean	LAC
Science and Technology	
S&T/Food and Agriculture	WWP
S&T/Nutrition	FTB, NEG
S&T/Rural and Institutional Development	DPMC
Food for Peace and Voluntary Assistance	PL 480 and WWP
Bureau for Program and Policy Coordination	
PPC/Center for Development Information and Evaluation	TIG

Note: FTB, NEG, and DPMC also relate to regional bureaus and missions.

For procurement, overhead negotiations, financial management issues, and otherissues, A.I.D./Management deals with to OICD/Administration and relevant TAD units.

Other A.I.D. offices that TAD deals with as appropriate include the Office of the Inspector General, Office of the General Council, Legislative Affairs, Office of the Science Advisor, and the Bureau of External Affairs.

Mechanisms

Different types of mechanisms are available for TAD to establish a working relationship with an organization. The most common ones used to work with A.I.D. are interagency agreements entitled "PASAs" and RSSAs":

PASA - Participating Agency Service Agreement. A very specific agreement between A.I.D. and another U.S. government entity for the other entity to accomplish defined activities within a discrete period of

time and with funding from just one project or source. This is the most frequently used mechanism for U.S.A.I.D.s to collaborate with USDA.

RSSA - Resource support Services Agreement. A broad agreement between A.I.D. and another U.S. government entity for the other entity to accomplish activities within its general technical scope, usually within a given Fiscal Year. Funding may come from more than one source. This mechanism is only used for agreements involving A.I.D. headquarters units; each of the four major bureaus has an operative RSSA with USDA (S&T Bureau with World Wide Programs; each of the geographical bureaus with the corresponding TAD program unit), and there are a few smaller RSSAs in place as well.

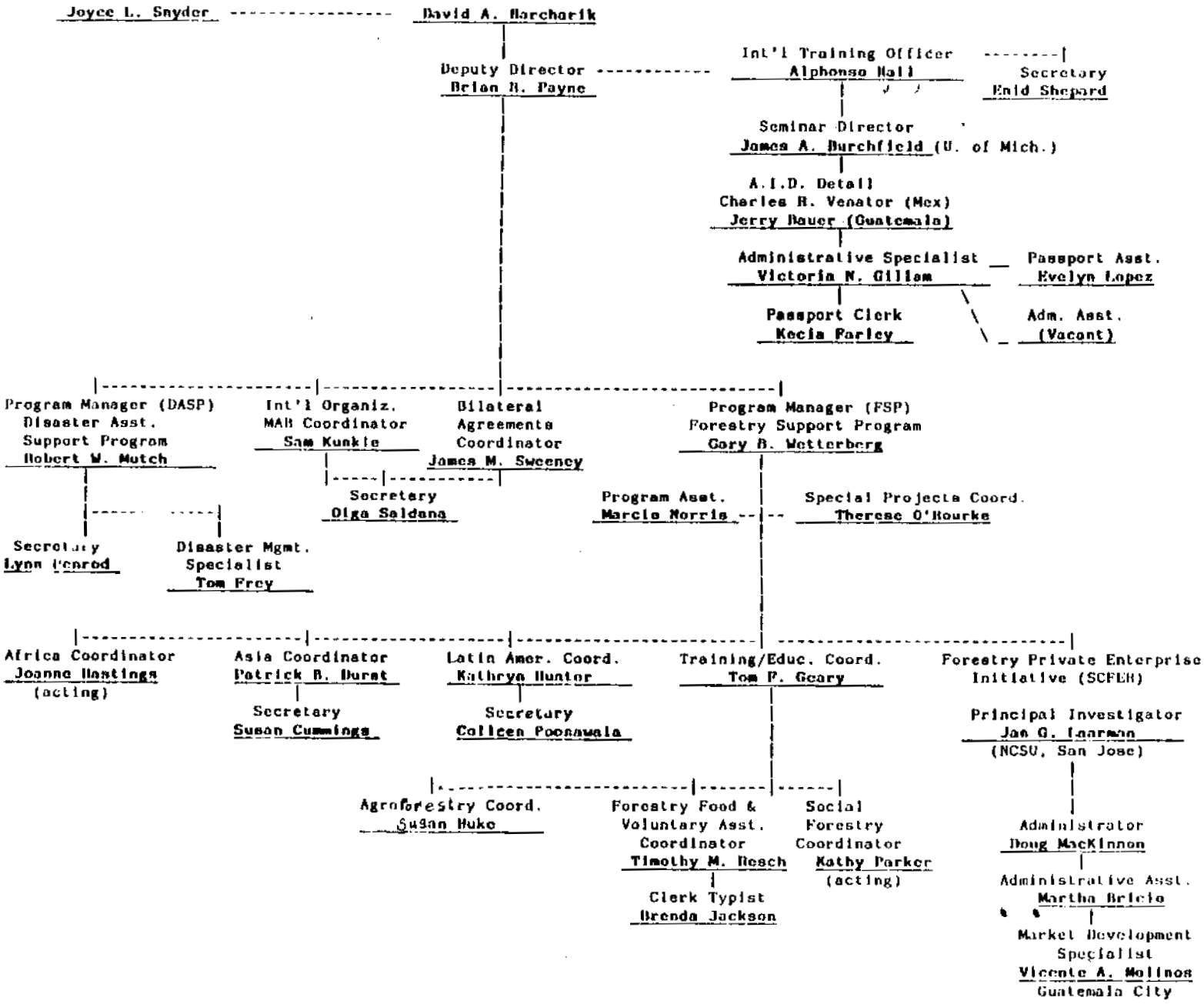
Organization Program Support - A format that TAD developed for a PASA with a field mission which has some of the characteristics of a RSSA. This PASA allows for broader definitions of the technical scope and time lines and is funded from more than one project/funding source.

Other mechanisms which set conditions for short and long-term cooperation, depend on the requesting or collaborating organization and the types of activities or services involved. They include: letters of agreement, cooperative agreements, reverse cooperative agreements, interagency agreements (other than PASAs and RSSAs) and "672s" (internal USDA interagency agreements.)

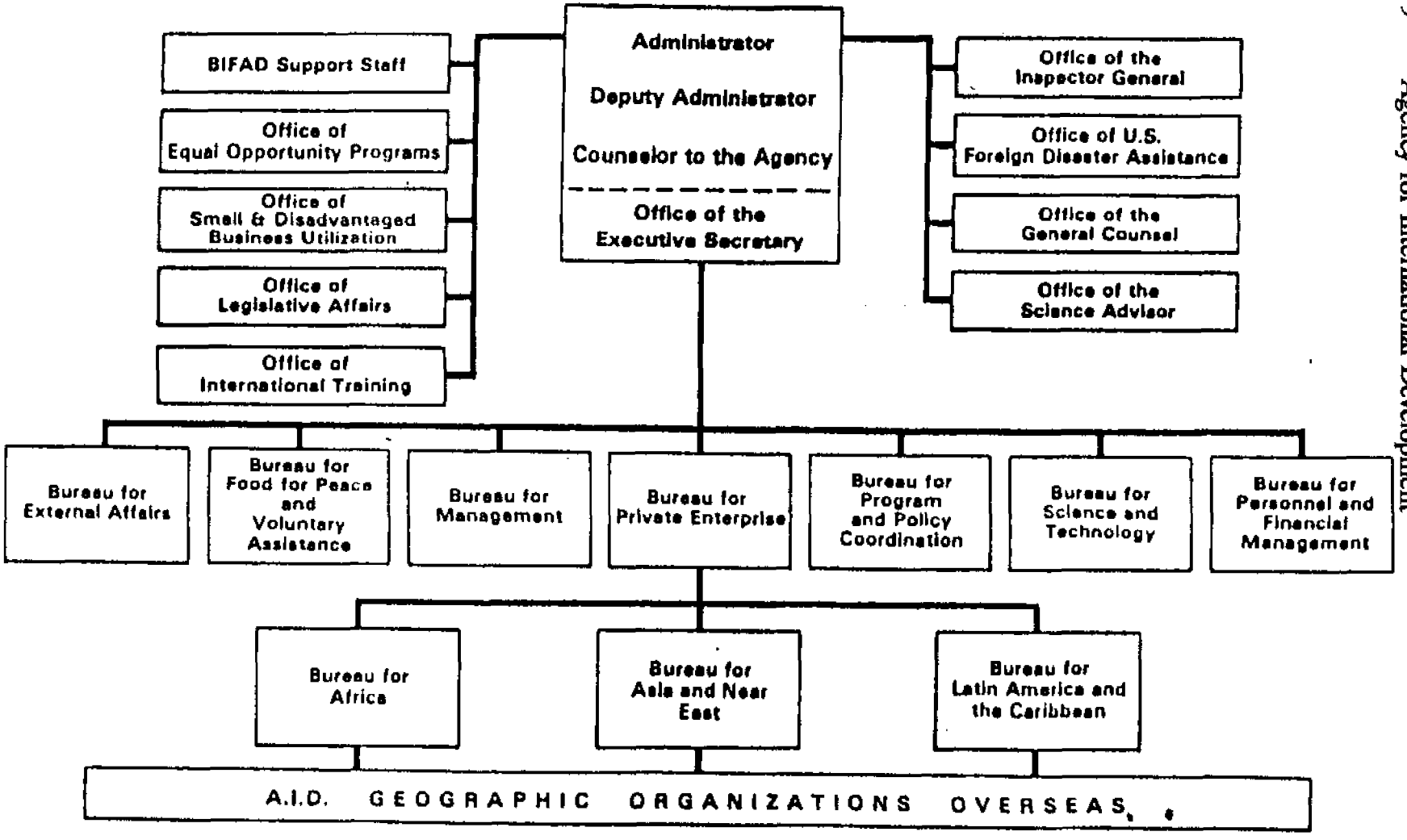
For more information about TAD, contact:

Arlene Mitchell
Director
USDA/OICD/TAD
Room 211 McGregor Building
Washington D C, 20520-4300

Telephone: (202)653-7317
TELEX: 7401791 DTAD UC

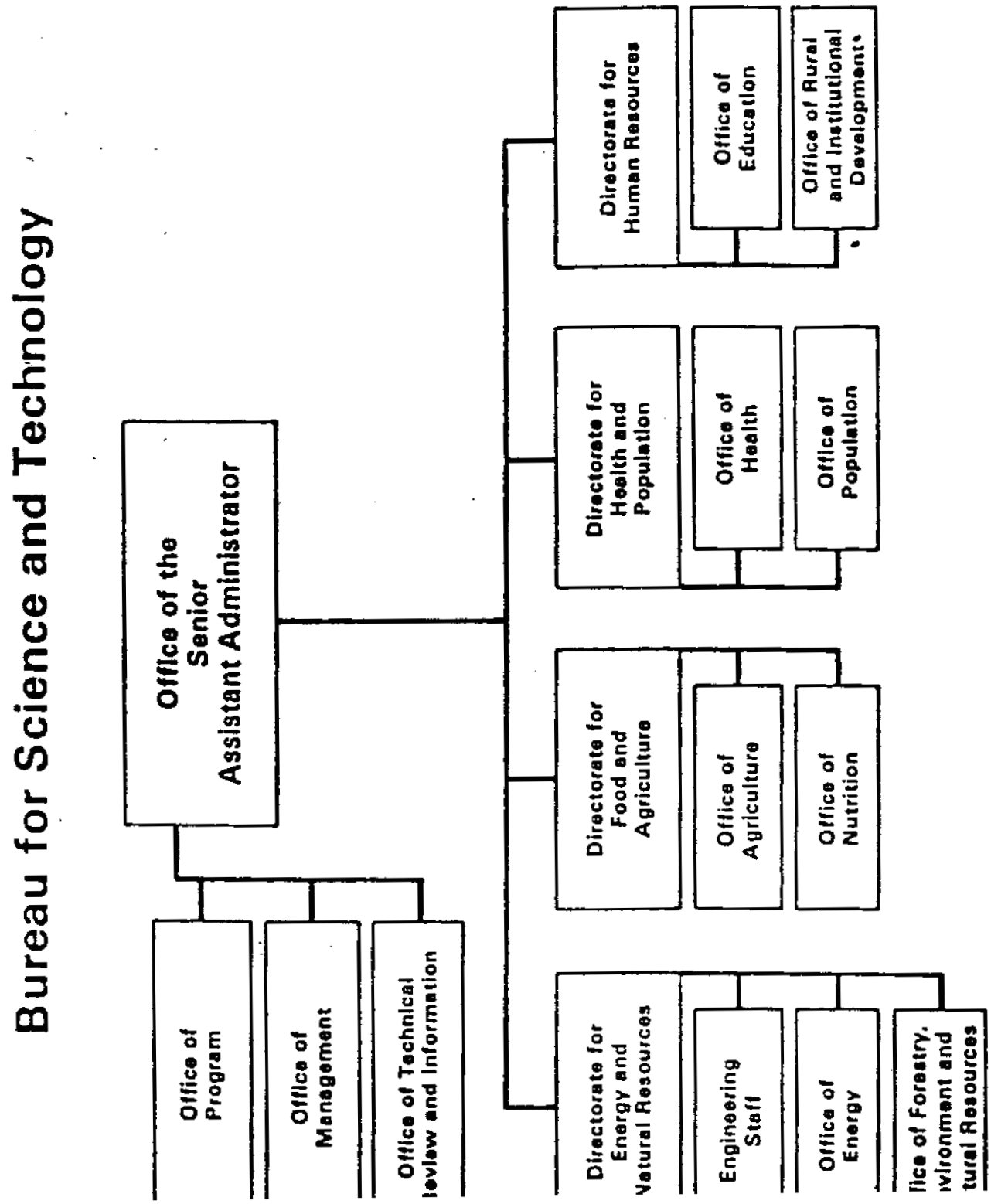

Joyce L. Snyder
David A. Harcharik
Deputy Director
Brian R. Payne
Int'l Training Officer
Alphonso Hall
Secretary
Enid Shepard
Seminar Director
James A. Burchfield (U. of Mich.)
A.I.D. Detail
Charles R. Venator (Mex)
Jerry Bauer (Guatemala)
Administrative Specialist
Victoria N. Gilliam
Passport Asst.
Evelyn Lopez
Passport Clerk
Kecia Farley
Adm. Asst.
(Vacant)
Program Manager (DASP)
Disaster Asst.
Support Program
Robert W. Mutch
Int'l Organiz.
MAB Coordinator
Sam Kunkle
Bilateral
Agreements
Coordinator
James M. Sweeney
Program Manager (FSP)
Forestry Support Program
Gary R. Wetterberg
Secretary
Olga Saldana
Program Asst.
Marcia Norris
Special Projects Coord.
Therese O'Rourke
Secretary
Lynn Penrod
Disaster Mgmt.
Specialist
Tom Frey
Africa Coordinator
Joanne Hastings
(acting)
Asia Coordinator
Patrick R. Durst
Latin Amer. Coord.
Kathryn Hunter
Training/Educ. Coord.
Tom P. Geary
Forestry Private Enterprise
Initiative (SCFEH)
Secretary
Susan Cummings
Secretary
Colleen Poonawala
Principal Investigator
Jan G. Laarman
(NCSU, San Jose)
Agroforestry Coord.
Susan Huke
Forestry Food &
Voluntary Asst.
Coordinator
Timothy M. Resch
Social
Forestry
Coordinator
Kathy Parker
(acting)
Administrator
Doug MacKinnon
Clerk Typist
Brenda Jackson
Administrative Asst.
Martha Brieio
Market Development
Specialist
Vicente A. Molinos
Guatemala City

Agency for International Development

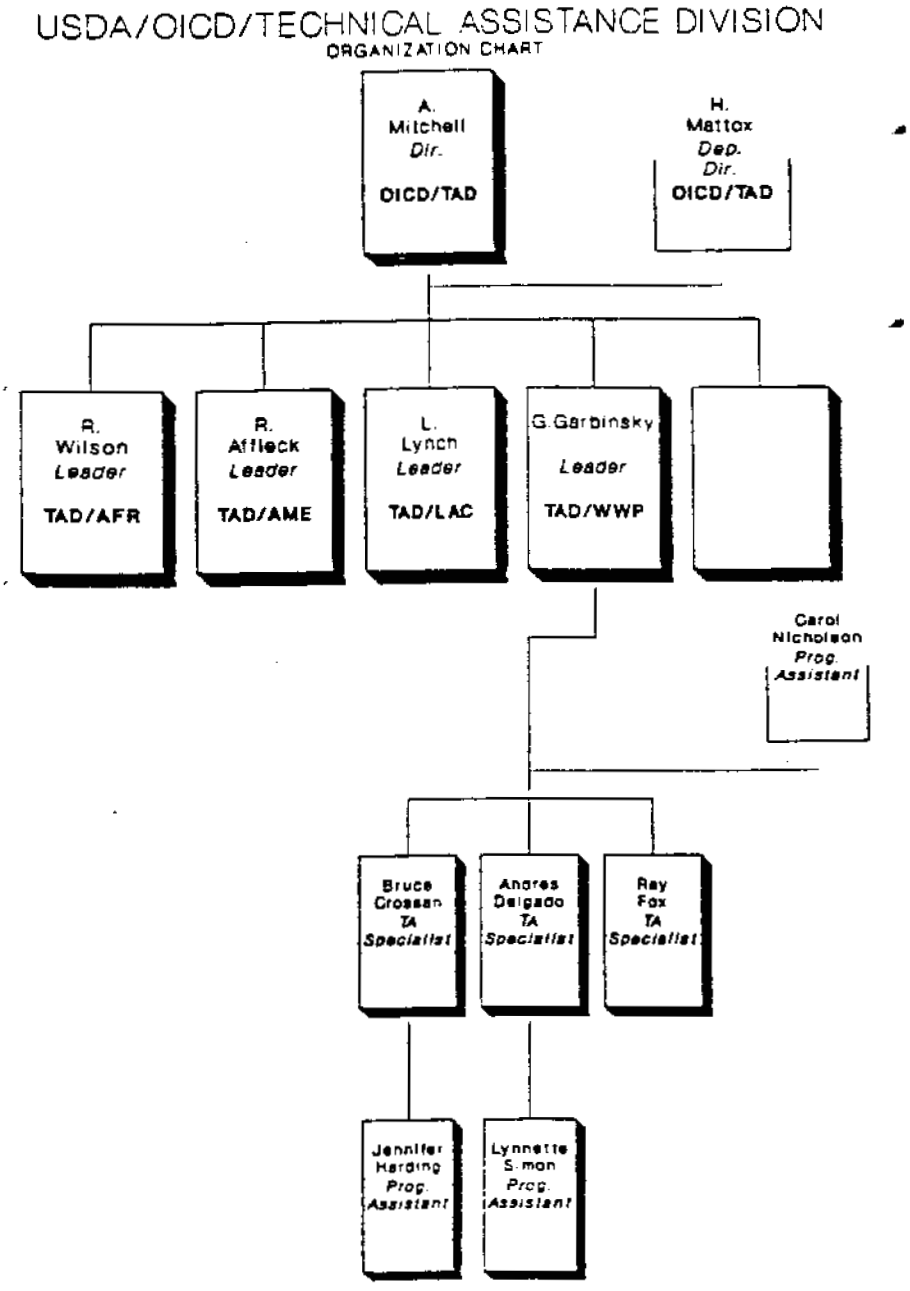


Annex 10 Bureau for Science and Technology

PAGE NO.	EFFECTIVE DATE	TRANS. MEMO NO.	AID HANDBOOK 17
2-16	Jan. 4, 1988	17:402	



Annex 11 **USDA/OICD/Technical Assistance Division**



Annex 12 **Knowland Letter**

July 30, 1989

Mr. Patrick Durst
Forestry Support Program
United States Department of
Agriculture
12th & Independence SW
P.O. Box 96090
Washington, DC 20090-6090

Dear Pat,

I was sorry to miss your recent visit here, and had hoped to have a chance to call while I was on leave in Florida. Missed then also, so let me try at least to pass on a few notes of appreciation here. The big one is for setting up the participation of Jerry DeGraff on our assessment team of the flood disaster in the South.

I recently sent a copy of the Assessment's summary report back to Jerry through your office, so trust that you had a chance to go through it. Obviously the technical contributions of a landslide specialist were critical to the overall assessment, and Jerry was really first rate. His technical inputs were valued from the very first day in the audience with Professor Dr. HRH Princess Chulabhorn, who had previously been accompanied to the field sites by Thai geologists. His professional depth showed consistently in later conversations with some of those same geologists and in sessions with UN specialists. In the field he was thorough and nearly inexhaustable. On more than one occasion his obvious professional delight in the scientific aspects of landslides and debris flows helped to compensate for the overwhelming sense of tragedy. Most importantly his practical advice, given the authority of experience in similar situations from North American and similar environments in the American tropics, was very useful in field discussions with local officials and in the final sessions with the National Operations Center and NESDB back in Bangkok. All of his recommendations were accepted by the rest of the team and are included in the final report. That you haven't also seen his full technical report already is my fault -- Jerry left his complete draft here on schedule before he left. I hope to get all of the technical reports out by the end of this month in final draft. We may wait until Art Hanson can return in early September to put together the Final Final edition, but Jerry's was left in good shape; it has a lot of well presented technical material, and shouldn't require much editing at all. Considering that this was his first work in Asia, and he did not already know the other team members (who, by chance as well as design were mostly well acquainted from previous work) he was sort of the dark horse coming in on it. Thank you for steering him our way, and appreciation to FSP and the U.S. Forest Service for making him available to us.

The other kudos are directly for you. I sincerely appreciate the effort by everyone involved to trace down Chief Seattle's "fairly famous" speech. It was duly passed on to Khun Pisit, who was using it in a speech here. Hope that everyone along the way enjoyed reading the references as much as I did.

Finally -- and what actually triggers getting this off to you before the month turns -- is appreciation for the vintage Tourist Bureau volume salvaged from your old files. It's taken a priority place on my bedside reading pile, and is pure educational pleasure. Not sure anything written in the 35 years since gives a better introduction to what is -- still -- Thai.

I understand from Kathy and Mike that your visit here went well and there will be definite follow up on the proposed Thai International Forestry Seminar. Given your dependable performance above and beyond basic support services, I trust that we'll be seeing even more of you, and FSP involvement, out here in the future.

Sincerely,

Will Knowland
Natural Resources and
Environmental Advisor

Clearances:
TR/NRE:Philley 7/31

Drafted:TR/NRE:Knowland:kl:7/31/89

DIST:
CR
NRE

Annex 13 Telex-

D
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BKK AUG 02 89 2047

AUG 1989

ACTION TO:
DUE DATE: AUG 10 1989
ACTION TAKEN:
INITIAL:
DATE:

DISTRIBUTION CTR

	INFO
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DD	
EXO	
IO/FIN	✓
IO/PRO	
IO/TA	✓
O/PDS	
IO/RCCO	
O/RHUD	
DTEC	
C&R	✓

MESSAGE FOR

ADDR:
SEQ NBR : AUG02.0001

POSTED: WED, AUG 2, 1989 9:35 AM EDT MSG:
MJIJ-1521-6472/20
FROM:
(C:USA,PUB:TELEMAIL,PVT:USDA.FS.X400A,SN:CUMMINGS,FN:SUSAN,OU:WD1A)
TO: (AC:788, TLX:87058) (URGENT) (RECEIPT)
SUBJ: TELEX

TO: DR. MICHAEL PHILLEY AND DR. KATHY SATERSON, USAID/BANGKOK
FROM: PATRICK DURST, FSP (TLX: 7401043 FSPW)
SUBJECT: ST/FENR FRM PROJECT FINAL EVALUATION

FOLLOWING IS A DRAFT OF A CABLE RESPONDING TO BANGKOK 37606. BECAUSE ONLY A FEW DAYS REMAIN FOR MISSION TO DISCUSS FSP ACTIVITIES WITH BILL BURCH, THIS TELEX CONTAINING DRAFT TEXT OF CABLE IS BEING TRANSMITTED IMMEDIATELY. COPY OF OFFICIAL CABLE WILL FOLLOW, AND MAY CONTAIN ADDITIONS OF CORRECTIONS BASED ON REQUIRED CLEARANCES.

ACTION: (IMMEDIATE) TO: AMEMBASSY BANGKOK

CAPTIONS: AIDAC PASS TO: MIKE PHILLEY AND KATHY SATERSON

SUBJECT: ST/FENR FRM PROJECT FINAL EVALUATION
(USDA RSSA BST-5519-R-AG-2188 FORESTRY SUPPORT PROGRAM)

REFERENCES: (A) BANGKOK 37606

1. SUMMARY. AS REQUESTED IN REFTEL A, THE FOLLOWING SUMMARY OF PAST FORESTRY SUPPORT PROGRAM (FSP) ACTIVITIES IN THAILAND IS BEING SUPPLIED. THIS INFORMATION SHOULD HELP MISSION STAFF AND DR. WILLIAM BURCH AS THEY REVIEW AND EVALUATE THE EFFECTIVENESS OF THE S*T/FENT FOREST RESOURCES MANAGEMENT PROJECT IN SUPPORTING THE MISSION'S NATURAL RESOURCES PROGRAMS AND PROJECTS. PAST ASSISTANCE PROVIDED BY FSP IN THE AREAS OF TECHNICAL CONSULTATIONS, IDENTIFICATION OF TECHNICAL CONSULTANTS, SUPPORT FOR TRAINING, AGROFORESTRY, SEMINARS, TECHNICAL LITERATURE, AND OTHER SUPPORT IS SUMMARIZED IN FOLLOWING PARAGRAPHS. SUGGESTIONS OF INDIVIDUALS DR. BURCH MAY WANT TO MEET WITH TO DISCUSS FSP ACTIVITIES ARE ALSO PROVIDED.

2. TECHNICAL CONSULTATIONS (PARTIALLY OR FULLY FUNDED BY FSP).
A) FRANK BONNER, USDA FS TREE SEED SPECIALIST, PARTICIPATED IN 1985 IUFRO MEETING ON TREE SEEDS IN BANGKOK, AND EXPLORED OPPORTUNITIES FOR COLLABORATION BETWEEN A.I.D. AND KASETSART UNIVERSITY ON TREE SEED TECHNOLOGY AND TRAINING.

B) AT THE REQUEST OF A.I.D./BANGKOK, FSP PAID THE TRAVEL AND PER DIEM COSTS FOR DR. SUREE BHUMIBHAMON, KASETSART UNIVERSITY, TO ATTEND THE WORLD FORESTRY CONGRESS IN MEXICO CITY IN 1985, AND TO TRAVEL TO WASHINGTON, DC TO DISCUSS THE ESTABLISHMENT OF THE FORESTRY/FUELWOOD RESEARCH AND DEVELOPMENT (F/FRED) COORDINATING UNIT AT KASETSART UNIVERSITY.

C) JACK MUENCH, FSP/SCFER (SOUTHEASTERN CENTER FOR FOREST ECONOMICS RESEARCH) COORDINATOR FOR THE FORESTRY PRIVATE ENTERPRISE INITIATIVE, TRAVELED TO BANGKOK IN 1985 TO INVESTIGATE OPPORTUNITIES FOR A.I.D. TO SUPPORT FORESTRY PRIVATE ENTERPRISE ACTIVITIES IN THAILAND.

D) PATRICK DURST, FSP SPECIAL PROJECTS COORDINATOR, CONDUCTED A STUDY OF THE POTENTIAL FOR NATURE TOURISM IN THAILAND FOR THE A.I.D. MISSION IN 1986.

E) PATRICK DURST, FSP SPECIAL PROJECTS COORDINATOR, INVESTIGATED OPPORTUNITIES FOR A.I.D. TO SUPPORT PRIVATE SECTOR FORESTRY ACTIVITIES IN THAILAND AND WAYS OF STRENGTHENING THAI NATURAL RESOURCES POLICY ANALYSIS CAPABILITY AS PART OF THE DESIGN PROCESS FOR THE MANRES PROJECT IN 1988.

F) DON MESSERSCHMIDT, FSP SOCIAL FORESTRY COORDINATOR, MET WITH MISSION STAFF IN 1988 TO DISCUSS OPPORTUNITIES FOR EXPANDING SOCIAL FORESTRY ACTIVITIES IN THAILAND UNDER THE MANRES PROJECT.

G) PATRICK DURST, FSP COORDINATOR FOR ANE, PRESENTED A KEYNOTE ADDRESS AT THE INTERNATIONAL SYMPOSIUM ON NATURE CONSERVATION AND TOURISM DEVELOPMENT, IN SURAT THANI, THAILAND, IN AUGUST 1988 (REQUESTED BY MISSION).

H) JERRY DEGRAFF, USDA FS FOREST GEOLOGIST, WORKED AS PART OF A 5-PERSON TEAM ASSESSING OPPORTUNITIES TO REDUCE THE RISK OF FUTURE LANDSLIDE AND FLOOD DAMAGE IN SOUTHERN THAILAND; AND OPTIONS FOR REHABILITATING AREAS DAMAGED BY 1988 LANDSLIDES. TEAM WORKED IN THAILAND IN EARLY 1989.

I) PATRICK DURST, FSP COORDINATOR FOR ANE, MET WITH MISSION STAFF AND THAI OFFICIALS TO DISCUSS PLANS FOR A FOREST RESOURCES SEMINAR FOR THAILAND.

FSP REGULARLY BRIEFS AND PROVIDES BACKGROUND INFORMATION TO CONSULTANTS PRIOR TO THEIR DEPARTURE FOR ASSIGNMENTS IN THAILAND.

2. IDENTIFICATION OF TECHNICAL CONSULTANTS. FSP ACTIVELY MAINTAINS A ROSTER OF INDIVIDUALS INTERESTS IN INTERNATIONAL FORESTRY AND NATURAL RESOURCES WORK. USING THIS COMPUTERIZED ROSTER, FSP HAS ASSISTED A.I.D./BANGKOK WITH IDENTIFICATION OF SEVERAL SHORT-TERM CONSULTANTS THROUGH THE YEARS. RECENT EXAMPLES INCLUDE:

A) IDENTIFICATION OF RESOURCE ECONOMIST, FOREST ECOLOGIST, COASTAL HYDROLOGIST, SOCIAL FORESTER, AND FOREST GEOLOGIST FOR 5-PERSON LANDSLIDE ASSESSMENT TEAM IN 1989.

B) IDENTIFICATION OF INSTRUCTORS FOR THE 1987 3-WEEK SEMINAR ON WATERSHED REHABILITATION SPONSORED BY THE ASEAN WATERSHED PROJECT. PART OF THE SEMINAR WAS HELD IN THAILAND, AND THAIS PARTICIPATED IN THE ENTIRE SEMINAR.

IN ADDITION TO THESE DIRECT REQUESTS FROM THE MISSION, FSP HAS CONDUCTED SEARCHES TO IDENTIFY CANDIDATES FOR POSITIONS WITH THE ASIAN INSTITUTE OF TECHNOLOGY, WINROCK INTERNATIONAL (F/FRED), FAO, THE FORD FOUNDATION, AND OTHER A.I.D. COLLABORATORS.

3. SUPPORT FOR TRAINING.

A) FSP FUNDED THE PARTICIPATION OF MR. SOMPON TANHAN, ROYAL FOREST DEPARTMENT, IN THE FIRST INTERNATIONAL SEMINAR ON FOREST ADMINISTRATION AND MANAGEMENT (FS/MICHIGAN SEMINAR). FSP ALSO HELPED DESIGN AND ORGANIZE THIS SEMINAR, WHICH HAS RUN ANNUALLY SINCE 1984.

B) FSP ASSISTED WITH THE DESIGN AND IMPLEMENTATION OF THE INTERNATIONAL SEMINAR ON WATERSHED RESEARCH, HELD IN THE UNITED STATES IN 1985. FOUR OF THE 15 PARTICIPANTS WERE THAI.

C) FSP FUNDED THE PARTICIPATION OF MR. KLA SONGSAKUL, PHRAE FORESTRY SCHOOL, IN THE INTERNATIONAL CONFERENCE ON EDUCATING FOREST TECHNICIANS IN THE 21ST CENTURY, HELD AT PAUL SMITH'S COLLEGE, NEW YORK, IN 1988. FSP HELPED DESIGN AND ORGANIZE THE CONFERENCE.

D) DON MESSERSCHMIDT, FSP SOCIAL FORESTRY COORDINATOR, PARTICIPATED IN THE SOCIAL SCIENCES IN ASIA FORESTRY CURRICULA WORKSHOP IN KHON KAEN, THAILAND IN 1988, AND SERVED ON THE CURRICULUM ACTIVITY ADVISORY BOARD TO ENCOURAGE INCREASED INTEGRATION OF SOCIAL SCIENCES IN FORESTRY CURRICULA.

E) FSP ANNUALLY PROVIDES COMMUNICATION LINKS AND LOGISTICAL SUPPORT FOR THAI PARTICIPANTS IN THE FS/MICHIGAN INTERNATIONAL SEMINAR ON FOREST ADMINISTRATION AND MANAGEMENT AND OTHER U.S. TRAINING IN WHICH THAI NATURAL RESOURCE SPECIALISTS PARTICIPATE.

4. AGROFORESTRY.

A) DENNIS JOHNSON, FSP AGROFORESTRY COORDINATOR, SERVED AS A RESOURCE PERSON AT THE 1987 ADO CONFERENCE IN BANGKOK, WHERE HE DISCUSSED CURRENT AND FUTURE AGROFORESTRY PROJECT OPPORTUNITIES WITH MISSION REPRESENTATIVES.

B) DENNIS JOHNSON, FSP AGROFORESTRY COORDINATOR, PARTICIPATED IN THE INTERNATIONAL RATTAN SEMINAR IN CHIANG MAI, THAILAND, IN 1987.

C) DON MESSERSCHMIDT, FSP SOCIAL FORESTRY COORDINATOR, AND DENNIS JOHNSON, FSP AGROFORESTRY COORDINATOR, PARTICIPATED IN THE F/FRED MULTIPURPOSE TREE SPECIES WORKSHOP IN PATTAYA, THAILAND IN NOVEMBER, 1988. JOHNSON PRESENTED A PAPER ON CASH AND SUBSISTENCE TREE CROPS AT THE WORKSHOP.

5. TECHNICAL LITERATURE. RESPONDING TO SPECIFIC REQUESTS FROM A.I.D./BANGKOK, FSP HAS PROVIDED THE MISSION WITH TECHNICAL LITERATURE AND ANNOTATED BIBLIOGRAPHIES ON THE FOLLOWING TOPICS:

A) GROWTH AND USES OF GLIRICIDIA SEPIUM AND PAULOWNIA SP.

B) THE ENVIRONMENTAL IMPACTS OF EUCALYPTUS SPP. PLANTATIONS.

C) PRODUCTION OF PULP FROM EUCALYPTUS SPP.

D) THE ROLE OF THE PRIVATE FORESTRY SECTOR IN RURAL DEVELOPMENT (FOR USE IN PREPARING A MAJOR POLICY SPEECH DELIVERED BY A LEADING THAI GOVERNMENT OFFICIAL).

E) METHODS OF CONTROLLING DYSMICOCCUS NEOBREVIPES (MEALYBUGS), WHICH WERE INFESTING ORNAMENTAL TREES IN BANGKOK.

F) HISTORICAL EXPERIENCE WITH TAUNGYA AROUND THE WORLD.

IN ADDITION TO THESE SPECIFIC REQUESTS, FSP (THROUGH ITS QUARTERLY MEMO) ROUTINELY SUPPLIES THE MISSION WITH INFORMATION ON RECENT DEVELOPMENTS IN INTERNATIONAL FORESTRY, NEW PROJECTS, TRAINING OPPORTUNITIES, UPCOMING MEETINGS AND CONFERENCES, AND RECENT PUBLICATIONS. OTHER TECHNICAL LITERATURE OF A GENERAL NATURAL IS PERIODICALLY POUCHED TO ALL MISSIONS IN THE REGION.

6. SEMINARS. TO HELP INFORM THE WASHINGTON D.C.-BASED DEVELOPMENT COMMUNITY OF THE NATURAL RESOURCES ACTIVITIES OF A.I.D. IN THAILAND, FSP SPONSORED OR PARTICIPATED IN THE FOLLOWING SEMINARS DURING THE PAST TWO YEARS:

A) NIWAT RUANGPANIT, QUOTE COMMUNITY FORESTRY DEVELOPMENT IN THAILAND UNQUOTE.

B) PATRICK DURST AND GEORGE ARMSTRONG, QUOTE OBSERVATIONS ON FORESTRY IN THAILAND UNQUOTE.

C) JERRY DEGRAFF, QUOTE RESTORATION AND SUSTAINABLE DEVELOPMENT IN SOUTHERN THAILAND FOLLOWING THE LANDSLIDES AND FLOODS OF 1988 UNQUOTE.

7. REGIONAL AND OTHER SUPPORT. IN ADDITION TO ASSISTANCE PROVIDED AS A RESULT OF DIRECT REQUESTS FROM A.I.D./BANGKOK, FSP HAS SUPPORTED SEVERAL A.I.D. REGIONAL NATURAL RESOURCES PROJECTS AND INITIATIVES THAT COMPLEMENT THE MISSION'S ACTIVITIES:

A) FSP WORKED CLOSELY WITH AND PROVIDED SUPPORT FOR MS. DEANNA DONOVAN, REGIONAL FORESTRY ADVISOR FOR ASIA, BASED IN JAKARTA FROM 1982 TO 1985.

B) FSP STAFF (ANE COORDINATOR, TRAINING COORDINATOR, AND THE REGIONAL FORESTRY ADVISOR FOR ASIA) HELPED REDESIGN THE ASEAN WATERSHED PROJECT IN 1983. THAILAND WAS A MAJOR PARTICIPANT IN THE PROJECT.

C) IN 1983 AND 1984, FSP HIRED SEVERAL CONSULTANTS TO HELP ASSEMBLE DATA IN PREPARATION FOR DESIGN OF THE F/FRED PROJECT. F/FRED OPERATES IN 11 SOUTH AND SOUTHEAST ASIAN COUNTRIES, AND HAS ITS FIELD COORDINATING UNIT BASED IN BANGKOK.

D) DON MESSERSCHMIDT, FSP SOCIAL FORESTRY COORDINATOR, MADE SEVERAL TRIPS TO THAILAND BETWEEN 1986 AND 1989 TO SUPPORT THE ACTIVITIES OF THE F/FRED PROJECT. MESSERSCHMIDT SERVED AS THE TECHNICAL BACKSTOP ON SOCIAL SCIENCE ASPECTS OF THE F/FRED PROJECT. SINCE EARLY 1989, FSP HAS FUNDED DR. KATHY PARKER TO CONTINUE THIS SUPPORT ON A PART-TIME BASIS.

E) DENNIS JOHNSON, FSP AGROFORESTRY COORDINATOR, PARTICIPATED IN THE WORLD RESOURCES INSTITUTE WORKSHOP ON EXPANDING THE ROLE OF NGOS IN NATIONAL FORESTRY PROGRAMS, HELD IN FEBRUARY 1987, IN BANGKOK.

F) FSP HAS FREQUENTLY PROVIDED SUPPORT FOR THE ADB/SWISS-FUNDED REGIONAL COMMUNITY FORESTRY TRAINING CENTER, BASED IN BANGKOK. MESSERSCHMIDT TAUGHT A 1-WEEK UNIT ON SOCIAL FORESTRY AT THE CENTER IN 1988.

8. IN ADDITION TO MEETING WITH MISSION STAFF, FSP SUGGESTS THAT BURCH MEET WITH INDIVIDUALS AT THE F/FRED COORDINATING UNIT (MACDICKEN, MEHL, MEDEEMA, LANTICAN), KASETSART UNIVERSITY FACULTY OF FORESTRY, AND THE REGIONAL COMMUNITY FORESTRY TRAINING CENTER (ESPECIALLY MERV STEVENS, FORMER STAFF MEMBER AND PROGRAM MANAGER OF FSP) TO DISCUSS FSP SUPPORT FOR FIELD ACTIVITIES.

9. IF ADDITIONAL INFORMATION IS REQUIRED, PLEASE CONTACT PAT DURST, FSP COORDINATOR FOR ASIA AND THE NEAR EAST.

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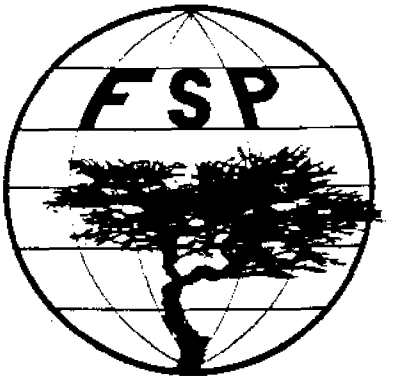
ANTHROPOLOGISTS AND THE FSP ROSTER



About The Forestry Support Program (FSP)

The Forestry Support Program (FSP) brings the knowledge and experience of the professional forestry community, including social foresters, and agroforesters,to bear on natural resource and related rural development activities of the U.S. Agency for International Development (A.I.D.) and the U.S. Peace Corps (PC). FSP staff and consultants identified on the FSP consultant roster, help identify, design, manage and evaluate field projects and country strategies involving forestry and natural resources. This A.I.D.-funded program is managed jointly by the Forest Service and the Office of International Cooperation and Development (OICD) both of the U.S. Department of Agriculture (USDA).

Among its many responsibilities, the FSP provides technical advice and services to A.I.D. bureaus, overseas missions and projects. It promotes linkages between forestry and agriculture in natural resources management and rural development projects, and related research. It facilitates A.I.D. interactions with PVOs and NGOs (private and non-governmental organizations). It provides information services to A.I.D. and PC staff, and facilitates the exchange of information among natural resources development project personnel. It organizes training courses and materials, advises overseas forestry schools on curriculum design, and assists A.I.D. with its participant training needs in forestry.

Of special interest to anthropologists is the FSP roster of experts available to work in natural resource and related rural development activities.

The FSP Consultant Roster

The FSP consultant roster provides possible employment opportunities for anthropologists with specific development skills and experience.

The roster is used primarily to identify qualified consultants and project staff for long or short-term work with A.I.D. bureaus, overseas missions and projects, and in cooperative A.I.D./Peace Corps assignments. It is also used by A.I.D. contractors, cooperating NGOs and university consortia, as well as by such international organizations as FAO (U.N. Food and Agriculture Organization), UNDP (the U.N. Development Program), and the World Bank.

Because some positions are specifically targeted for social science expertise (e.g., in project planning, implementation and evaluation, and for special assignments) applied anthropologists are encouraged to join the roster. In most cases, people who are presently working at technical, field-related jobs are preferred over those who have not been directly involved for several years. Most roster participants have work experience in relation to forestry and natural resources development, and prior experience in developing countries.

Criteria

Roster employment opportunities are based on the following criteria:

Technical Skills

The most frequently requested skills relate to small scale village forestry, farm forestry, agroforestry or social and community forestry projects; economics is one of the most frequently requested skills in these contexts. Other requests of special interest to anthropologists include development anthropology, sociology or rural sociology, socio-economics, extension and training, and data base management. Requests usually reflect trends in A.I.D. activities and projects. With the current interest in private sector development, for example, there is an increasing need for people with marketing and business management and related skills and with experience in small-scale natural resource related entrepreneurial enterprises. Interest is also high for expertise in issues relating to biological diversity and tropical forestry conservation and management.

Consulting Skills

Ability to assemble, analyze and evaluate information, often conflicting, from interviews, observation and documentation; to work as a member of a multidisciplinary team; to write coherently, in non-jargon, to a diverse audience but sufficient to convince readers to follow recommendations; and to respond in a timely manner to often tight reporting schedules.

Overseas Experience

Prior international experience is usually required. In particular, requests to fill long-term assignments of two or more years almost always require prior overseas experience, such as with the Peace Corps, FAO, A.I.D., NGOs or PVOs. For anthropologists, applied field experience in development is more frequently required than research experience.

Language Proficiency

Over half of all requests are for candidates with Spanish or French ability (both in short supply, esp. French). Regional and local languages are also needed. For some assignments, English is sufficient.

Availability

Timing is sometimes a problem, as when A.I.D. needs assistance on short notice, or during months that technical and professional people are busiest (e.g., university-based consultants during the academic year; foresters during field operations). Applicants are asked to specify when and for how long they can be available, and lead time required to recruit them.

How to Join the Roster

1. If you have the relevant skills and wish to be included in the FSP roster, request a "roster packet" from:

> Special Projects Coordinator
> Forestry Support Program
> USDA Forest Service/IF
> P.O. Box 96090
> Washington DC 20090-6090

Individuals may also contact FSP by telephone (703-235-2432), telex (7401043 FSPW) or fax (703-235-3732). The FSP offices are located at 1621 N. Kent Street in Arlington, Virginia, in the Rosslyn Plaza, Room 51-Lower Lobby (LL), close to the Rosslyn Metro Station.

2. Fill out the roster form, using the information provided in the packet.

3. Send the completed form, along with a detailed resume or U. S. Government form SF-171, to FSP.

4. Roster participants are encouraged to update their files at least once a year, or more frequently as appropriate (with change of job, address, phone number, or availability; with a new skill, etc.). Lapsed files or participants who have not maintained contact with the FSP are periodically culled.

5. Don't depend on the roster for a job. Job-seekers should always cultivate a wide network of personal and professional contacts. Note that having one's name on the roster implies no obligation on the part of the individual, A.I.D., the Forest Service, or other agencies.

The Relevance of Anthropology to the FSP Roster

Since anthropologists work in so many different types of jobs, and because they tend to have such varied training and experience, there are many potential (sometimes hidden) employment opportunities through the FSP roster. Depending on how you fill out the roster form, the chances of your file being called up in a computer search may vary. There are codes for nine 'general profile' categories and 68 'technical specialties.' Since the form allows you to list only four of each, however, care should be taken in prioritizing them. (You can list others on your resume.)

The nine 'general profile' categories are:

ADMN -	Administration - Policy Development (i.e., leadership role)
DASP -	Disaster Preparedness - Assistance - Relief
EXTN -	Extension - Social Forestry
OPER -	Operational - Management - Field Implementation
PROJ -	Project Planning & Design - Programming (e.g.,with A.I.D. or FAO)
RESH -	Research - Investigation - Experimentation
TRNG -	Technical Training - Applied Training
UNIV -	University Instruction
COMM -	Communication - Media - Translation - Editing

Some of the 68 specific 'technical skills' listed in which anthropologists may have expertise are Public Relations & Communications, Computers & Data Processing, Cooperatives & Rural Development, Economics, Education, Energy, Fisheries & Marine Resources, Planning & Environmental Assessment, Parks & Wildlands Management, Policy and Institutions, Sociology & Land Tenure, Writing & Editing. Note, too, that there is a whole set of skills dealing with natural disaster assistance, as a service to DASP, the Disaster Assistance Support Program of the U.S. D.A. Forest Service and the Office of U.S. Foreign Disaster Assistance.

Other Suggested Resources

1. *'The Job Seekers Guide to Opportunities in Natural Resource Management for the Developing World'*. Washington DC: IIED (International Institute for Environment and Development), 1986. This booklet is distributed by FSP on request, but is somewhat dated.

2. *'Stalking a Job in the Nation's Capital'*. Washington DC: Washington Association of Professional Anthropologists, 1989 (2nd ed.). This is a recently updated and expanded version of a popular source of information on jobs for anthropologists. While it focuses on the Washington DC area, it covers both government and non-government jobs, as well as consulting opportunities, etc., both in the U.S. and abroad. (For information, write: WAPA, P.O. Box 23262, L'Enfant Plaza Station, Washington DC 20026.)

3. *'Federal Job Opportunities for Anthropologists'*. A beginners guide to federal careers; how to find jobs and how to apply. Available from the American Anthropological Association, Job Opportunities Brochures, 1703 New Hampshire Ave., NW, Washington, DC 20009.

4. Consulting firms sometimes maintain extensive rosters, especially those with active IQCs. 'IQCs' are Indefinite Quantity Contracts set up to provide A.I.D. bureaus and overseas missions with quick response to needs in project design, evaluation, training, etc. Each A.I.D. bureau maintains a list of its current IQC contractors.

Annex 15 **Regional Coordinators**

Leroy Duvall.

Ivory Coast. April 24 - May 3, 1987. Participate in Forestry Fuelwood Economics Workshop.

Morocco. October 1 - 15, 1987. Assist in developing biological diversity action plan.

Botswana. April 22 - May 13, 1988. With Gary Wetterberg. Conduct biological diversity and tropical forest assessment.

Haiti. August 7 - September 4, 1988. Assist with planning of new Haiti Agroforestry Project.

Tim Resch.

Senegal. January 24 - February 5, 1983. Evaluate the Senegal Fuelwood Production Project.

Togo. May 5 - 12, 1984. Present paper and participate in forestry program evaluation workshop for Africa.

Morocco.May 12 - June 1, 1984. Evaluate forestry activities assisted by the Food for Peace Program (PL480).

Niger. February 18 - March 5, 1985. Assess status of CARE/FVA/FSP funded evaluation study of the Majjia Valley windbreaks establishment and make recommendations for completion.

Somalia. March 24 - April 11, 1985. Evaluate the CDA Refugee Forestry Project.

Kenya, Rwanda, Ivory Coast, Niger. April 29 - May 17, 1985. Assess status of A.I.D.'s forestry activities in Africa.

Mexico. June 16 - 28, 1985. Participate in the UN/FAO consultation on the role of forestry in combatting desertification.

Gambia. July 25 - August 9, 1985. Evaluate Gambia Forestry Project.

Chad. September 6 - 30, 1984. Provide advice on A.I.D.'s strategy for forestry programs in Chad.

Sudan. October 14 - November 8, 1985. With Diana Detreville (Cont). Evaluate CARE Eastern Refugee Reforestation project.

Kenya, Mali. January 7 - February 2, 1986. Participate in IUFRO Research Planning Workshop and Africa Forestry Commission of FAO.

Kenya. October 15 - 19, 1986. Examine Kenya-based PVO and NGO forestry activities.

Uganda. October 19 - 31, 1986. Evaluate Uganda Village Forestry Project.

Senegal. January 2 - February 1, 1987. Evaluate the forestry component of PL480 food aid for forestry.

Italy. June 2 - 5, 1987. Consult with officials of UN/FAO and WFP.

Tunisia. October 27 - November 17, 1987. Participate in PC programming mission in support of the WFP Integrated Rural Development Program.

Guatemala. February 7 - 12, 1988. With Kathryn Hunter. Participate in PC Food and and Natural Resources Workshop.

Niger. May 13 - June 16, 1988. Assist with writing the PID for Forest Resources Management Project.

Guatemala. September 24 - 30 ,1988. With Kathryn Hunter. Assist A.I.D. Guatemala with the design of a food aid supported forestry project to be implemented by SHARE (Guatemala).

Richard Calnan.

Madagascar. June 5 - 30, 1986. Feasibility study on carbonization of pine thinnings.

Nepal. April 11 - May 15, 1988. Participate in evaluation of A.I.D.'s Resource Conservation and Utilization Project.

Pat Durst.

Thailand. September 4 - 14, 1986. Survey on economics of nature related tourism.

Philippines. September 13 - October 20, 1986. Economic analysis of contract reforestation.

Philippines. October 1 - 18, 1986. Assist with the redesign of the Rainfed Resources Development Project; study potential for contract reforestation.

Thailand. January 8 - 31, 1988. Assist A.I.D. mission with design of the new Natural Resources Management Project.

Philippines. February 1 - 7, 1988. Review the progress of contract reforestation activities.

Thailand. August 19 - 30, 1988. Participate in International Symposium on Nature Conservation and Tourism Development.

John Palmer.

Costa Rica. April 4 - 8, 1993. Attend a seminar on A.I.D.'s natural resource management projects.

Honduras. September 11 - 24, 1983. Assist with A.I.D.'s forestry sector development strategy.

Honduras. November 13 - November 23, 1983. Assist in developing a cooperative arrangement for short-term technical assistance.

Dominican Republic. November 30 - December 10, 1983. Assist in designing a Peace Corps in-service agroforestry training course.

Honduras. January 19 - February 24, 1983. Assist in writing a PID for the forestry sector development project.

Jamaica. March 25 - 31, 1984. Assist in evaluating the feasibility of using bagasse and wood for electricity production.

Costa Rica. April 23 - May 5, 1984. Attend and A.I.D. agroforestry course conducted by CATIE in Turrialba, Costa Rica.

Honduras. July 24 - August 8, 1984. Assist in designing a Peace Corps in-service agroforestry training course and review draft support document of the forestry project paper.

Mexico. October 3 - 10, 1984. Participate in the North American Forestry Study Group.

Mexico. January 28 - February 1, 1985. US/Mexico cooperation on reforestation.

Haiti. August 4 - 17, 1985. Participate in Agroforestry Workshop and review Seed Collection Program.

Mexico. May 6 - 11, 1985. US/Mexico cooperation on reforestation.

Ecuador. October 27 - November 8, 1985. Evaluation of agroforestry component of Forest Sector Development Project.

Dominican Republic. December 1 - 10, 1985. Participate in A.I.D. Regional Soil Conservation Conference.

Haiti. January 15 - February 4, 1986. Evaluation of Agroforestry Outreach Project.

Panama. June 28 - 31, 1986. Review Natural Resources Management Plan.

Kathryn Hunter.

Haiti. May 27 - June 2, 1987. Meet with CARE and PADF project officials.

Costa Rica. June 15 - 22, 1987. Plan a Pacific-Caribbean Agroforestry course.

Panama. June 23 - 28, 1987. Meet with Natural Resources Management Project officials.

Honduras. June 29 - July 7, 1987. Write environmental assessment for Forestry Development Project.

Barbados, St. Vincent. August 24 - 28, 1987. Assess erosion and social problems of the Cumberland River Basin Hydroelectric Project and Watershed Management Program.

Ecuador. September 14 - 18, 1987. Participate in conference entitled "Sustainable Uses on Steep Slopes."

Bolivia. October 5 - 16, 1987. Teach an agroforestry training course for CUMAT extensionists.

Ecuador. December 6 - 11, '987. Administrative visit to FPEI.

Honduras. February 1 - 6, 1987. Teach an agroforestry training course for CUMAT extensionists.

Guatemala. February 7 - 12, 1988. With Tim Resch. Participate in PC Food Aid and Natural Resources workshop.

Guatemala. April 4 - 9, 1988. Participate in Central American Environmental Strategy Seminar sponsored by A.I.D./ROCAP.

Honduras. August 1 - 6, 1988. Preliminary work for Honduras Forestry Development Project.

Guatemala. September 24 - 30, 1988. With Tim Resch. Assist A.I.D. Guatemala with the design of a food aid-supported forestry project to be implemented by SHARE (Guatemala).

Annex 16 **Africa**

Botswana.

April 22 - May 13, 1988. Gary Wetterberg and LeRoy Duvall. Conduct biological diversity and tropical forest assessment.

Burundi.

July 2 - 4, 1986. Dennis Johnson. Review the Bururi Forest Project.

January 3 - 19, 1987. Dennis Johnson. Review agroforestry activities.

Chad.

August 13 - September 30, 1984. Henry Kernan (Cont) and Tim Resch (August 6 - 30, 1984). Provide advice on A.I.D.'s strategy for forestry programs in Chad.

Gambia.

October 18 -23, 1982. Fred Weber (Cont). Review of CILSS Forestry Sector Program analysis papers.

July 25 - August 9, 1985. Tim Resch. Evaluate the Gambia Forestry Project.

Ivory Coast.

April 24 - May 3, 1987. LeRoy Duvall. Participate in Forestry Fuelwood Economics Workshop.

Kenya.

January 10 - 29, 1983. Mervin Stevens. FAO assistance in conducting Watershed Management Training Course.

June 28 - July 22, 1983. George Armstrong (Cont). Provide advice on a workshop for strengthening forest research in Kenya.

October 20 - November 6, 1983. Roger Bay (FS) and George Armstrong (Cont) (October 24 - November 19, 1983). Participate in a workshop to identify forestry research priorities.

March 14 - April 16, 1984. Robert Zimmerman (Cont). Provide advice on natural resources interactions in East Africa.

January 7 - February 2, 1986. Tim Resch. Participate in IUFRO Research Planning Workshop.

June 24 - July 1, 1986. Dennis Johnson. Analyze agroforestry training needs with CARE and ICRAF.

October 15 - 19, 1986. Tim Resch. Examine Kenya-based PVO and NGO forestry activities.

May 21 - 30, 1987. Tim Resch. Participate in a workshop on use of PL480 food aid for forestry.

September 10 - 21, 1987. Tom Geary. Explore opportunities to strengthen forestry education in eastern and southern Africa.

May 13 - 19, 1988. Don Messerschmidt. Review Africa forestry activities; tour ICRAF; review Rwanda social forestry project plans.

Lesotho.

July 5 - 12, 1986, Dennis Johnson. Advise A.I.D. on CARE's Agroforestry Project.

Madagascar.

June 5 - 30, 1986. Richard Calnan. Feasibility study on carbonization of pine thinnings.

July 12 - August 23, 1987. Jim Seyler (Cont). Design a comprehensive natural resources management plan; develop a plan of cooperation for NGO's.

Niger.

February 18 - March 5, 1985. Assess status of CARE/FVA/FSP funded evaluation study of the Majjia Valley windbreaks establishment and make recommendations for completion.

August 25 - September 20, 1987. Hans Schreuder (FS). Evaluate FLUP.

May 13 - June 16, 1988. Tim Resch. Assist with writing the PID for Forest Resources Management Project.

Rwanda.

August 2 - 30, 1986. Geoffrey Chandler (FS). Advise A.I.D. on land management planning techniques for Ruhengeri Resource Project.

Senegal.

August 19 - September 1, 1985. Tom Geary and C. Hodges (FS). Investigation of Casaurina dieback.

January 24 - February 5, 1983. Time Resch. Evaluate the Senegal Fuelwood Production Project.

May 8 - June 30, 1986. Ernst Pfeiffer (Cont). Explore private sector opportunities in forestry.

January 2 - February 1, 1987. Tim Resch. Evaluate the forestry component of PL480 programs.

January 13 - February 21, 1987. Peter Freeman (Cont). Assist with watershed management planning for the Gambia River Basin Project.

Somalia.

March 24 - April 11, 1985. Tim Resch. Evaluate the CDA Refugee Forestry Project.

September 9 - 20, 1985. Mike McGahey (Cont). Evaluate A.I.D. forestry projects.

Sudan.

October 14 - November 8, 1985. With Diana Detreville (Cont). Evaluate CARE Eastern Refugee Reforestation project.

April 20 - May 4, 1987. H. Gyde Lund (FS). Assist Anti-Desertification Project.

June 15 - July 22, 1987. Robert Potter. Advise restructuring of Sudanese forestry administration.

May 9 - 13, 1988. Don Messerschmidt. Lecture on social forestry; review social forestry plans and activities.

Togo.

May 3 - 12, 1984. Tim Resch and John Heermans (Cont) and Fred Weber (Cont). Present paper and participate in forestry program evaluation workshop for Africa.

Uganda.

June 26 - July 10, 1983. Muhammed Chaudry (OICD). Attend an IUFRO meeting on forest products research.

October 10 - 31, 1986. Tim Resch. Evaluate Uganda Village Forestry project.

Zimbabwe.

March 30 - April 28, 1987. Gene Namkoong (FS). Provide advice on forest genetics research.

August 19 - September 9, 1987. Tom Geary. Paricipate in International Symposium on Forest Seed Problems; visit forestry training institutions.

Regional.

Mali, Niger, Burkina Faso, Senegal. February 20 - March 31, 1983. James K. Jackson (Cont). Assess status of natural forest managment in the Sahel, make recommendations for mangement, and identify research needs.

Kenya, Rwanda, Ivory Coast, Niger. April 29, May 17, 1985. Tim Resch. Assess status of A.I.D. Forestry Activities in Africa.

FPEI Working Papers (through December 1988)

Documentos de Trabajo de Informe (hasta diciembre de 1988)

Any of these can be requested by writing to: Southeastern Center for Forest Economics Research, P.O. Box 12254, Research Triangle Park, NC 27709, U.S.A.

Participants

College of Forest Resources
North Carolina State University

School of Forestry
and Environmental Studies
Duke University

Office of International
Cooperation and Development
Forest Service, Forestry Support
Program and Southeastern Forest
Experiment Station

Supported and funded by
Bureau for Science and Technology
Agency for International
Development

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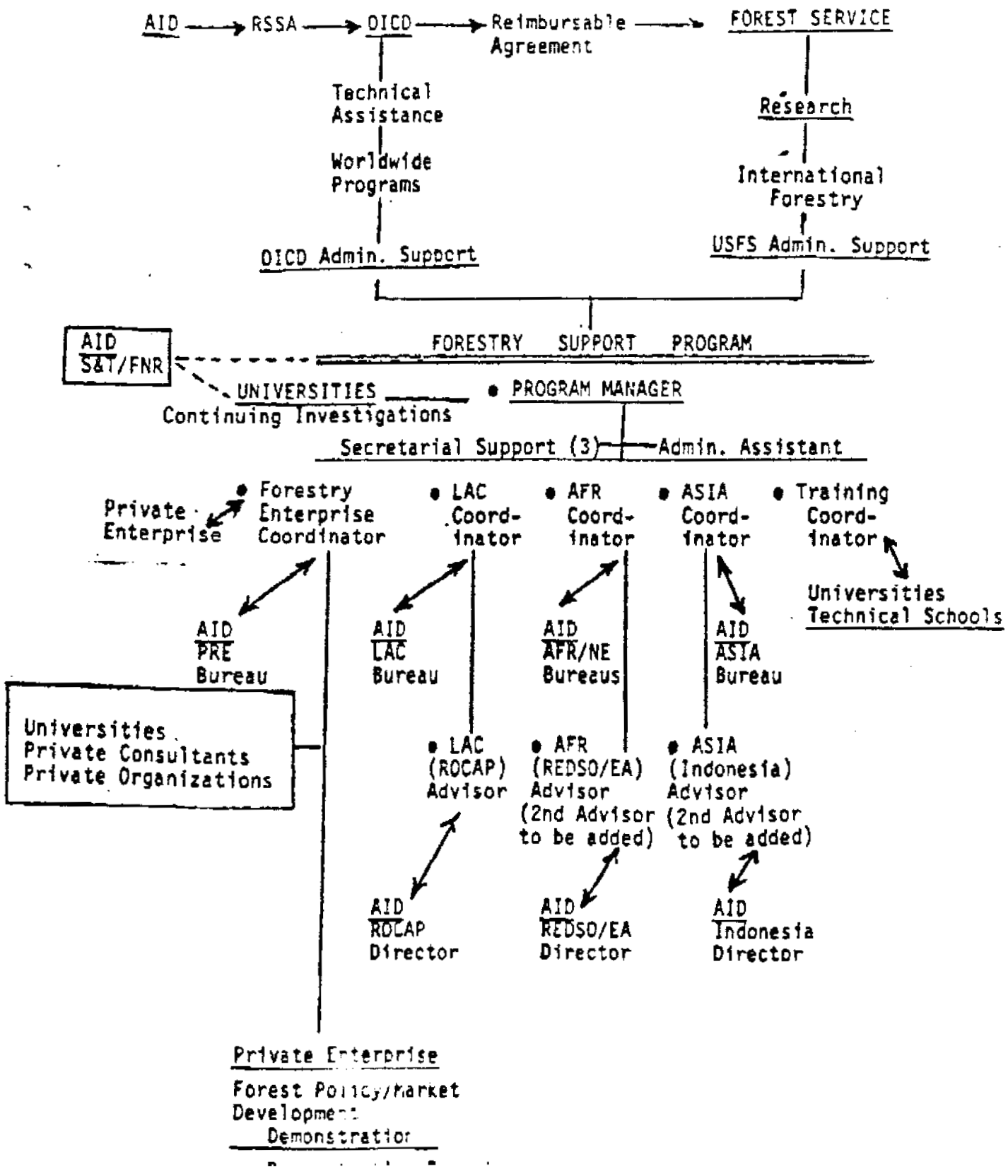
contact:

Office of International Programs
College of Forest Resources
North Carolina State University
Box 8006
Raleigh, NC 27695-8006

Telephone: 919-737-7665
ITT Telex: 4943293
FAX: 919-821-0611

Annex 18 **Amended Forestry Support Program (FSP) Organization**

Figure 1: AMENDED FORESTRY SUPPORT PROGRAM (FSP) ORGANIZATION



Budget Table 2. DETAILED FORESTRY SUPPORT PROGRAM (FSP) RSSA BUDGET
(FY84-88) ($000)

SALARIES	FY84	FY85	FY86	FY87	FY88	LOP
FSP Manager	47	49	52	55	57	260
Asia Coordinator	43	45	47	50	52	237
Africa/Near East Coordinator	43	45	47	50	52	237
LAC Coordinator	43	45	47	50	52	237
Training Coordinator	50	53	55	58	61	277
Forestry Enterprise Coordinator (Recruited from private sector)	50	53	55	58	61	277
Administrative Asst.	33	35	37	38	40	183
Secretaries (3-WO)	45	47	50	52	55	249
Demonstration Forester (Recruited from private sector)	50	53	55	58	61	277
Subtotals	404	425	445	469	491	2234
Benefits (9.5%)	39	40	42	45	47	213
Training Support Services	125	125	125	125	125	625
Short-Term Technical Assistance & Staff Travel	240	240	240	240	240	1200
Cooperative Agreements and Subcontracts for Continuing Investigations and Periodic Mgt. Studies	200	250	250	250	50	1000
Demonstration Initiative	100	360	470	450	--	1380
Regional Forestry Advisors (2-3)	330 (3)	235 (2)	260 (2)	285 (2)	310 (2)	1420
Subtotals	1438	1675	1832	1864	1263	8072
USDA/OICD/FS Overhead (25%)	360	419	458	466	316	2019