

PN-ABA-041

56596

FOOD AID AND NATURAL RESOURCES

PROGRAMMING WORKSHOP

MOMBASA, KENYA

THE PROCEEDINGS: MAY 25-29, 1987

**PRODUCED UNDER THE
AID/PC FOREST RESOURCE MANAGEMENT PROJECT**

AUGUST 1987

**OFFICE OF TRAINING & PROGRAM SUPPORT
NATURAL RESOURCES SECTOR
PEACE CORPS
WASHINGTON, DC 20526**

**BUREAU OF SCIENCE & TECHNOLOGY
AGENCY FOR INTERNATIONAL
DEVELOPMENT
WASHINGTON, DC 20523**

INTRODUCTION

This report summarizes the Food Aid and Natural Resources Programming Workshop held in Mombasa, Kenya from May 25 through May 29, 1987. Through an examination of the events leading to the workshop and those which will follow, a more comprehensive picture of the Peace Corps/AID Food Aid and Natural Resources Initiative in anglophone Africa can be achieved. The broad spectrum of participants highlights the versatility of the food aid resource and points to the desire for improved natural resource management programs.

The goal of the workshop, and more generally the initiative, was to promote an understanding of project food aid resources and natural resource programs to serve as a basis for development and implementation of projects in targeted African countries. This understanding will assist in identifying appropriate projects and programs that would involve the combined resources and strengths of each participating group.

The workshop objectives aimed at building teams, or working groups, for each country invited. The objectives were:

- to facilitate the development of natural resource programs in African countries with collaboration among the United States Agency for International Development, the Peace Corps, Private Voluntary Organizations, Nongovernmental Organizations and Host Country Government agencies;
- to supply information for understanding the potential of project food aid programs;
- to provide participants with a framework of the project food aid programming process as well as requirements necessary to initiate and maintain a project food aid/natural resources program;
- to facilitate an understanding of the integration of bilateral project resources and local currency generations into natural resources programs;
- to improve on the capacity to design, implement and evaluate local level natural resource projects, identifying those elements most critical to development program successes; and
- to clarify technical and resource support requirements of the participating organizations for future pilot initiatives and assist in the development of action plans for these programs.

TABLE OF CONTENTS

	<u>Page</u>
Introduction	1
Initiative Framework	5
Workshop Design	15
Workshop Participants	23
Summary Results of Participants' Evaluation	25
Annex I: Participant Expectations	35
Annex II: Food Aid Policy Agenda for Africa	39
Annex III: Organizational Profile	43
Adventist Development and Relief Agency (ADRA)	47
CARE	48
Catholic Relief Services (CRS)	49
Children's Mercy Fund (CMF)	50
Food for the Hungry	51
Forestry Association of Botswana (FAB)	52
Host Country Government Agencies	53
Peace Corps	54
Save the Children Federation (U.S.A.) (SCF)	56
United Nations World Food Program (WFP)	57
United States Agency for International Development (AID)	58

TABLE OF CONTENTS (continued)

	<u>Page</u>
Annex IV: Country Reports	59
Botswana	63
Action Plan Development	69
The Gambia	71
Action Plan Development	77
Ghana	79
Action Plan Development	85
Kenya	87
Action Plan Development	92
Lesotho	95
Project Timeline	100
Rwanda	101
Action Plan Development	104
Sierra Leone	107
Action Plan Development	111
Somalia	113
Action Plan Development	119
 Annex V:	
Food Security	123
Information Materials for Action Planning and Programming of Natural Resources Projects	125
 Annex VI: List of Conference Participants	147

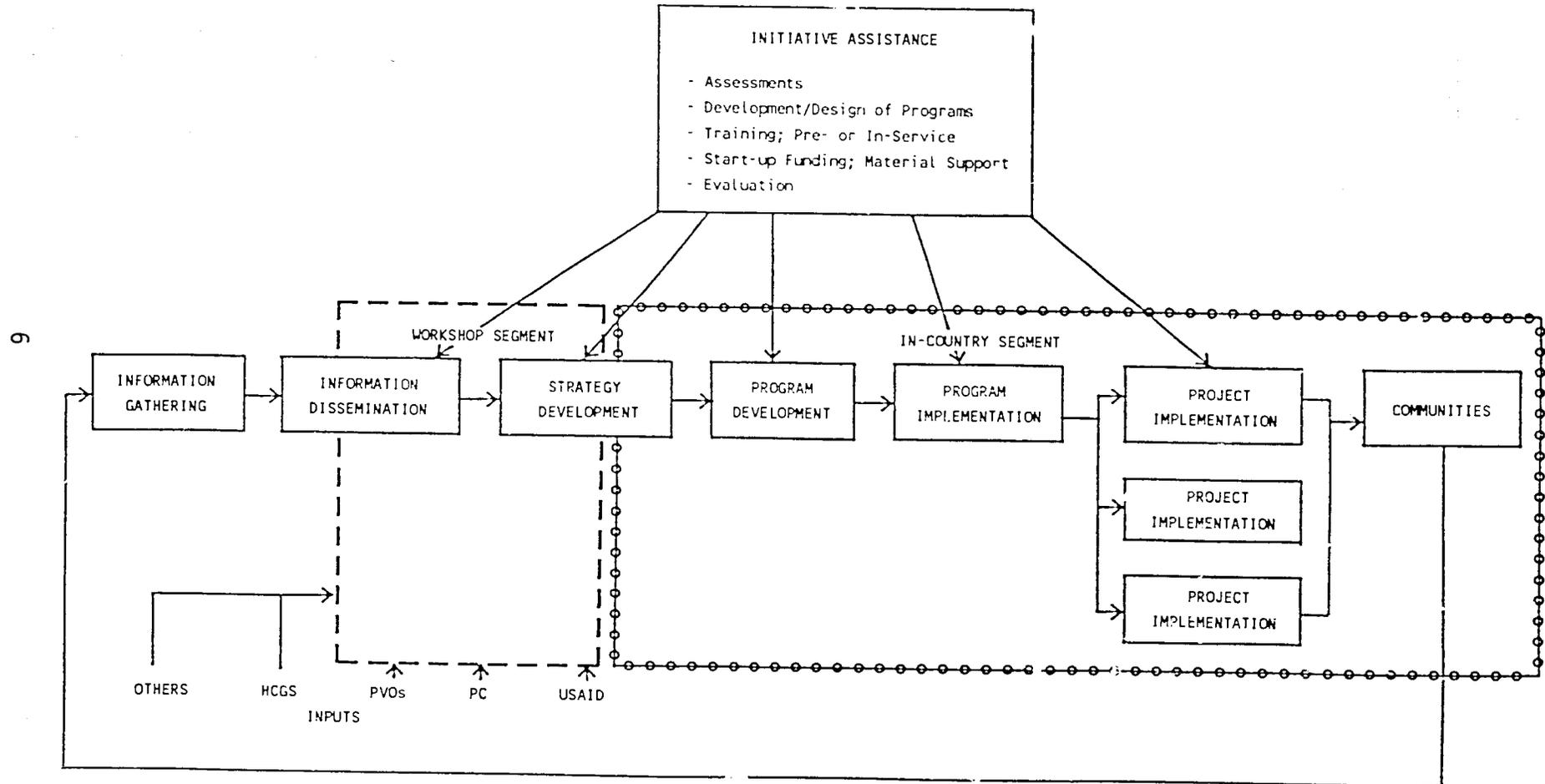
INITIATIVE FRAMEWORK

Over the past three years the United States Agency for International Development (USAID) and the Peace Corps have worked to design an initiative combining natural resources conservation and management and food aid resources. Initiated in 1984, this long-term pilot program involves a sequence of many predetermined events. Information gathering and dissemination, strategy development, program development and implementation, and project development and implementation are examples of activity sequences being explored. Each step in the sequence emerges from the previous one, is built on available information and incorporates suggestions from all levels that allows for a more complete final project to be designed and implemented at the community/village level. It is understood that throughout the program's life all involved parties are to give and receive feedback.

Within the information gathering phase, a number of procedures were used including country assessments; Washington, DC-based research; and surveys and data analysis. USAID and the USDA Forest Service compiled an inventory of food aid-supported forestry projects (*Food Aid and Forestry: Ongoing and Recently Terminated PL 480-Supported Forestry Projects Worldwide*; Clement). This survey provided a background for country assessments conducted through Peace Corps and USAID resources. The country assessments, completed on five of the eight countries participating in the workshop, involved looking at food needs; natural resources demand and subsequent depletion; community/village infrastructure; and USAID, PVO/NGO, HCG and Peace Corps involvement in PL 480 projects. After the initial country assessments, a report on findings (*Community-Level Forestry Development: Options and Guidelines for Collaboration in PL 480 Programs*) was submitted. Following up on the information distributed in this report, USAID updated compilations of projects under PL 480 and continued to stress the importance of cooperative efforts in this area. It also pointed out that more than half of all tree plantings taking place under U.S. foreign assistance programs are being accomplished under PL 480 programs. Likewise, meetings were held with PVO and NGO representatives in the United States to determine the feasibility of program activities of this nature on a regional scale.

Over the past 6 years, more than \$80 million worth of Titles I and III local currencies have gone to support forestry and related activities in 17 countries around the world. Under Title II, excluding the contributions of the World Food Program, more than \$30 million in commodities--over 400,000 metric tons--has been provided by U.S. aid to forestry and related activities over the past 6 years. More than 50,000 hectares were targeted under these activities, including 40,000 hectares designated to receive direct tree planting with some 49 million seedlings.

FRAMEWORK OF PEACE CORPS/U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT FOOD AID AND
NATURAL RESOURCES INITIATIVE IN ANGLOPHONE AFRICA



The information gathering process indicated a need for a programming workshop to explore design and implementation in the combined food aid and natural resources areas. It was envisioned that such a workshop would bring together each entity needed for the joint program. It would allow headquarters staff to contribute legislative, policy and organizational guidelines while field realities were being explored. The workshop environment would encourage the formulation of a strategy for developing program plans.

Prior to the programming workshop, the information which had been gathered in the initial phase was distributed. As findings were published and reports were written, they were sent to field personnel, headquarters staff and the host country officials most closely linked to potential programs. The process of information dissemination, like that of feedback, is ongoing and is intended to continue throughout the life of the program.

From the beginning of this collaborative effort, four assumptions have been used in preparing guidelines and structuring possible models. These assumptions are:

- All parties (USAID/PC/PVO/NGO/HCG) will participate in the project design;
- Targeted villages/communities show a demonstrated need for both the food commodities and the natural resources (i.e., fuelwood, forage, soil or water conservation);
- Extended, long-term development goals will be considered essential to initiating the project; and
- Along with long-term goals, technical assistance will be provided to participants throughout the project life.

Through consideration of these factors, programs will reflect the goals of the planners as well as the goals of the community in which the individual projects are implemented.

The next step in the initiative was that of specific strategy development. Following up on feedback indicating the desire for a workshop, development of working plans and future project outlines in a formal workshop/seminar mode was expanded. Invited workshop participants included not only policy-level officials but also those directly involved with hands-on implementation to assure feasible, realistic working strategies would be developed. Workshop participants represented some, and often all, organizations within each of the eight countries which might become involved in any phase of a combined natural resource management and food aid project/program. With each country team forming a working group directed at strategy development, a base was established for continuing collaboration.

Active participation in the workshop was designed in such a way that each party contributed information on its organizational structure, its goals and objectives, its ability to work in the area of natural resource management and the perceived role it might play in any final program

design. With this information, each country team was able to examine its available resources and proceed toward a program strategy which might realistically be designed upon their return to their respective countries. The idea of future time investment yielding positive returns was an incentive proposed throughout the workshop by the participants.

Through the relationships forged during the five-day workshop, an impetus was created for continuing to develop programs. For those teams which did not reflect all possible participants, strategic development options would require further exploration with others who might become involved. For all teams, there was a need to look at other resources which might be found when continuing to design a program.

Moving forward from the strategy development, each country team proposed plans which involved the continuation of the initiative sequence. Within the proposed strategy, a sequence of events was put forth for implementation once the teams returned to their country. These included the development of and concurrence on a program involving the host country officials, USAID, Peace Corps and appropriate PVOs and NGOs. The implementation of this program would include its integration into the long-term goals of each organization, and the design of individual projects for execution at the community/village level.

It should be noted that as the workshop participants returned to their individual countries, subsequent actions and planning steps were intended to include input from those communities/villages which would have the highest likelihood of hosting projects. This input would make allowance for those areas which might be lacking in some key element required for project implementation, or areas which might be highly motivated to accept such a project. This participation within the program and subsequent project development stages will serve to increase the information available to the designers, to supplement the resources available, and to provide additional levels of commitment to overall program success.

From the communities/villages which implement the final projects will come closure to the initiative process. This will be in the form of feedback on its perceived effects and data gathered in the form of testable results to be used in analysis. The outcome will be information which can become a part of the overall program evaluation and further work within the initiative.

SUBJECT: FIRST PL 480 TITLE II-PVO-USAID-PEACE CORPS FORESTRY AND NATURAL RESOURCES COLLABORATION WORKSHOP FOR AFRICA

FOR: USAID AND PEACE CORPS DIRECTORS AND STAFF, NAIROBI FOR REDSO/ESA; ABIDJAN FOR REDSO/WCA; LUSAKA FOR SA/FFP OFFICER

FROM: PC/AD/IO: JBURGESS, AID/AA/AFR: ARLOVE, AID/AA/FVA: WGBOLLINGER (ACTING)

REFTEL: (A) STATE 077235, (B) STATE 070177, (C) STATE 334734 (FY 86)

SUMMARY: THIS CABLE PROVIDES DETAILED INFORMATION FOR MAY 25-29, 1987 FIRST AFRICAN FOOD AID/NATURAL RESOURCES PROGRAMMING WORKSHOP IN KENYA THAT WAS ANNOUNCED BY AID/A M.P. MCPHERSON AND PC/D L.M. RUPPE IN A/WIDE REFTEL A: AID/PEACE CORPS COOPERATION, AND BY AID/AFR IN REFTEL C.

1. BACKGROUND: AS EXPRESSED IN MOST RECENT JOINT AID-PC CABLE (A) OUR TWO AGENCIES HAVE BEEN WORKING TOGETHER TO CARRY OUT JOINT FORESTRY AND NATURAL RESOURCE PROJECTS THAT BENEFIT BOTH OUR RESPECTIVE PROGRAMS AND THE PEOPLE WE SERVE. AS PART OF THIS ONGOING COLLABORATIVE EFFORT, USAID AND PC WILL COSPONSOR, WITH SUPPORT FROM AID/ST/FENR PL 480 FORESTRY INITIATIVE, A 5-DAY WORKSHOP ON PROJECTS FOR JOINT PROGRAMMING OF FOOD AID IN FORESTRY AND NATURAL RESOURCES WITH PVOS. THE FIRST PL 480 WORKSHOP WILL BE HOSTED BY PEACE CORPS IN MOMBASA, KENYA FROM MAY 25-29, 1987 FOR EIGHT AFRICAN COUNTRIES: BOTSWANA, THE GAMBIA, GHANA, KENYA, LESOTHO, RWANDA, SIERRA LEONE, TANZANIA, AND OTHER SELECTED OBSERVERS. THIS REGIONAL FOOD AID AND NATURAL RESOURCES PROGRAMMING WORKSHOP IS INTENDED TO SERVE AS A MODEL FOR SIMILAR SUB-REGIONAL AND REGIONAL PROGRAMMING WORKSHOPS IN AFRICA, LATIN AMERICA AND ASIA THAT WILL BE HELD OVER THE NEXT TWO YEARS.

NOTE: THIS AFRICA WORKSHOP WILL BE TIMELY FOR THOSE USAID AFR MISSIONS THAT ARE CURRENTLY REVIEWING THEIR PORTFOLIOS (ARD PROJECTS, PVO PROJECTS AND PL 480 RESOURCES) TO IDENTIFY OPPORTUNITIES FOR EXPANDED ATTENTION TO FORESTRY AND NATURAL RESOURCES. COLLABORATION AMONG PC, USAID AND PVOS PROMISES TO FIT WELL WITH THE AFR BUREAU PLAN FOR SUPPORTING NATURAL RESOURCES MANAGEMENT IN SUB-SAHARAN AFRICA WHICH WAS ANNOUNCED IN REFTEL B.

2. WORKSHOP GOALS/OBJECTIVES.

A. THE GOAL OF THE WORKSHOP IS TO ASSIST PARTICIPANTS FROM USAID, PC, US PRIVATE VOLUNTARY ORGANIZATIONS (PVOS), AND THE INDIGENOUS NON-GOVERNMENTAL ORGANIZATIONS (NGOS) WITH WHOM THEY MAY BE AFFILIATED AND HOST COUNTRY AGENCIES TO BECOME BETTER INFORMED ABOUT TITLE II FOOD AID AND FORESTRY/NATURAL RESOURCES PROGRAMMING; TO IDENTIFY OPPORTUNITIES AND BEGIN TO DEVELOP APPROPRIATE PROJECTS AND PROGRAMS THAT WOULD INVOLVE THE COMBINED RESOURCES AND STRENGTHS OF USAID, PC, PL 480 FOOD AID AND PVOS/NGOS IN CONCERT WITH LOCAL HC COUNTERPARTS.

B. WORKSHOP OBJECTIVES ARE:

(1) TO FACILITATE THE DEVELOPMENT OF FORESTRY AND NATURAL RESOURCES PROJECTS IN AFRICAN COUNTRIES WITH COLLABORATION AMONG USAID, PC, PVOS, NGOS AND HCA AGENCIES;

(2) TO SUPPLY INFORMATION FOR UNDERSTANDING THE POTENTIAL OF PL 480 TITLE II FOOD AID PROGRAMS SHARE EXAMPLES AND DISCUSS WHAT HAS BEEN DONE AND WHAT CAN BE DONE;

(3) TO FACILITATE AN UNDERSTANDING BY PC AND HOST COUNTRY NATURAL RESOURCES AGENCIES OF THE TITLE II FOOD AID PROGRAMMING PROCESS AND REQUIREMENTS NECESSARY TO INITIATE AND MAINTAIN A PL 480 FOOD AID FORESTRY AND NATURAL RESOURCES PROGRAM, AND EXPERIENCE WITH INTEGRATING USAID BILATERAL PROJECT RESOURCES AND PL 480 LOCAL CURRENCY GENERATION;

(4) TO IMPROVE PVO, PC, USAID AND HCA STAFF CAPACITY TO DESIGN, IMPLEMENT AND EVALUATE LOCAL LEVEL FORESTRY AND NATURAL RESOURCE PROJECTS AND TO ELICIT FROM THEIR EXPERIENCE THOSE PROJECT ELEMENTS MOST CRITICAL FOR JOINT PROJECT SUCCESS. RESULTS OF THIS FORESTRY AND NATURAL RESOURCES WORKSHOP WILL CONTRIBUTE TO DEVELOPMENT OF BETTER GUIDELINES FOR PVO-PL 480-PC COLLABORATION FOR APPLICATION IN OTHER DEVELOPMENT AREAS;

(5) TO CLARIFY THE KINDS OF TECHNICAL AND RESOURCE SUPPORT AND BACK-UP REQUIRED FROM PC, USAID, PVOS AND HCAS FOR FUTURE FORESTRY AND NATURAL RESOURCES PILOT INITIATIVES, AND TO ASSIST THE COUNTRY TEAMS ATTENDING TO DEVELOP ACTION PLANS FOR FINALIZING PROPOSALS AND IMPLEMENTING PILOT PROGRAMS.

3. FORMAT AND AGENDA. PROVISION WITHIN THE 5-DAY WORKSHOP WILL BE MADE FOR A LOCAL FIELD TRIP. PEACE CORPS ORGANIZERS HAVE TRIED TO TAKE INTO ACCOUNT ALL SUGGESTIONS RECEIVED DURING THE COURSE OF AFRICAN COUNTRY FIELD VISITS OVER THE LAST 15 MONTHS IN SETTING THE WORKSHOP AGENDA. TOPIC AGENDA FOR THE WORKSHOP FOLLOWS:

MAY 25 DAY ONE

MORNING SESSION

- . WELCOME AND INTRODUCTION
- . KEYNOTE SPEAKER
- . HISTORY AND PROSPECTS FOR USING PL 480 FOR FORESTRY AND NATURAL RESOURCES IN AFRICA (AID AFRICA BUREAU REPRESENTATIVE TO DISCUSS RELATIONSHIP TO IMPLEMENTATION OF THE PLAN FOR SUPPORTING NATURAL RESOURCES MANAGEMENT IN SUB-SAHARAN AFRICA)

AFTERNOON SESSION

- . VARIED ASPECTS OF PC/USAID/PVO/PL 480 COLLABORATION
- . PC-BILATERAL USAID COLLABORATION
- . PC-BILATERAL USAID-PVO COLLABORATION
- . PVO-PL 480 EXPERIENCE
- . PC-BILATERAL USAID-PL 480-PVO COLLABORATION-JOINT EXPERIENCE AND PROSPECTS
- . PL 480 MONETIZATION, EMPHASIZING TITLE II FFW
- . USE OF SECTION 416

MAY 26 DAY TWO

MORNING SESSION

- . PL 480 TITLE II PROGRAMMING
- . PL 480 FOOD PROGRAM ISSUES (VALUES AND CRITICISMS IN THE BROADER FOOD PROGRAM CONTEXT)

AFTERNOON SESSION

- . PL 480 GUIDELINES FOR COMMUNITY-LEVEL FORESTRY DEVELOPMENT
- . PROJECT EXAMPLES (KENYA CATHOLIC MISSION/CRS/PC JOINT AGROFORESTRY PROJECT USING PL 480 TITLE II FFW)

MAY 27 DAY THREE

MORNING SESSION

UNDERSTANDING EACH COLLABORATOR'S ROLE: STRENGTHS, NEEDS AND PROGRAMMING PROCESS

- . HOST COUNTRY FORESTRY/NATURAL RESOURCES AGENCY
- . US PRIVATE VOLUNTARY ORGANIZATION (FWD)
- . PEACE CORPS
- . USAID PL 480 FFP OFFICER
- . USAID BILATERAL PROGRAM/PROJECTS
- . KEY COOPERATION REQUIREMENTS
- . MESHING PROGRAMMING PROCESSES

AFTERNOON SESSION

LOCAL FIELD TRIP:

- . MTWAPA AGROFORESTRY DEMONSTRATION PLOTS
- . BAOBAB FARMS, BAMBURI CEMENT FACTORY RECLAMATION PROJECT

MAY 28 DAY FOUR

MORNING SESSION

. ANALYSIS OF PL 480 FORESTRY AND NATURAL RESOURCES PROGRAM OPPORTUNITIES IN EACH COUNTRY: TYPE OF PROGRAM, LOCATION, PARTICIPANTS, COMMUNITY INVOLVEMENT, ROLE CLARIFICATION--ACTIVITIES, TIMING, FINANCING

AFTERNOON SESSION

- . PROGRAM DEVELOPMENT/PROJECT PLANNING
- . PROJECT PROPOSAL DRAFTING

MAY 29 DAY FIVE

MORNING SESSION

- . DISCUSSION OF COUNTRY PROGRAM REPORTS

AFTERNOON SESSION

- . ACTION DEFINITION AND PLAN
- . PROGRAM DEVELOPMENT STEPS
- . IDENTIFICATION AND TIMING OF FURTHER PROGRAMMING AND IMPLEMENTATION

SUPPORT REQUIREMENTS

- . WORKSHOP EVALUATION
- . CLOSURE

4. INVITED COUNTRIES AND PARTICIPANTS: COUNTRY TEAMS ARE INVITED FROM COUNTRIES WITH PEACE CORPS AND USAID PL 480 TITLE II FOOD FOR WORK PROGRAMS WITH PVOS AND WHICH HAVE ONGOING OR POTENTIAL INTEREST IN PROGRAMMING COLLABORATIVE INITIATIVES IN FORESTRY AND NATURAL RESOURCES DURING FY 87 AND FY 88. INFORMATION AVAILABLE IN WASHINGTON INDICATES THAT THE FOLLOWING COUNTRIES MEET THESE CRITERIA:

- . BOTSWANA (ACTIVE TITLE II PROGRAM)
- . THE GAMBIA (CRS ACTIVE IN FFW)
- . GHANA (CRS AND ADRA ACTIVE IN FFW, WORLD NEIGHBORS AND OTHERS WITH POTENTIAL INTEREST)
- . KENYA (CRS PLANNING COLLABORATIVE FORESTRY FFW PROJECT, OTHER PVOS MAY HAVE POTENTIAL INTEREST)
- . LESOTHO (CRS ACTIVE IN FFW, CARE AND OTHERS MAY HAVE POTENTIAL INTEREST)
- . RWANDA (ADRA ACTIVE IN FFW, CARE, CRS AND AFRICARE WITH POTENTIAL INTEREST)
- . SIERRA LEONE (CRS ACTIVE IN FFW)
- . TANZANIA (CRS ACTIVE IN FFW, LWR WITH POTENTIAL INTEREST)

WORKSHOP ORGANIZERS ARE IN CONTACT WITH HEADQUARTERS OF CRS, ADRA AND CARE CONCERNING THEIR INTEREST IN HQ OR REGIONAL PVO OFFICE STAFF PARTICIPATION.

EACH ATTENDING COUNTRY WILL BE REPRESENTED BY A TEAM CONSISTING OF PARTICIPANTS FROM USAID, PVOS/NGOS, PC AND HOST COUNTRY NATURAL RESOURCES OR PLANNING AGENCIES. ORGANIZERS WOULD LIKE TO SUGGEST THE FOLLOWING FOR CONSIDERATION:

A. USAID PARTICIPANT(S) INVITED ARE THE MISSION FOOD FOR PEACE OFFICER, PROGRAM OFFICER AND/OR AGRICULTURE OR RURAL DEVELOPMENT OFFICER WHO UNDERSTANDS PL 480 AND NATURAL RESOURCE PROGRAMMING.

B. PC PARTICIPANTS SHOULD BE FROM THE POLICY LEVEL WITHIN THE COUNTRY STAFF, THE COUNTRY DIRECTOR, THE PTO OR THE APCD FOR NATURAL RESOURCES.

C. USAID AND PC SHOULD WORK TOGETHER TO IDENTIFY THE MOST APPROPRIATE PVO/NGO AND HOST COUNTRY AGENCY PARTICIPANTS TO BE INVITED:

(1) PVO/NGO PARTICIPANTS SHOULD BE FROM THE POLICY/PLANNING LEVEL (DIRECTORS, DEPUTY DIRECTORS OR COUNTRY PROGRAM PLANNING OFFICERS). PREFERENCE SHOULD BE GIVEN TO THOSE US PVOS AND THEIR LOCAL AFFILIATES NOW PARTICIPATING IN TITLE II FOOD AID PROGRAMS, BUT COULD ALSO INCLUDE THOSE PVOS/NGOS THAT ARE CAPABLE AND INTERESTED IN INITIATING SUCH PROGRAMS. (IN THIS CASE, OTHER US PVOS MIGHT INCLUDE CRS, CARE, LWR AND WORLD NEIGHBORS, AMONG OTHERS.)

(2) HOST COUNTRY NATURAL RESOURCE AGENCY PARTICIPANTS SHOULD BE FROM THE PLANNING/POLICY LEVEL. THERE SHOULD BE NO MORE THAN TWO HCA REPRESENTATIVES, PREFERABLY ONE FROM A NATURAL RESOURCE AGENCY AND ANOTHER FROM THAT CULTURAL, SOCIAL OR OTHER AGENCY UNDER WHICH PVO FOOD AID ACTIVITIES ARE CARRIED OUT.

5. IN ADDITION TO COUNTRIES IDENTIFIED ABOVE, BELIEVE IT WOULD BE USEFUL IF THE USAIDS IN BURUNDI, SUDAN, UGANDA AND SOMALIA WERE REPRESENTED AT WORKSHOP. SUCH REPRESENTATION WOULD ALLOW SHARING OF FOOD-FOR-WORK EXPERIENCED AND THE ACQUISITION OF VALUABLE INSIGHTS INTO ISSUES RELATED TO NGO/USAID COOPERATION IN PROGRAMMING OF PL 480 RESOURCES IN NATURAL RESOURCES AREAS.

6. WOULD ALSO NOTE THAT POSSIBILITY OF INVITING A VERY LIMITED NUMBER OF REPRESENTATIVES FROM US ENVIRONMENTAL GROUPS AND LEGISLATIVE STAFF IN CONGRESS IS BEING CONSIDERED. PURPOSE WOULD BE TO EXPOSE GROUPS TO REALITIES OF FIELD PROGRAM AS WELL AS TO ALLOW THEM TO GAUGE THE MESH OF THEIR NATURAL RESOURCES CONCERNS WITH POSSIBLE FIELD ACTIVITIES.

7. FUNDING: PC HEADQUARTERS (OTAPS/NRS) FUNDS ARE AVAILABLE FOR THE FOLLOWING PARTICIPANTS FROM EACH INVITED COUNTRY; PC STAFF (1-2), PVO/NGO REPRESENTATIVES (2-3) AND HOST AGENCY REPRESENTATIVES (1-2). THESE INDIVIDUALS PER DIEM AND TRAVEL AND MISCELLANEOUS COSTS TO AND FROM AND DURING THE WORKSHOP WILL BE FUNDED BY PC. PC WILL CABLE APPROPRIATE FISCAL DATA TO PEACE CORPS B AND F OFFICER IN COUNTRY AUTHORIZING ISSUANCE OF TICKETS AND PER DIEM AS INDIVIDUAL PARTICIPANTS ARE IDENTIFIED. ALL FUNDING FOR TRAVEL OF ADDITIONAL PEACE CORPS STAFF, USAID MISSION STAFF OR FOR OTHERS WITH INTEREST/NEED TO ATTEND WILL HAVE TO BE PROVIDED FROM OTHER PC OR

USAID SOURCES LOCAL OR FUNDS, PROJECT FUNDS OR REGIONAL FIELD OR HQ FUNDS).
NOTE: TRAVEL ARRANGEMENTS SHOULD BE MADE TO NAIROBI, KENYA WITH ONWARD
FLIGHT TO MOMBASA (LOCATED ON THE COAST WITH SEVERAL DAILY FLIGHTS FROM
NAIROBI). PER DIEM IS US DOLS 98 PER DAY IN NAIROBI BUT ONLY 50 US DOLS
PER DAY IN MOMBASA. WORKSHOP VENUE IS MOMBASA BEACH HOTEL, ARRANGED
THROUGH PEACE CORPS, KENYA.

8. WORKSHOP REPORT: A FINAL REPORT WILL SUMMARIZE BOTH THE TECHNICAL
INFORMATION PRESENTED, AS WELL AS CONCLUSIONS RELATED TO EXPANDING COLLAB-
ORATIVE VILLAGE LEVEL FOOD FOR WORK NATURAL RESOURCE EFFORTS. IT WILL
SUMMARIZE THE WORKSHOPS RECOMMENDATIONS, PARTICULARLY RECOMMENDATIONS FOR
NEW PROJECT DEVELOPMENT AND FUTURE COLLABORATION BETWEEN USAID, PC,
PVOS/NGOS AND HOST COUNTRY AGENCIES.

9. ACTION REQUESTED FROM USAID MISSIONS AND PEACE CORPS COUNTRY OFFICES:

A. ORGANIZERS REQUEST THAT PC AND USAID MEET TO DISCUSS FORESTRY AND
NATURAL RESOURCE OPPORTUNITIES, MEET WITH HCA AND INTERESTED/INVOLVED
PVGS/NGOS AND WORK TOGETHER TO IDENTIFY THE MOST APPROPRIATE PVO/NGO AND
HCA PARTICIPANTS FOR WORKSHOP.

B. PLEASE CABLE MAHAFFEY, OTAPS/PC/W, BEFORE APRIL 30, 1987 NAMES/TITLES/
AFFILIATIONS OF EXPECTED PARTICIPANTS WITH EITHER ESTIMATE OF PC HEADQUAR-
TERS FUNDING REQUIREMENTS FOR EACH, CONFIRMATION OF LOCAL OR FUNDING
AVAILABILITY (PC OR USAID), AND/OR FINDING ANY NEED FOR HELP WITH FUNDING
ELSEWHERE WITHIN USAID OR PC FOR ADDITIONAL PARTICIPANTS.

C. CABLE PC AND USAID SUGGESTIONS AND IDEAS FOR TOPICS AND ISSUES THAT
SHOULD BE INCLUDED IN THE WORKSHOP TO ENSURE THAT LOCAL PERCEIVED NEEDS
WILL BE ADDRESSED.

8. ACTION REQUESTED FROM REDSO/ESA, REDSO/WCA AND !USAKA: PLEASE PROVIDE
ANY AGENDA IDEAS AND INDICATE AVAILABILITY/INTEREST OF REDSO STAFF IN PAR-
TICIPATING AND HELPING AS FACILITATORS IN WORKSHOP, PARTICULARLY REGIONAL
FFP OFFICERS (WCA, EA, SA) OR REGIONAL FORESTRY (ESA) AND NATURAL RESOURCES
(WCA) OFFICERS.

9. IF CHANGES SHOULD OCCUR SEPTEL WILL GIVE DETAILS TO POSTS/MISSIONS.
WHITEHEAD

WORKSHOP DESIGN

A closer look at the design and intended purpose of the workshop will reveal the dynamics which enabled strategies to be developed and encouraged commitment to future collaboration. Activities for each day were presented in a sequence that provided greater clarity of possible program options as each country team moved through them. The first two days provided information on available resources, preparing representatives of each organization and preparing the country teams. Day three concentrated on clarifying the current country situation and stimulating interest in natural resources programming possibilities. Day four was a continuation of day three's focus stressing further clarification within the country team of appropriate natural resources strategies. The final day of the workshop emphasized the products which had been developed on previous days through the sharing of technical information and each country team's development of specific action plans to be used upon their return.

Each day a variety of different sessions intended to concentrate on portions of the total sequence in some detail were held. With the information generated a complete product would be presented at the workshop's end. All participants had a role in each session, from active listeners in plenary-type meetings to individual presentors within the working groups.

Information which was presented during days one and two included the history and potential of food aid and natural resources programs; the USAID Africa Bureau Natural Resources Management Plan and on key resources which participants identified:

- HCG technical and administrative services
- USAID program food aid (PL 480 Title I)
- USAID project food aid (PL 480 Title II)
- Peace Corps volunteers and technical assistance funds
- PVOs/NGOs project management, technical and administrative services
- USAID Africa Bureau funding via the Natural Resources Management Plan
- World Food Program (WFP) food aid.

Organization preparation was handled through meetings where all representatives of an organization (i.e., Peace Corps, Host Country Governments, Catholic Relief Services) met in a round-table format. This activity allowed each organization to develop a clear and consistent presentation of their interests and goals with regard to natural resource programs, the food aid resource and their own ability to contribute to a program combining the two. Each organization was asked to present an overview of their position as well as their internal resources which might be available to

WORKSHOP SCHEDULE

Day 1	Day 2	Day 3	Day 4	Day 5
MORNING SESSIONS				
9:00-9:45 Conference Opening	7:30-8:15 PL 480 Overview	7:30-9:45 Country Teams: Analyzing FFW Possibilities	7:30-12:30 Country Teams: Country Strategy Development of Institutional Framework	7:30-9:30 Technical Report Outs
9:45-10:45 Keynote Address	8:15-9:00 Country Team Meeting	Other Participants: FFW/NR Support Requirements	Other Participants: Technical and Management Products	9:30-10:00 Peace Corps Overview
11:00-11:45 Workshop Overview	9:15-10:25 Information Session #1	10:00-11:00 Team Report Outs	[10:00-11:00 Country Team Report Outs]	10:15-12:30 Action Plan Developed
11:45-12:30 History/Potential of FFW/NR	10:30-11:40 Information Session #2	11:00-12:30 New Ideas and Approaches for Using Food Aid		
	11:45-12:30 Information Session Panel			
L U M C H				

AFTERNOON SESSIONS

2:00-2:45 Africa Bureau's NR Management Plan	2:00-3:15 Approaches/Roles of Different Organizations	2:00-5:30 Field Trip	1:30-3:00 Country Strategy Development (continued)	1:30-3:00 Action Plans Report Out
2:45-5:30 Enhancing Collaboration	3:30-4:45 Country Team Meeting: Country-specific Program Issue Id.		[2:00-3:00 Country Team Report Outs]	3:00-3:30 Conference Closure & Evaluation

EVENING SESSIONS

Dinner Open	Dinner Open	Dinner Open	Conference Cocktail	
	8:30-9:30 Slide Presentation or Video (optional)	8:30-9:30 Economic Impacts of Food-for-Work		

such a program including their perceived role and any responsibilities they would be willing to assume in implementing it.

Preparation of country teams was handled through similar round-table meetings. At these meetings each participant contributed to a comprehensive picture of the country's natural resource profile and food needs or availability. Identifying the current situation and any forward plans which already exist gave a realistic base from which to work. Each team member also was able to reiterate what their own organization would be capable of contributing to current and new activities, particularly in the natural resources sector.

Having established a frame of reference for resources which could be used in each country's program initiatives, the third day's meetings clarified the current country situation with regard to existing development objectives. This involved government representatives providing information on priorities for overall country development, including the specific areas being looked at in the workshop. The other team members also indicated their individual organization development objectives and the team noted any overlaps or omissions among them which might highlight key areas to be concerned with in future strategy development sessions.

At the close of these individual country meetings each team was paired with another and gave an overview of the findings and information which had been generated. In sharing intermediate results between teams, a wider range of options were explored and questions were raised from different perspectives.

To stimulate interest in natural resources activities requires some assurance that all workshop participants have an understanding of the types of programs which might fall under this heading. Through visits to projects which are representative of the natural resources area, participants saw varied uses for agroforestry, reforestation and wildlife management techniques. These sorts of projects, it was pointed out, are adaptable at any level, most often in the community or village but also at a sub-regional, or regional level. They are also possible with the use of food aid resources as "capital" and "support" mechanisms.

At the Bamburi Cement Factory the instances of reforestation and wildlife management were presented. Reforestation is the main technique being used in reclamation of land which has been mined for its mineral and stone resources. With the area depleted for current cash-producing resources there is an ongoing effort to rehabilitate it. This is currently being done through a reforestation effort using *Casuarina equisetifolia*. Using seed selected from superior trees on the plantation, seedlings were established at the project's nursery. When the seedlings are between 15 and 20 cm they are outplanted in the mined area, at a 3 m x 3 m spacing. A year later another planting is done; which is an interplanting between the 3 m x 3 m spacing. Seeing this project, which has been ongoing for some years, gave workshop participants a view of results over time--newly outplanted trees as well as ones which had been in place for five years. The ability of this carefully controlled project to work at restoring an area was apparent when the stark contrast between freshly mined land and reforested areas could be seen at the same time and in close proximity to each other.

Wildlife management techniques were observed in a portion of the factory's land which came under rehabilitation almost twenty years earlier. This area is currently in use as a revenue generating project--open to the general public through admission fees as the Bamburi Nature Trail. Throughout this area a number of wildlife species indigenous to Kenya have been introduced. They are carefully selected to give balance to the ecological system being implanted on the site. There is also a portion which is used for experimental breeding and raising of tilapia and crocodiles. The breeding area is adjacent to the nature trail and maintained in conjunction with the regenerated ecosystem which has been produced. This production of tilapia and crocodiles is one cycle, where each is raised as food for the other and contributes to the market demand for food by the local population.

Agroforestry possibilities were seen during the trip to the Mtwapa Demonstration Research Site. Trials with different species are being conducted, where tree establishment rates and measurements of biomass produced by the overstory (trees) and understory (crops) are being taken.

These trials are being done using *Casuarina equisetifolia*, *Eucalyptus camaldulensis*, *Anacardium occidentale*, *Acacia albida* and *Psidium guajava*. During the first years of growth, intercropping is done; however, once the trees reach a stage of growth where inadequate amounts of light penetrate to the understory, intercropping is halted. At that point, the trees are left to grow for poles, which can be sold as a cash crop.

There are also studies on the impacts of different species and crop yield, the impact of spacing between nitrogen-fixing species and crops planted among them as well as the changes in the soil over time. One of the treatments also being used on the experimental plots is the use of commercial fertilizer to test the effectiveness of the nitrogen-fixing trees. These studies are being done using *Gliricidia sepium*, maize, cassava and *Leucaena leucocephala*. The crops are planted between the rows of trees with spaces ranging from 1 m between tree rows up to 8 m between. The crop yields in each area were noted and optimum spacing for each combination of tree species and food crop were documented and used during extension work.

All trees in these research plots were grown from seeds selected at the Mtwapa Research Site's seed orchard. The seed stands were originally planted to evaluate growth and regeneration rates of over 50 species. Following this research, those within the highest percentiles were kept in the orchard to supply seed for future agroforestry research. Currently, the survivors of these evaluations are used as breeding stock.

Along with trees and crops the Research Site works with promoting improved cookstoves and kilns. The kilns developed and used at Mtwapa yield over twice the charcoal of kilns used in other areas. Over 400,000 cookstoves designed for more efficient use of charcoal have been distributed throughout Kenya during the project's life span of less than five years. There is a concerted effort to improve not only the yield of a farmer's land, but the efficiency with which some of the crops are used after harvesting.

The Mtwapa Demonstration Research Site concentrates on agroforestry principles: improve current practices, promote use of the principles involved and efficiently utilize products generated through these techniques. The project is run jointly by three government ministries, with a large component being directly linked to the Ministry of Agriculture's extension network.

In the capacity of extension agents, Peace Corps Volunteers have been used to enhance the project's impact on the surrounding region. Through a series of demonstrations and site visits local farmers are able to see possible agroforestry schemes and their probable results. If they decide to initiate one of the agroforestry schemes, they are then assisted in replicating them on their land.

After viewing the different projects, workshop participants had a clearer understanding of some available options in natural resource programming. Seeing the management schemes in use generated discussion about possible ways of integrating food aid resources into similar programs. With the added understanding from the field trip, participants moved toward development of natural resources plans for their country teams on day four of the workshop.

As country teams developed specific natural resource strategies, individuals or entities which would be most willing and interested in participating in a program were identified. The role of each was defined, with an emphasis on the resources they could provide to the program. Information needed and a list of places or persons who might provide the additional information was noted.

Compiling lists of participants, resources and information necessary to the design and implementation of a natural resources program contributed to the first phase in developing a plan for each country's program. At the end of these country team meetings groups were again paired to present an overview of their proceedings.

While participants assigned to country teams worked in groups to design specific action plans other workshop participants from PVO and agency headquarters worked on defining and identifying natural resource projects, food aid uses, other possible resources and case studies of operational projects. The "work products" were in response to requests for technical advice and input from workshop participants who found that certain information would be helpful in continuing their program development.

This specific technical information, after being recorded, was presented to the full workshop group on the morning of the fifth day. Brief overviews of each "work product" allowed country team members to cite them when developing a final timeline for implementation. Following these presentations, the country teams worked on a series of "action plans." These plans included a three- and six-month projection for each country as well as the steps necessary for each organization to fulfill its role in the project.

Through establishing time frames in which goals would be met and certain expectations fulfilled, a commitment was made by those present to

future actions. Integrated with the projected steps were detailed listings of contact persons, resources available and those still needed as well as possible directions for a program to follow past the six-month development stage. This final plan was presented by each team to another, with the feedback received being incorporated into the version team members would act on upon returning to their respective country.

During the five days of thought, struggle and design that the workshop participants went through, common themes emerged. They included a wide range of the topics which had been discussed, and a variety of insights and commitments felt by individuals. Some of these were:

- Host country participants felt the workshop process allowed them to be "equal partners in the process of developing a country strategy."
- The use of Project Food Aid was judged to be a legitimate resource for those projects where it was applicable.
- The presence of Headquarters staff representatives demonstrated a commitment by these organizations to collaborate at the highest levels.
- Workshop process allowed people to creatively explore the natural resource needs and the use of the project food aid resource.
- Interest and ideas for further in-country project development actions along with identification of types of assistance and funding available to assist in project development (i.e., outreach grants) were identified as a potential source of support.
- A high level of interest was generated for including PCVs in new project development within country teams.
- A better understanding was reached by the participants of Peace Corps resources and the diversity of roles that PCVs can play in natural resource projects.
- There was a commitment by the country teams to continue meeting as teams and continue the process initiated in the workshop when they return to their respective countries.
- Collaborative deliberations resulted in the recognition of a need to revise the common perception of Title II programs as being composed of School Feeding (SF), Mother-Child Health (MCH) and Food for Work (FFW) activities to that of being composed of Project Food Aid and food assisted development programs.
- Participants became aware of the evolving nature of food aid programs: the recent changes and some changes that might take place; also they became aware of the fact that this process will continue to evolve.

- Participants became aware of the greater recognition of need and attention being given to natural resource programs and the potential role that food aid could play in the development of these programs.
- The workshop provided a vehicle for USAID to communicate new ideas and approaches to clarify the position of their Natural Resource Management plan as to the involvement and roles of Peace Corps, Private Voluntary Organizations and Project Food Aid.
- World Food Program (WFP) was recognized as a key player in providing resources to natural resource projects. They were also recognized as being capable of providing an in-country coordinating structure for HCGs, donors, and PVOs/NGOs on food aid assisted projects.
- Workshop representatives met with WFP in Rome to share the results of the workshop and explore WFP efforts in seeking greater collaboration with PVOs/NGOs and voluntary organizations in natural resource programming.
- As part of the overall PC/USAID Food Aid and Natural Resources Initiative both USAID and PC will take an active role in providing support to field initiatives through the use of follow-up cables, workshop funding, technical assistance and other project support and assistance.
- The workshop methodology provided a means for the clear understanding of the use of Project Food Aid in natural resource projects.
- Participants stated a need for developing a network for the sharing of ideas and experiences in using Project Food Aid in natural resource programs.

Looking To The Future

Out of the Food Aid and Natural Resources Programming Workshop each of the eight participating country teams developed a plan for improved natural resource management most of which incorporated the use of Project Food Aid resources. These plans, complete with their time frames, list of participating entities and tasks to be accomplished, give a solid base for future activities. Each country team left the workshop with a part of their plan already in motion--either passing on the information to those not in attendance, scheduling meetings for continuous design and implementation during the next months or targeting dates and assessment requests with country-specific workshops in mind.

Aside from the forward-looking country teams, those participants from PVO headquarters, and especially USAID/Washington and Peace Corps/Washington, made a commitment to assist in any way possible as each of the implementation plans evolved. The role of these groups was also seen as one of monitoring the program development in each country. This process

ensures the establishment of a support network for persons working on the programs, facilitates information flowing between many different points through a central party (Peace Corps/Washington) and provides an assurance of long-term assistance once programs and community-level projects have been implemented.

As the eight countries represented at the Mombasa, Kenya workshop begin to act on their respective plans, requests from other regions of the world in which Peace Corps and the Agency for International Development operate have been received seeking assistance in developing similar workshops to strengthen their programs. As the PC/AID PL 480 Natural Resources Initiative expands to worldwide scope, each workshop will incorporate the strengths and take into account the weaknesses of previous workshops. Along with general procedures and a similar knowledge base, each subsequent workshop will be specific in addressing the concerns of the region: Latin America, francophone Africa and Asia.

One of the clearest successes from this first workshop which will be built on in each region will be the formation of country teams at each workshop. The team dynamics work toward establishing and enhancing natural resource programs incorporating processes explored within the workshop, especially the use of Project Food Aid resources. This also provides a continuous base of knowledge for in-country operations and a group committed to implementing a program they have worked to design.

In each region the workshop will serve as catalyst to improved natural resource management. The ideas, options and plans generated in this forum will foster creative programming and provide information at a basic level on the use of project food aid resources. The long-term emphasis on development through this initiative will continue to be emphasized as it settles in at a community level throughout the world.

WORKSHOP PARTICIPANTS

Sixty-five (65) participants attended the five-day workshop. They included field representatives of 11 organizations, host country government (HCG) officials from eight countries, and headquarters and regional personnel of Catholic Relief Services (CRS), CARE, Adventist Development and Relief Agency (ADRA), Peace Corps and the United States Agency for International Development.

The workshop was hosted by Peace Corps/Kenya for eight African countries:

- BOTSWANA
- THE GAMBIA
- GHANA
- KENYA
- LESOTHO
- RWANDA
- SIERRA LEONE
- SOMALIA

The number of attendees from these eight countries ranged from two "country team" participants (The Gambia) to 14 (Kenya), and represented a mix of senior-level HCG, Peace Corps, USAID and PVO/NGO officials. The Food for Peace (FFP) officer from USAID/Mauritania attended the workshop as an observer.

HCG officials participating on the eight country teams included ministry representatives from Agriculture, Energy, Natural Resources, Interior, Planning and Water Resources.

Nongovernmental and private voluntary organizations (NGOs/PVOs) at the national level which sent participants with country teams included:

- CARE
- Catholic Relief Services (CRS)
- Adventist Development and Relief Agency (ADRA)
- Food for the Hungry
- Forestry Association of Botswana (FAB)
- Sierra Leone Conservation Society

- Save the Children
- Africare
- Children's Mercy Fund (CMF)

Regional or headquarters staff of CRS, CARE and ADRA served as resource persons and contributed to the development of supporting materials. Peace Corps was represented in each country team (with the exception of Somalia, where there is no Peace Corps program), including the participation of country directors from Lesotho, Rwanda, Kenya and Sierra Leone. USAID participation--the largest single group represented at the workshop--included personnel at the headquarters, regional and mission levels, who represented both food aid and natural resources concerns. Finally, representatives from the World Food Program (WFP) Kenya office, the International Council for Research in Agroforestry (ICRAF) and the International Institute for Environment and Development (IIED) contributed to the workshop.

SUMMARY RESULTS OF PARTICIPANTS' EVALUATION

Participants' Evaluation of the Workshop:

The participants were asked to rate various aspects of the workshop according to a numerical scale, and also to provide written answers to a series of questions. In general the participants had a highly favorable response to the workshop. The numerical rating was on a scale of 1 (not at all) to 5 (very much).

The highest marks were given to the success of the facilitators in focusing the group on the tasks (4.41) and the availability of Natural Resource/Food Aid Resource people at the workshop (4.25). The overall rating of 4.09 for the workshop was very high, especially considering the pilot nature of the workshop. Ratings for specific evaluation questions are given below:

COMPOSITE WORKSHOP EVALUATION

1. Did you attain what you expected to gain from the Workshop?

	1	2	3	4	5	
DID NOT MEET	-----	-----	-----	X-----		FULLY MET
				4.00		

COMMENTS:

2. Was the Format/Methodology comfortable for you?

	1	2	3	4	5	
NOT COMFORTABLE	-----	-----	-----	-----X		VERY COMFORTABLE
				4.02		

COMMENTS:

3. Did this Format/Methodology suggest new ways of approaching problems?

	1	2	3	4	5	
VERY LITTLE	-----	-----	-----	X-----		VERY MUCH
				3.88		

COMMENTS:

4. Were the Facilitators successful in getting groups to focus on Tasks?

	1	2	3	4	5	
NOT SUCCESSFUL	-----	-----	-----	-----X		VERY SUCCESSFUL
				4.41		

COMMENTS:

SUBJECT: REPORT ON COLLABORATIVE WORKSHOP ON FOOD-AID ASSISTED FORESTRY/NATURAL RESOURCES ACTIVITIES USING RESOURCES OF USAID, PEACE CORPS, PVOS, NGOS AND THE HOST COUNTRY.

REPEAT OF FOOD-AID NATURAL RESOURCES WORKSHOP REPORTING CABLE (NAIROBI 19957) FOR ALL AFRICA USAID MISSIONS AND PEACE CORPS OFFICES

1. SUMMARY - THIS CABLE REPORTS ON PRODUCTS AND PROCESS OF THE SUBJECT WORKSHOP HELD ON MAY 24-29, 1987 IN MOMBASA, KENYA. SIXTY EIGHT (68) PARTICIPANTS ORGANIZED IN EIGHT COUNTRY TEAMS TOGETHER REPRESENTING ELEVEN ORGANIZATIONS EXAMINED OPPORTUNITIES FOR INCREASED NATURAL RESOURCES ACTIVITY INVOLVING AID DA/ESF, PVOS/NGOS, HOST GOVERNMENT, PEACE CORPS, FOOD PROGRAMS AND OTHER COMPLIMENTARY RESOURCES IN THEIR RESPECTIVE COUNTRIES IN COLLABORATIVE ACTIVITIES, INCLUDING U.S. PROJECT FOOD-AID (P.L. 480 TITLE II).

2. PARTICIPATION - THIS FIRST WORKSHOP OF THE A.I.D./PEACE CORPS FOOD-AID AND FORESTRY INITIATIVE WAS HELD ON MAY 24-29, 1987 IN MOMBASA, KENYA WITH FUNDING FROM AID/ST/FENR THRU AN AGREEMENT WITH PEACE CORPS. THE WORKSHOP WAS HOSTED BY PEACE CORPS KENYA FOR EIGHT AFRICAN COUNTRIES: BOTSWANA, THE GAMBIA, GHANA, KENYA, LESOTHO, RWANDA, SIERRA LEONE, AND SOMALIA AND OTHER SELECTED OBSERVERS. REGIONAL OR CENTRAL STAFF OF CATHOLIC RELIEF SERVICES (CRS), CARE AND ADVENTIST DEVELOPMENT AND RELIEF AGENCY (ADRA) ACTED AS RESOURCE PERSONS AND CONTRIBUTED TO THE DEVELOPMENT OF SUPPORTING MATERIALS. THESE SAME ORGANIZATIONS HAD NATIONAL REPRESENTATIVES PARTICIPATING IN SOME OF THE COUNTRY TEAMS. GOVERNMENT REPRESENTATIVES ON THE COUNTRY TEAMS SPANNED A WIDE VARIETY OF FUNCTIONS INCLUDING THOSE REPRESENTING MINISTRIES OF AGRICULTURE, ENERGY, NATURAL RESOURCES, INTERIOR, PLANNING AND WATER RESOURCES. PEACE CORPS WAS REPRESENTED IN EACH COUNTRY TEAM (EXCEPT SOMALIA) INCLUDING THE PARTICIPATION OF COUNTRY DIRECTORS OR REPRESENTATIVES FROM LESOTHO, SIERRA LEONE, RWANDA AND KENYA. NON-GOVERNMENTAL AND PRIVATE VOLUNTARY ORGANIZATIONS AT THE NATIONAL LEVEL PARTICIPATING INCLUDED CARE, CRS, ARDA, FOOD FOR THE HUNGRY, FORESTRY ASSOCIATION OF BOTSWANA, SIERRA LEONE CONSERVATION SOCIETY, SAVE THE CHILDREN, AFRICARE AND CMF/KENYA. USAID PARTICIPATION INCLUDED PERSONS AT THE HEADQUARTERS, REGIONAL AND COUNTRY MISSION LEVELS REPRESENTING BOTH FOOD-AID AND NATURAL RESOURCES CONCERNS. FINALLY, REPRESENTATIVES FROM THE WORLD FOOD PROGRAM/KENYA, THE INTERNATIONAL COUNCIL FOR RESEARCH IN AGROFORESTRY (ICRAF), AND THE INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT (IIED) CONTRIBUTED TO THE WORKSHOP. IN ADDITION TO THE WORKSHOP TRAINING FACILITATORS, PEACE CORPS ARRANGED FOR OTHER TECHNICAL CONSULTANTS IN FOOD AID PROGRAMMING, RANGE/SOIL CONSERVATION, AND FOOD AND MICRO-ECONOMICS. A FULL PARTICIPANT LIST WILL APPEAR IN THE PROCEEDINGS.

3. WORKSHOP GOALS/OBJECTIVES:

A. THE GOAL OF THE WORKSHOP WAS TO ASSIST PARTICIPANTS FROM USAID, PC, U.S. PRIVATE VOLUNTARY ORGANIZATIONS (PVOS), AND THE INDIGENOUS NON-GOVERNMENTAL ORGANIZATIONS (NGOS) WITH WHOM THEY MAY BE AFFILIATED AND HOST COUNTRY GOVERNMENT AGENCIES TO BECOME BETTER INFORMED ABOUT PROJECT FOOD-AID AND FORESTRY/NATURAL RESOURCES PROGRAMMING; TO IDENTIFY OPPORTUNITIES AND BEGIN TO DEVELOP APPROPRIATE PROJECTS AND PROGRAMS THAT WOULD INVOLVE THE COMBINED RESOURCES AND STRENGTHS OF USAID PROGRAM AND PROJECT FOOD AID,

PC, AND PVOS/NGOS IN COOPERATION WITH LOCAL COMMUNITIES, HOST COUNTRY GOVERNMENTS AND OTHER COUNTERPARTS.

B. WORKSHOP OBJECTIVES:

{1} TO FACILITATE THE DEVELOPMENT OF FORESTRY AND NATURAL RESOURCES PROJECTS IN AFRICAN COUNTRIES WITH COLLABORATION AMONG USAID, PC, PVOS, NGOS AND HCG AGENCIES;

{2} TO SUPPLY INFORMATION, IN PARTICULAR, FOR UNDERSTANDING THE POTENTIAL OF PROJECT FOOD-AID PROGRAMS (E.G., P.L. 480 TITLE II; SHARE EXAMPLES AND DISCUSS WHAT HAS BEEN DONE AND WHAT CAN BE DONE;

{3} TO FACILITATE AN UNDERSTANDING BY PC AND HOST COUNTRY NATURAL RESOURCES AGENCIES OF THE PROJECT FOOD-AID PROGRAMMING PROCESS AND REQUIREMENTS NECESSARY TO INITIATE AND MAINTAIN AND PROJECT FOOD-AID FORESTRY AND NATURAL RESOURCES PROGRAM; AND SECONDLY, TO FACILITATE AN UNDERSTANDING OF EXPERIENCE WITH INTEGRATING USAID BILATERAL PROJECT RESOURCES, AND LOCAL CURRENCY GENERATIONS (FROM PROGRAM FOOD AID AND OTHER SOURCES) INTO NATURAL RESOURCES PROGRAMS;

{4} TO IMPROVE PVO, PC, USAID, AND HCG STAFF CAPACITY TO DESIGN, IMPLEMENT AND EVALUATE LOCAL LEVEL FORESTRY AND NATURAL RESOURCES PROJECTS, AND TO ELICIT FROM THEIR EXPERIENCE THOSE PROJECT ELEMENTS MOST CRITICAL FOR JOINT PROJECT SUCCESS. RESULTS OF THIS FORESTRY AND NATURAL RESOURCES WORKSHOP WILL CONTRIBUTE TO DEVELOPMENT OF BETTER GUIDELINES FOR PVO-USAID-PC COLLABORATION FOR APPLICATION IN OTHER DEVELOPMENT AREAS;

{5} TO CLARIFY THE KINDS OF TECHNICAL AND RESOURCE SUPPORT AND BACK-UP REQUIRED BY PC, USAID, PVOS, AND HCG FOR FUTURE FORESTRY AND NATURAL RESOURCES PILOT INITIATIVES, AND TO ASSIST THE ATTENDING COUNTRY TEAMS TO DEVELOP ACTION PLANS FOR DESIGNING AND IMPLEMENTING PILOT PROGRAMS.

4. FORMAT/AGENDA/PRODUCTS:

A. THE INTENDED PRIMARY OUTCOME OF THE WORKSHOP WAS TO DEVELOP THROUGH COUNTRY TEAM INTERACTION A FRAMEWORK FOR THE ELABORATION OF FOOD-AID ASSISTED NATURAL RESOURCES PROJECTS IN EACH OF THEIR RESPECTIVE COUNTRIES.

B. BILL PEARSON, AID/FVA/FFP/AFR AND FORMERLY HEAD OF FVA/FFP/TITLE II, PRESENTED THE KEYNOTE ADDRESS, AND PARTICIPATED THROUGHOUT THE WORKSHOP. TECHNICAL INFORMATION SESSIONS INCLUDED: HISTORY AND POTENTIAL OF FOOD-AID ASSISTANCE FOR FORESTRY AND NATURAL RESOURCES PROJECTS BY DAN DEELY, AID/ST/FENR; PRESENTATION OF THE AID AFRICA BUREAU PLAN FOR SUPPORTING NATURAL RESOURCES MANAGEMENT IN SUB-SAHARAN AFRICA BY ABDUL WAHAB OF AID/AFR/TR/ARD; FOOD AID TRENDS INCLUDING PROGRAM AND PROJECT FOOD-AID (P.L. 480 AND SECTION 416), AS WELL AS NEW POLICY GUIDELINES (04/30/87) FOR MONETIZATION OF PROJECT FOOD-AID AND PL 480 TITLE II PROJECT OUTREACH BY BILL PEARSON; NATURAL RESOURCES PROGRAMMING AND FOOD-AID BY EMILY MOORE, DIRECTOR OF FOOD PROGRAMMING, CARE HEADQUARTERS/NEW YORK.

C. WORKSHOP ATTENTION WAS PRIMARILY FOCUSED ON COUNTRY TEAM BUILDING AND STIMULATION OF FOLLOW-ON COLLABORATION AT THAT LEVEL. THE PROCESS INCLUDED MEETING FIRST BY ORGANIZATION (A.I.D., PC, CARE, CRS, ADRA, GOVERNMENT

REPRESENTATIVES, ETC.) TO EXPLORE ORGANIZATION INTEREST AND CONSTRAINTS IN FOOD-AID ASSISTED NATURAL RESOURCES PROGRAMS AND TO PROVIDE TO THE GROUP AN ORGANIZATIONAL PROFILE. ALL SUBSEQUENT GROUP BREAK-OUTS WERE COUNTRY-SPECIFIC WITH PERIODIC REPORTING OF COUNTRY TEAMS TO ONE OTHER WITH COUNTRY TEAMS ROTATING. THE COUNTRY TEAM TASKS INCLUDED: EXAMINATION OF COUNTRY DEVELOPMENT ASSISTANCE NEEDS IN THE NATURAL RESOURCE SECTOR; EXAMINING COUNTRY-SPECIFIC EXISTING AND POTENTIAL FOOD-AID PROGRAMS; ROLES FOR GOVERNMENT TECHNICAL AGENCIES, PC, PVOS/NGOS AND FOREIGN ASSISTANCE GROUPS; ORGANIZATION - SPECIFIC NATURAL RESOURCES GOALS; ROLES, RESPONSIBILITIES AND PROGRAMMING PROCEDURES BY ORGANIZATION WITHIN THE COUNTRY TEAM.

D. AFTER A COMMON BASE OF KNOWLEDGE AND A RAPPORT WAS ACHIEVED WITHIN EACH COUNTRY TEAM, THE TEAMS PREPARED COUNTRY-SPECIFIC INSTITUTIONAL FRAMEWORKS FOR AN EXPANDED, OR POTENTIAL FOOD-AID ASSISTED NATURAL RESOURCES PROGRAM. STEPS INCLUDED IDENTIFICATION OF KEY STAKEHOLDERS, SOURCES OF ORGANIZATIONAL SUPPORT, ROLE IDENTIFICATION, PROGRAM TIMELINE, BENEFICIARIES, KEY DECISION MAKERS, REQUIRED DOCUMENTATION, TECHNICAL ASSISTANCE NEEDS, STEPS NEEDED TO MAINTAIN COLLABORATION AND INDIVIDUAL AND ORGANIZATION ACTION PLANS.

E. BESIDES PROVIDING TECHNICAL AND ADMINISTRATIVE SUPPORT TO THE COUNTRY TEAMS, NON-COUNTRY-SPECIFIC PARTICIPANTS COLLABORATED WITH EXPERTISE IN FOOD-AID, NATURAL RESOURCES AND PVO OPERATIONS TO DEVELOP INFORMATION MATERIALS FOR ACTION PLANNING AND PROGRAMMING. THESE INCLUDED:

1. ELEMENTS TO CONSIDER IN PLANNING THE POSSIBLE USE OF PROJECT FOOD-AID IN NATURAL RESOURCES PROJECTS.

2. SUMMARY OF NATURAL RESOURCES PROJECT INTERVENTIONS AND CASE STUDIES.

3. CARE STUDIES OF IN-COUNTRY COORDINATING MECHANISMS FOR FOOD-AID PROGRAMS.

4. IDENTIFICATION OF RESOURCES FOR PLANNING AND IMPLEMENTATION OF PROJECTS, INCLUDING COMPLIMENTARY RESOURCES FOR PROJECT FOOD-AID AND LISTING OF USAID AND PC PROJECTS THAT CAN PROVIDE SUPPORT FOR PC/USAID/PVO-NGO COLLABORATION AND TECHNICAL ASSISTANCE AND TRAINING FOR FORESTRY AND NATURAL RESOURCES INITIATIVES.

5. THEMES/OBSERVATIONS EMERGING FROM WORKSHOP:

- A. CONSENSUS THAT FOOD-AID CAN BE A POTENTIAL RESOURCE FOR DEVELOPMENT AND THAT BOTH PROGRAM AND PROJECT FOOD-AID CAN BE USED TO AUGMENT OTHER RESOURCES TO INCREASE FORESTRY AND NATURAL RESOURCES DEVELOPMENT IMPACT.

- B. THE ENHANCED INTEGRATION OF DEVELOPMENT RESOURCES - BILATERAL ASSISTANCE, PROGRAM AND PROJECT FOOD-AID, PEACE CORPS AND OTHER VOLUNTARY ORGANIZATIONS, HOST GOVERNMENT TECHNICAL AND FINANCIAL RESOURCES, PRIVATE VOLUNTARY AND NON-GOVERNMENTAL ORGANIZATIONS WILL RESULT IN IMPROVED SUCCESS IN ADDRESSING PRESSING FORESTRY NATURAL RESOURCE CONCERNS.

- C. FOOD FOR LABOR (OR TRADITIONAL APPLICATIONS OF FOOD-FOR-WORK) WAS RECOGNIZED TO BE ONLY ONE OF MANY WAYS THAT PROJECT FOOD-AID (P.L. 480 TITLE II) CAN BE USED TO PROMOTE IMPROVED MANAGEMENT OF NATURAL RESOURCES,

E.G., FOOD-FOR-TRAINING, FOOD-FOR-INCENTIVE, FOOD-FOR-INSURANCE, FOOD-FOR-RISK, FOOD-FOR-COMPENSATION, FOOD-TO-TIDE-OVER, AND OTHER APPLICATIONS CAN ALL BE VALID USES OF PROJECT FOOD-AID. A NUMBER OF TECHNICAL INTERVENTIONS APPROPRIATE TO IMPROVED NATURAL RESOURCES MANAGEMENT WERE ALSO RECOGNIZED, INCLUDING REFORESTATION, AGROFORESTRY, SOIL AND WATER CONSERVATION, WATER HARVESTING, FORESTRY AND PARK MANAGEMENT, AND WILDLIFE PROTECTION (AND OTHER CONSERVATION AND BIOLOGICAL DIVERSITY INTERVENTIONS).

D. THE COUNTRY TEAM DEVELOPMENT PROCESS OF THE WORKSHOP PROVIDED FOR ACTIVE PARTICIPATION OF ALL PARTICIPANTS AND A COMMITMENT TO DEVELOP VIABLE COLLABORATIVE ACTIVITIES BASED ON A SHARING OF IDEAS AND INFORMATION.

E. FOOD-AID PROGRAMS WERE RECOGNIZED AS BEING IN A STATE OF EVOLUTION WITH MANY RECENT CHANGES IN PHILOSOPHY AND PROCEDURES STILL UNFOLDING. THE HISTORICAL AND OFTEN PROBLEMATIC USE OF FOOD WITHIN NATURAL RESOURCES PROGRAMMING PROVIDED SOME DIRECTION TOWARD INNOVATIVE AND MORE APPROPRIATE USE IN THE FUTURE.

F. THE INADEQUACY OF THE TERMINOLOGY OF P.L. 480 TITLE II AND FOOD-FOR-WORK {FFW} WAS CLEARLY RECOGNIZED BY WORKSHOP PARTICIPANTS AND STAFF ALIKE. PROJECT FOOD-AID {REFERRING PARTICULARLY TO TITLE II MCH, SF, FFW AND WFP}, PROGRAM FOOD-AID {REFERRING PARTICULARLY TO TITLE I/III}, AND FOOD-AID-ASSISTED DEVELOPMENT PROJECTS WERE CONSIDERED PREFERRED TERMS THAT DO NOT CAUSE AS MUCH MISUNDERSTANDING AND CONFUSION, AND DID NOT HAVE THE EFFECT OF LIMITING THINKING AND CREATIVITY IN APPLYING FOOD-AID WITH OTHER COMPLIMENTARY DEVELOPMENTAL RESOURCES.

G. THE SINGLE COUNTRY FOCUS AND MULTIPLE COUNTRY REPORTING PROCESS OF THE WORKSHOP CONTRIBUTED TO IMPROVED COMMUNICATION AND CROSS-FERTILIZATION OF NEW IDEAS.

H. A BROADER UNDERSTANDING OF NATURAL RESOURCES PROBLEMS AND POTENTIAL SOLUTIONS INCLUDING ROLES AND RESPONSIBILITIES AMONG THE DIVERSE SPECTRUM OF PARTICIPANTS WAS ACHIEVED.

I. WORKSHOP PARTICIPANTS AND STAFF FELT THAT FURTHER ATTENTION TO THE ROLE OF PEACE CORPS, NON-GOVERNMENTAL AND PRIVATE VOLUNTARY ORGANIZATIONS AND TO THE USE OF PROJECT FOOD-AID {PL 480 TITLE II} IN PARTICULAR SHOULD BE GIVEN SUPPORT BY A.I.D.'S BUREAU IN ITS ELABORATION AND IMPLEMENTATION OF THE PLAN FOR SUPPORTING NATURAL RESOURCES MANAGEMENT IN SUB-SAHARAN AFRICA.

J. INTEREST AND CREATIVE IDEAS EMERGED FOR FINDING NEW AND INNOVATIVE WAYS TO PROVIDE ADDITIONAL RESOURCES FOR PROJECT DESIGN AND IMPLEMENTATION {E.G., MONETIZATION, NEW WAYS OF USING A.I.D./FVA'S OUTREACH PROJECT}.

K. A BETTER UNDERSTANDING OF, AND INTEREST IN THE USE OF PEACE CORPS VOLUNTEERS TO SUPPORT FOOD-AID-ASSISTED NATURAL RESOURCES PROJECTS EVOLVED. THE AID/PC FOOD-AID AND FORESTRY INITIATIVE WILL ACTIVELY FOLLOW-UP ON PROVIDING TECHNICAL AND FINANCIAL SUPPORT TO FIELD INITIATIVES.

L. THE WORLD FOOD PROGRAM {WFP} WAS RECOGNIZED AS AN EXPERIENCED AND ACTIVE PARTICIPANT IN FOOD-AID-ASSISTED FORESTRY AND NATURAL RESOURCES PROJECTS. WFP WAS IDENTIFIED AS HAVING A CURRENT, AND POTENTIALLY

IMPORTANT FUTURE ROLE IN IN-COUNTRY COORDINATING STRUCTURES FOR FOOD-AID-ASSISTED DEVELOPMENT PROJECTS. ONE OF THE WORKSHOP STAFF (AID/ST/FENR/FSP) WILL MEET IMMEDIATELY IN ROME WITH WFP TO SHARE RESULTS OF THE WORKSHOP AND TO EXPLORE THE POSSIBILITY OF WFP INTEREST IN TAKING ACTION TO EXPLORE POSSIBILITIES FOR GREATER COLLABORATION WITH PVOS/NGOS AND VOLUNTARY ORGANIZATIONS IN NATURAL RESOURCES PROGRAMMING.

6. WORKSHOP AND SPECIFIC RESULTS AND FOLLOW-ON:

A. THE WORKSHOP WAS JUDGED BY ORGANIZERS AND PARTICIPANTS ALIKE TO HAVE SUCCESSFULLY ACHIEVED ITS GOALS AND OBJECTIVES.

B. THE USAID/PC FOOD-AID AND FORESTRY INITIATIVE WILL PROVIDE TECHNICAL AND FINANCIAL SUPPORT FOR FOLLOW-UP IN-COUNTRY WORKSHOPS IN THE GAMBIA, BOTSWANA, GHANA AND LESOTHO. PC/KENYA AND CRS WILL MOVE AHEAD WITH PLANS TO COLLABORATE ON A FOOD-AID-ASSISTED AGROFORESTRY PROJECT INVOLVING PEACE CROPS VOLUNTEERS PROVIDING TECHNICAL ASSISTANCE FOR AGROFORESTRY, TREE PLANTING, GARDENING AND SMALL BUSINESS SKILLS DEVELOPMENT.

C. PC WILL CONTINUE PLANNING AND COORDINATING THE SCHEDULE OF ADDITIONAL REGIONAL OR SUB-REGIONAL COLLABORATION WORKSHOPS FOR LATIN AMERICA, WEST AFRICA AND ASIA/NEAR-EAST OVER THE NEXT YEAR. YY

ANNEX I
PARTICIPANT EXPECTATIONS

PARTICIPANT EXPECTATIONS

During the opening session the participants were asked to develop a list of expected outcomes which they hoped would be achieved by the workshop's end. The expectations included:

- Exploring ways to cooperate logistically and administratively among PVOs/NGOs on food projects.
- Specific ideas on how to develop a food-for-work/natural resources program.
- How food aid can be used to effectively enhance development without creating dependency.
- A definition of the administration process for submitting proposals and having them approved.
- To discuss the roles and responsibilities of Peace Corps/PVOs/FFP Officers/Host Government Officials.
- Address issues of economic impact to the recipient country, particularly the small farmers/contrast impacts on donor nation.
- To understand what can PL 480 provide to development besides food?
- How can the objectives of PC/PVOs/PL 480 be reconciled with those of food aid donors?
- How flexible can the program be in terms of resources?
- Broad sense of the problems of programming with Peace Corps.
- Rules/guidelines on monetization--the percentage allowed and examples.
- How to overcome the problems of importing and transporting food.
- How to get a proposed program through the Washington bureaucracy.
- How can/do we assure that ideas generated in the workshop are communicated to home offices?
- A historic perspective on how food aid has been applied to natural resource programs; specific guidelines based on actual natural resource/forestry projects.
- Examples of specific successful projects: PC/PVO/HG/USAID.

ANNEX II
FOOD AID POLICY AGENDA
FOR AFRICA

PRESENTED BY
WILLARD PEARSON

43

FOOD AID POLICY AGENDA FOR AFRICA

The Food Aid Policy Agenda for Africa includes six points which should be stressed within the context of this workshop. They are:

1. Program food aid, currently carried out on concessional loan terms, should be converted to grants in countries with per capita GNP below \$500 per annum (government to government program food aid). This would be linked to policy reform--in countries where natural resources are essential to the development this could be a policy initiative. In addition, program food aid activities result in local currency generation, somewhere on the order of \$150 million for all countries in sub-Saharan Africa. It should be remembered that local currency generated under Titles I & III and Section 206 belong to the host government. The governments are responsible for its expenditure in compliance with the agreements. A record of it, however, is kept by USAID offices in-country and the "paper trail" can be found by speaking with the local FFP officer.
2. We must move ahead with the new monetization guidelines.
3. Multi-year commitments need to be made.
4. Barter and triangular transactions should be encouraged to maximize available resources. This can be done by PVUs on an individual project basis. The food brought in does not have to be the food used on the project under these options. Triangular aid, or aid which benefits more than one country, centers around the idea of bartering between each entity involved. It is a large-scale way to help each participating country, meeting needs each one has independent of the other. In this way, the development needs of both are met. This type of aid, involving more than two entities, may also occur with a PVO, which makes it a smaller-scale operation. The idea is that the food initially shipped from the U.S. may not, in fact, be the commodity which ends up as the FFW commodity.
5. Food aid, in the context of country-specific development strategies, should be looked at as a resource available to aid the overall development objectives.
6. Programs which incorporate incentives for recipients to work on community or individual programs should be considered, as well as those which generate local currency for use in development or credit to the private sector. This latter possibility refers to loans to micro-enterprises from local currencies generated under Title I. It should be noted that micro-enterprise is a concept which has been encouraged under Title I Section 106 and 108. This is something which should be explored within each individual

country. It may be helpful to speak directly with the FFP Officer at the USAID Mission to determine the appropriateness of its use in a country's particular situation.

One of the most interested features of work with PL 480 is the change in monetization guidelines and the way in which this will impact on program options. It should be remembered that with program food aid (Title I & III) 100% is sales. These programs occur on a large scale, they are market-to-market, government-to-government. The commodities come into the market, are sold for local currency which is then used by the government in its agricultural and development projects.

With project food aid (Title II), it is almost always carried out as grant food aid. It is routed through an intermediary and is food which is provided directly to a target population. Its purpose is one of direct relief for a situation which needs an immediate remedy.

Monetization of the commodities distributed under Title II, project food aid involves the idea of selling a portion of the commodities provided to generate local currency for further support of the objectives of the food aid initiative. Guidelines for the use of the currency must be part of the project proposal. It is a relatively new process with the key to its success being commodity selection. The commodity can be sold through the government via contract, or it can be sold on the open market to the highest bidder.

The monetization amounts which result from these efforts are relatively small. The local currency can be used for transportation, storage and related costs as well as ancillary inputs. It may be used for incidental purchase of project equipment, i.e., watering cans, tools, fencing or partial cash wages for this project and not for such things as headquarters salaries or overhead expenses. One of the best examples of what partial monetization may be used for is to assist with the cost of transporting the commodity. The idea behind partial monetization is to assist in increasing the success rate of the individual projects. The uses vary depending on the individual circumstances of the project which is being proposed.

A question often raised is how the monetization will actually work for the PVO involved/requesting it? FVA is currently developing a policy manual to address this. It will include the specific guidelines and is due out in approximately two to three months. In the interim, a number of cables have been sent which provide ad hoc instruction sets. It should be stressed throughout any project that monetization ought not to be an end in itself, but only a means for more effectively reaching the developmental goals.

ANNEX III
ORGANIZATIONAL PROFILE

17

ORGANIZATIONAL PROFILE

Participants from each entity developed organizational profiles for the organizations which they represented. These profiles were developed from three questions presented to each agency group:

1. What can your agency contribute to the development and implementation of a food aid-assisted natural resource program?
2. What are the major constraints your agency would encounter in attempting to provide this assistance?
3. How could collaboration be enhanced between your agency and foreign assistance groups and/or host country agencies?

These profiles, which were presented to the group at large, were for the purpose of giving other participants a basic knowledge of each agency's strengths, constraints and also ideas as to how collaboration might be developed.

Adventist Development and Relief Agency (ADRA)

Contributions

- In-country organization.
- An established confidence within the community of ADRA's ability to do community development.
- Present experience in small forestry projects.

Constraints

- ADRA has no technical forestry staff.
- Budgetary constraints.

Collaboration

- ADRA's availability as an implementing agency in cooperation with PCV/HCG/USG.
- Peace Corps could assist ADRA by giving training to ADRA country staff.
- Peace Corps could supply field technical support to ADRA projects.

CARE

Contributions

- CARE has experience in:
 - Programming in NR/FFW--Niger and Guatemala
 - Logistics management.
- CARE has developed guidelines for food aid and food aid assisted forestry projects.

Constraints

- The dilemma of initiating projects through self-help initiatives with community ownership of the project versus direct cash payment for project work.
- Sustainability of the projects.
- Mission setting:
 - Infrastructure
 - Government Commitment
 - Staff Skills.

Collaboration

- Collaboration could be enhanced through having government forums on:
 - Designating geographical areas for projects, and which agencies will work there
 - Developing a unified wage for payment to project workers
 - Agencies' interests
 - How to use food aid for development versus feeding.
- More collaboration could be developed between PVOs.
- CARE's personnel resources including regional technical advisors.

Catholic Relief Services (CRS)

Contributions

- Commodity, logistics and administration experience.
- Recent development of technical resource base in Forestry/Natural Resource Management.
- Providing institutional support for indigenous organizations.
- Local church infrastructure with historical experience.
- CRS involvement in African Development Group (ADG).

Constraints

- Perception of CRS as relief and food distribution agency.
- Short history of involvement in Forestry/Natural Resource Management.
- Bureaucracy.

Collaboration

- Creation of an "in-country umbrella organization."
- Within local AID mission have a "contact office."
- Identify and work with a principal host country government office.
- Interagency meetings and workshops.
- If PVOs are to collaborate, they should participate in the planning process.

Children's Mercy Fund (CMF)

Contributions

- Small business entrepreneurial activities in rural areas.
- Bring funding, business and administration expertise to assist other NGO/PVUs in natural resource projects with business focus.
- Experience in:
 - Water Projects
 - Revolving Loan Funds
 - Extension work and training.

Collaboration

- Coordinate in-country planning plus proposals.
- Explore ways to jointly administer and monitor food programs as to:
 - Reporting
 - Transport plus logistics
 - Warehousing and inventory control
 - Implementation and evaluation.
- Provide assistance to donor agencies for strengthening overall food aid initiatives.

Food for the Hungry

Contributions

- Food for the Hungry has projects at the grassroots community level.
- Training skills.
- Food distribution/transportation experience.

Constraints

- Limited staff, funds and transport.
- Administration/logistics.
- Need for government permits.

Collaboration

- Conduct regular meetings with other groups and agencies, not just the NGOs, PC and USAID.

Forestry Association of Botswana (FAB)

Contributions

- Supplying extension program support to:
 - District level NGO working in forestry
 - Local government (District Council) forestry.
- Experience in lobbying with government decision makers to promote natural resource activity.

Constraints

- FAB has a limited staff.
- Limited liability for projects.
- Forestry in Botswana has a low priority.

Collaboration

- Continue to liaise with government ministries and U.S. organizations and to lobby for a need to increase forestry activity.
- Support action with FAB resources as soon as a commitment is submitted.

Host Country Government Agencies

Contributions

- Physical support for programs.
- Cross-cultural guidance in program implementation.
- Recognition of the political realities in a given situation.
- Ministry support for projects.

Constraints

- Lack of consultation between donors and implementing agencies and communities with government agencies at all levels...communication needs to be emphasized with a two-way dialogue being established.
- For technical support, there is a manpower constraint at the ministry level.
- Transportation is often difficult, if not impossible.
- There is often a cultural bias toward natural resource management.

Collaboration

- Host country government and donor agency should both be involved in the design of projects.
- Host country government agencies involved should not include only the "counterpart" agency but others which might also have a concern in the program.
- A national level coordinating body should be used (strengthened) to coordinate and monitor development assistance groups.
- Clarification of host country government and donor agency roles is needed.
- Detailed information on activities of donor agencies should be available to the public.
- Host country government should be the initial requestor of assistance.
- Donor agencies should be more particular in the selection of their technically competent experts.

Peace Corps

Contribution

- Volunteers.
- Staff support.
- Program support funds.
- Training support funds.
- Material support funds.
- Technical capacity:
 - Technical assistance capability
 - Programming expertise
 - Training expertise.
- Established relationships with host country governments.
- Established relationships with USAID.
- Established relationships with PVOs.

Constraints

- Nature of volunteer agency:
 - Recruitment difficulties
 - Early termination and other Volunteer turnover.
- Long programming cycle.
- Perception of what Volunteers should do (logistics versus technical assistance).
- Lack of staff support budget.
- Budget fluctuations from one year to the next.

Collaboration

- Communication:
 - Simply talking to them (partners)
 - Share plans/schedules/round-table conference/PVOs/NGOs
 - Plan workshops and/or seminars to get an interaction of ideas.
- Involvement of other agencies in:
 - Pre-service training, in-service training and close of service conferences
 - Placement of PCVs and evaluation of placement sites
 - Foster ownership of PC/programs by host country government and counterparts at all levels
 - Joint ventures
 - Coordination of activities
 - Not competing with agencies with similar goals/objectives
 - Seeking assurance of host country (financial, material support)
 - Matching host country government priorities with program goals and objectives.

Save the Children Federation (U.S.A.) (SCF)

Contributions

- Recent experience with emergency food aid programs in Sudan and Ethiopia; also experience with refugee food logistics in Somalia.
- Food aid expert on Africa Region staff at headquarters.
- Existing field offices (staff and administration) which could conceivably have a food aid component added to existing projects.
- Extensive familiarity with villages and communities which could be mobilized for food aid assisted projects.

Constraints

- Institutional fear that food aid is contradictory to spirit of voluntarism on which traditional community development work is based.
- Fear that food aid projects may take over traditional community development work (i.e., large staffing, administrative and management requirements).

United Nations World Food Program (WFP)

Contributions

- Twenty years experience in food aid.
- Offices in most African countries.
- Supports government-executed projects.
- Large-scale operations projects = \$5-25 million.
- Flexible programming, allows for innovation within projects (restocking).
- Expertise on food management logistics.
- Widespread collaboration with other agencies (e.g., U.N. Agencies, PVOs/NGOs).

Constraints

- WFP's U.N. bureaucracy and host country government bureaucracy.
- Prejudice against food aid.
- In-country food aid logistics.
- Project management, coordination and extension in the field.

Collaboration

- Increased awareness of WFP activities and experience by government officials and PVOs, visits to project sites and meetings with WFP staff.
- WFP staff could learn about interests of community groups via new communication channels; develop more systematic exchange of information.

United States Agency for International Development (AID)

Contributions

- Facilitate collaboration between PVO/NGO and host country agencies.
- Food aid resources.
- Funding for projects: Foreign exchange
Local currency
Outreach grants
Operational program grants
- Wide variety of mechanisms available for strengthening and assisting collaboration.
- Resources available for project design and evaluation.
- Information available on projects and technical approaches.

Constraints

- Limited capability to deal with small discrete units and small projects.
- Limited management capacity.
- Complex bureaucracy.
- Reluctance to integrate dollar and food resources.

Collaboration

- Have confidence, take risks.
- Find areas of agreement.
- Evaluation and sharing of information.
- Demonstrate flexibility.
- Enhance analytical capacity.
- Establish program/project coordinating committees.
- Identify problems, plan for transition.

ANNEX IV
COUNTRY REPORTS

COUNTRY REPORTS

The following eight country reports were prepared by each country team participating in the workshop: Botswana, The Gambia, Ghana, Kenya, Lesotho, Rwanda, Sierra Leone and Somalia. The first part of the report details development priorities of the different organizations; natural resource priorities; and the country's food situation. The second part identifies key stakeholders, beneficiaries and decision makers as well as how to get others involved in the program, needed documents, technical assistance and collaboration.

The last section outlines the country team's action plan for further in-country development of a strategy for developing a natural resource program using appropriate resources. This includes the team's three- and six-month objectives and proposed methods and approaches for reaching these objectives.

BOTSWANA

1. HOST COUNTRY DEVELOPMENT PRIORITIES

(a) Major sectors are:

- Agricultural production
- Livestock development/range management
- Wildlife/tourism
- Mineral exploitation and energy
- Water resources development
- Forestry
- Soil conservation

(b) Regions targeted by subsector:

- Wildlife/agricultural production
 - Ngainiland (Okavango Delta) Chobe
 - Pandamatenga, Tuli Block, Barolong Farms (high rainfall areas) in arable rainfed agriculture
 - Irrigation production potential being investigated
- Water resources
 - Borehole water for villages (without water at present)
 - Future supply for major population centers (Gaborone, Serowe, Francistown)
 - Water supply for livestock
- Forestry
 - Hobe (Zambezi teak forest exploitation)
 - Production of seedlings in nine government nurseries
- Minerals
 - Diamonds - Jwaneng, Orapa, Letlhakane
 - Copper/Nickel - Selibi-Phikwe

- Soil conservation
 - Farming systems programs at Mahalapye, Gomare, Pelosetlha, Francistown

(c) Personnel/Funding

- Money committed (ranked)
 - Livestock
 - Agricultural
 - Water
 - Forestry
 - Soil conservation
 - Wildlife

2. USAID PRIORITIES

(a) Education

- Support improvement of primary, secondary and university education
- Rainfed agricultural program support
- External training (on-the-job) in agricultural education

(b) Resources committed:

- \$13 million for farming systems
- \$18 million for Botswana Agricultural College
- \$8 million for bean and cowpea research

(c) Integrated rural development

3. PEACE CORPS PRIORITIES

- (a) Education - junior, community, secondary
- (b) Drought relief technical assistance
- (c) Business management
- (d) Agriculture (farming systems)

4. PVO PRIORITIES (FORESTRY ASSOCIATION OF BOTSWANA)

- (a) Education/research on appropriate forestry support for NGO forestry program
- (b) Region:
 - Southeastern Botswana
- (c) Resources committed:
 - \$20 thousand for extension
 - \$20 thousand for administration and education
 - \$50 thousand for research
 - 15 staff people

5. NEED FOR NATURAL RESOURCES

- (a) Still waiting response from National Conservation Strategy Report (NCR)
- (b) Government of Botswana (GOB) has budgeted conservation projects under National Development Program (NDP) (e.g., boreholes for wildlife).
- (c) Some natural resource projects proposed under NDPG; others might follow from the National Conservation Strategy Report.

6. FOOD AID NEEDS

- (a) Food deficit - 180,000 metric tons
- (b) Food deficit areas - everywhere except southern and Keatleng districts
- (c) Many remote area dwellers at poverty levels in Kgalagadi, Rakops, Boteti, Bakgalagadi and Masarwa
- (d) 1987 food aid increase to feed 460,000 people from 150,000 people in 1986
- (e) In 1987 15,000 metric tons of PL 480 food was imported to feed vulnerable groups:
 - School children - school feeding program
 - Destitutes
 - Pregnant mothers
 - Children under five years old

1. IDENTIFICATION OF KEY STAKEHOLDERS
 - (a) Ministry of Finance (Rural Development Unit)
 - (b) Ministry of Local Government and Lands (Food Resources Department)
 - (c) Ministry of Local Government - ICES (Town and Regional Planning)
 - (d) Ministry of Agriculture (Applicable Unit)
 - (e) USAID/PC (Agricultural Development Officer) (Program Office)
2. ORGANIZATIONAL SUPPORT
 - (a) T.C. Moremi (RDU)
 - (b) Mr. Mokobi (FRD)
 - (c) Mr. D. Modibetsana (DTRP)
 - (d) Mr. P. Daly (USAID)
3. ROLES
 - (a) Rural Development Unit - Coordination
 - (b) Ministry of Local Government and Lands (Food Resources Department) - Logistics
 - (c) Town and Regional Planning - Advise on project planning and implementation
4. RESOURCE SUPPORT

Ministry of Agriculture - Technical support
5. TIMETABLE
 - (a) Project Drought Relief Support
 - Preparation of proposal with food aid resources (2-3 months)
 - Finance
 - Ministry of Agriculture
 - District Councils
 - Proposal Prepared (1 month)
 - Approval (2 months)
 - Recruitment (6-9 months)

(b) Project Including Woodland Inventory

- Proposal Inventory (USAID) - 4 weeks-Mid July

Terms of Reference

- Inventory Plan - 4 weeks-September
- Accepted Plan - 2-1/2 months-December
- Materials - 2 months
- Inventory - 3 months-May
- Status work-up - July
- Report/recommended - September 1988

6. PROGRAM BENEFICIARIES

- (a) Villagers - receive cash or food for work and benefits from improved natural resource management
- (b) Nation - benefits from having "environmentally conscious" public

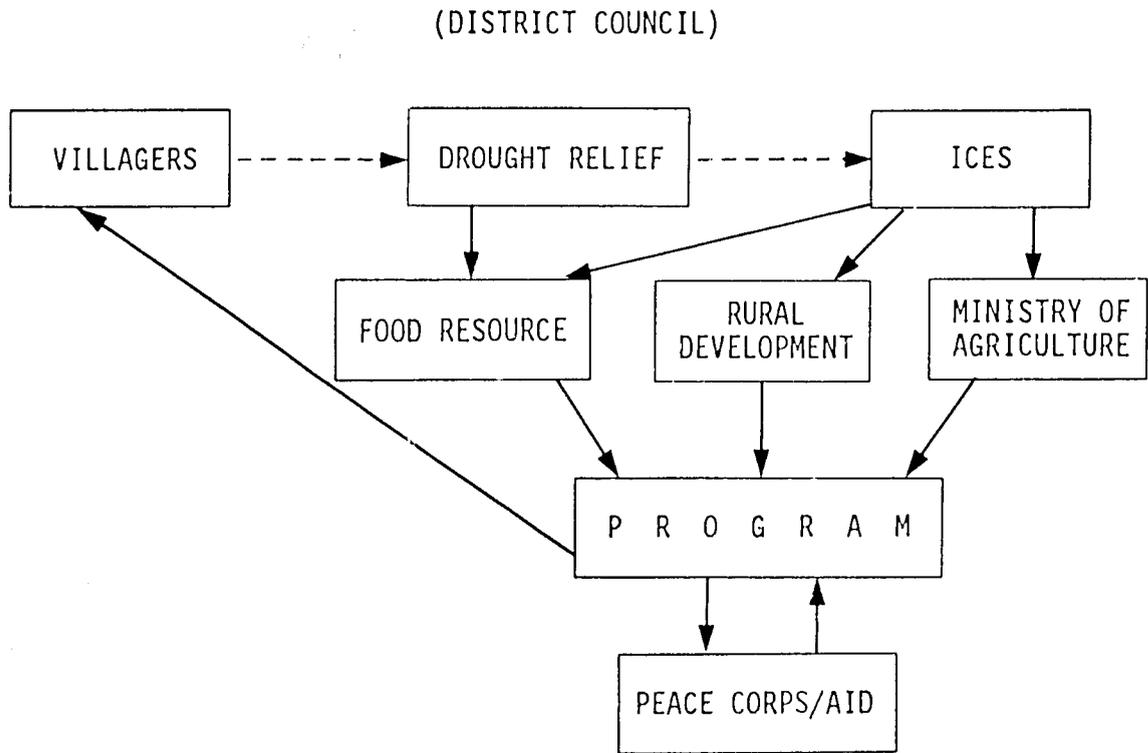
7. KEY DECISION MAKERS

- (a) Rural Development Unit
- (b) Food Resources Department
- (c) Inter-Ministry Coordination Environment Sub-Group (ICES)
- (d) Ministry of Agriculture
- (e) USAID/Botswana and Washington
- (f) Peace Corps
- (g) Ultimately the District Councils and Village Development Community

8. GETTING "BUY-IN"

From knowledge of the rural situation and expression of villager's problem and local request for assistance. We ask their assistance in the "Program."

9.



- (a) Communication (formal letter)
- (b) ICES invites Ministry Representatives to meet
- (c) ICES suggests proposal and identifies major responsible ministry
- (d) Request from Ministry of Finance to PC/USAID
- (e) Program is started and modified by public response request

10. TECHNICAL ASSISTANCE

- (a) Advice on forestry program from Peace Corps
- (b) FAB, Forestry Unit on soil conservation
- (c) Advice on water supplies by Water Affairs District Water Engineer

11. COLLABORATION

- (a) Work through ICES/Rural Development Unit to develop proposal

Action Plan Development

1. PRELIMINARY COUNTRY TEAM ACTION PLAN

(a) Next three months:

- Drought Relief Program:
 - Meet DR Technical Advisor/Rural Development Coordinator (RDC) to find out her views and what we would need to proceed
 - Develop plan on basis of RDC's response
 - Submit proposal
- Inventory/Feasibility Study for Forest Management Areas (FMA)
 - Inform key stakeholders of need and possible support for such a study
 - Once "bought in," write USAID to request support for study
 - USAID/Botswana to determine need and, if positive, request support from region for assistance in preparing terms of reference and costs

(b) Next six months:

- Inform concerned parties in Botswana on conference results and presentation of an idea on how Botswana can avail itself of the services and program
- Assess actual need, e.g., technical experts
- Develop terms of reference
- Organize forestry workshop in conjunction with National Tree Planting Day (NTPD)
 - Peace Corps-financed

2. ORGANIZATIONS - SPECIFIC ACTION PLAN

(a) Peace Corps:

- Be prepared to meet with RDU and discuss program
- Liaise with FAB (keep informed)
- Inform Director/PC of progress

(b) Ministry of Local Government and Lands (MLGL):

- Inform MLGL of results of conference
- Set up meeting with RDU
- Liaise with other key players (PC/FAB/AID/DR)
- Report to ICES conference results and proposition

(c) Forestry Association of Botswana (FAB):

- Meet DR Technical Advisor
- Check with MLGL on meeting with RDU
- Prepare more formal memo of need/purpose/...of program
- Meet with RDU

(d) USAID

- Meet with FAB/NCS
- Meet with RDU

THE GAMBIA

1. HOST COUNTRY DEVELOPMENT PRIORITIES

- (a) Agriculture
- (b) Water resources
- (c) Fisheries
- (d) Forestry

Seventeen (17) percent of host country budget spent on agriculture; 0.5-1.2 percent spent on forestry. Resources are scarce.

2. USAID PRIORITIES

- (a) Agricultural research
- (b) Livestock
- (c) Fruit trees

USAID operates countrywide and has a budget of \$18 million for seven years.

3. PEACE CORPS PRIORITIES

- (a) Forestry - 10 Volunteers
- (b) Agriculture - 8 Volunteers
- (c) Soil conservation 2 Volunteers

Peace Corps operates countrywide with a total of 50 PCVs.

4. PVO PRIORITIES

- (a) Agriculture
- (b) Water
- (c) Fisheries
- (d) Fruit trees

PVOs operate nationwide and have substantial resources committed to these sectors.

5. NEED FOR NATURAL RESOURCES

(a) Current Projects:

- Reforestation (EEC)
- Gard (USAID)
- Forestry (GTZ)
- Fruit production and water resource development (Methodist Mission)
- Livestock development project (ITC)
- Artisinal fisheries development project (EEC)
- Integrated development (SCF)
- Fruit production (CRS)
- Water resource development (SSP)
- Well digging (U.N.)
- Soil water management (USAID)
- Fruit tree nursery (Action Aid)

(b) Planned Projects:

- Forest management (WFP)
- Forestry (SCF Food-For-Work)
- Check Dams (Barrage)

Existing and planned projects touch on all priority sectors but only thoroughly cover the fruit tree activities.

6. NEED FOR FOOD AID

(a) General

- Import 50% of cereals (rice, wheat)--projections--no change
- WD and LRD
- There are no pockets of poverty.
- Local food production and current levels of donor food aid is not expected to meet food needs; commercial import of foodstuffs will still be required.

(b) Need for food aid in natural resources projects

- Forest protection:
 - Fire prevention
 - Forest regeneration
 - Education/extension
- Soil conservation:
 - Control runoff areas
 - Control saltwater intrusion
- Other forestry activities:
 - Agroforestry
 - Fruit trees
 - Tree nurseries
- Fisheries:
 - Artisinal fishery development
 - Commercial fishery development

1. KEY STAKEHOLDERS

- (a) Forestry Department - Director
- (b) Peace Corps - Director
- (c) USAID - Director & ADO
- (d) CRS - Director & Program Officers
- (e) SCF - Director & Food Production Specialist
- (f) Action Aid - Director & Agricultural Officer
- (g) Program Planning Management Unit (PPMU) - Director

2. ORGANIZATIONAL SUPPORT

Department of Community Development - Director

3. ROLES

- (a) Forestry/PC - Program development, technical assistance and program implementation
- (b) NGOs - Food handling and logistics plan
- (c) PPMU - Program development
- (d) USAID - Support

4. RESOURCES SUPPORT

- (a) Forestry Department
 - Personnel; technical assistance
 - Materials
 - Transport for personnel
- (b) Peace Corps
 - Volunteers
 - Training for staff and Volunteers
- (c) USAID
 - Food
 - Funding

- (d) NGOs
 - Vehicle(s) for food distribution
 - Project materials and technical assistance
- 5. PROGRAM DEVELOPMENT TIMELINE

Meeting with Key Stakeholders within 1 month of return
- 6. BENEFICIARIES

Rural population - Villagers, womens' groups, schoolchildren and youth organizations
- 7. KEY DECISION MAKERS
 - (a) USAID
 - (b) Forestry Department
 - (c) NGOs
 - (d) Peace Corps
 - (e) Villagers
 - (f) Local politicians
- 8. GETTING "BUY IN"
 - (a) Involve key decision makers in program development
 - (b) Meet, share workshoop information
- 9. DOCUMENTS
 - (a) Proposals--PL 480 required documents
 - (b) Agreements--checklists
- 10. TECHNICAL ASSISTANCE
 - (a) Horticultural - MM, PC and DOF
 - (b) Fire break construction - GTE and DOF
 - (c) Nursery management - MM, PC and DOF
 - (d) Agroforestry - GARD, PC and DOF
 - (e) Bund/Dike construction - SWMU, FFAC and RC

11. HOW TO MAINTAIN COLLABORATION

Start program advisory committee which will meet regularly

Action Plan Development

1. NEXT THREE MONTHS:

- (a) Present Workshop results to:
 - Director of Forestry/staff
 - Director of Peace Corps/staff
 - NGOs
 - USAID
- (b) Discuss status of WFP proposal with Department of Community Development (Forestry Department)
- (c) Meet with WFP on proposal and possibilities for other projects (JN/FB) (PC and Forestry Department)
- (d) Develop workshop proposal for OTAPS (PC)
- (e) Meet with stakeholders (JN/FB) (PC and Forestry Department)
- (f) Meet with other NRM agencies and departments (PC and Forestry Department)

2. NEXT SIX MONTHS:

- (a) OTAPS-sponsored workshop for Department of Forestry staff and PCVs, as well as assistance in project identification (PC and Forestry Department)
- (b) Second workshop on action planning proposals (PC and Forestry Department)
- (c) Continue communication with NGOs based on meetings (PC and Forestry Department)

GHANA

1. HOST COUNTRY DEVELOPMENT PRIORITIES
 - (a) Agriculture, in particular in the Northern sector
 - (b) Water
 - (c) Forestry
 - (d) Public Investment Program
2. USAID DEVELOPMENT PRIORITIES
 - (a) Agriculture
 - (b) Population/Health
 - (c) Training
 - (d) Food Aid
 - (e) Sectoral
3. PEACE CORPS PRIORITIES
 - (a) Water
 - (b) Afforestation
 - (c) Community development
4. PVO PRIORITIES
 - (a) Agriculture/food production
 - (b) Forestry
 - (c) Soil conservation
 - (d) Agroforestry
 - (e) Health and sanitation in northern regions
 - (f) Institution building - combined resources of \$8.5 million
5. NEED FOR NATURAL RESOURCE
 - (a) Logistical support
 - (b) Technical support

(c) Funding - both local and foreign

(d) Erosion control, education, extension and afforestation

6. NEED FOR FOOD AID

Moderate - varies according to region

1. STAKEHOLDERS

(a) Host Government

- Forestry Department LNR
- MOA (Agroforestry extension)
- MOTT (watershed)
- Water activities (watershed bias)
- National service sector (human resources)
- Ministry of Finance and Economic Planning (finance, economic planning)
- Ministry of Local Government
 - Parks and gardens (fruit trees design)
 - Community development (local coordination)
- Individual communities
- Environmental Protection Council
- Forestry Commission

(b) Peace Corps

- Volunteers
- Training support
- Organization

(c) PVOs

- Money
- Food
- Logistics

(d) Aid Donors (other)

- Canada
- Japan
- EEC
- British

- World Vision
- UNDP
- FAO
- WFP
- UNICEF

(e) USAID

- Country program
- Food aid
- Technical assistance
- Coordination
- Host government agreement

2. CODE

RESOURCES

- Money
- People
- Expertise
- Materials
- Organization/support
- Training
- FFW
- \$ = Million (AID, FY 88)
- = (800,000,000) (88,89,90)

3. PROGRAM BENEFICIARIES

- (a) Rural communities (Northern Ghana)
- (b) Future generations
- (c) Women (time and energy saved)

4. KEY DECISION MAKERS

- (a) Principal decision makers of relevant GOG agencies, USG/W agencies (PC/AID)
- (b) Agroforestry Department
- (c) Ministry of Finance and Economic Planning (MFEP)

5. GETTING "BUY-IN"

- (a) Economic recovery program
- (b) Supporting ERP (NR activities support ERP)
- (c) In-line with the W/PVO/others strategic program plans

6. REQUIRED DOCUMENTS

- (a) Project Identification Document (PID) and Project Paper (PP)
- (b) PC program plan
- (c) PVO (operational plan/annual estimate of requirement)
- (d) Government of Ghana Budget (GOG)
- (e) AID Title I agreement

7. TECHNICAL ASSISTANCE

(a) Workshop:

- Administration Facilitator - GOG
- Researcher (CIDA document other materials) - GOG
- Organizer - GOG
- Technical Committee - GOG
- Forestry consultant - PC/AID
- Program design consultant - PC/AID

(b) Post-Workshop:

- USAID Design Team - AID
- Forestry Expert - PC
- GOG Design Team - GOG
- PVO Forestry Consultant - PVOs

8. COLLABORATION

(a) Regular periodic (quarterly) meetings between - FD/NSS/PVO/
PC/AID/(Others?)

(b) Proposed schedule:

<u>Date</u>	<u>Event</u>	<u>Host</u>
June 15	Meeting	CRS
Sept	Workshop	PC/AID
Dec 15	Meeting	AID
March 15	Meeting	PC

Action Plan Development

1. PRELIMINARY COUNTRY PLAN ACTION PLAN

(a) Next three months:

- Distribute information relevant to GOG agencies and other donors on results of Mombasa Workshop
- First meeting of working group on June 15th 1987 (to plan workshop)

(b) Next six months:

- Organize workshop (in-country) to be held in September 1987
- Develop Project Identification Document (PID) and Project Paper (PP) for USAID action

2. ORGANIZATION-SPECIFIC ACTION PLAN

(a) Next three months:

- GOG
 - Information gathering and analysis
 - Consultancy
 - Organize September workshop (preparation)
- PVO
 - Publish needs assessment report for study (ADRA)
 - Host preliminary meeting of working group (CRS)
 - Assist in workshop organization (CRS)
- PC
 - Facilitate September workshop
 - Provide consultancy (OTAPS)
 - Fund workshop
- USAID
 - Participate in meeting

(b) Next six months:

- Workshop in September--all organizations participate
- Produce PID
- Design Team prepares project paper
- Prepare proposal for Natural Resource Management (NRM) project
- PVOs address subprojects

(c) Consolidation and further action within one year on ongoing plans and outcomes

KENYA

1. HOST COUNTRY DEVELOPMENT PRIORITIES

- (a) Annual targets of 200 million trees
- (b) Water for all by the year 2000
- (c) Publish land use policy
- (d) Establish arid/semi-arid lands (ASAL) management system

2. EXISTING NATURAL RESOURCE PROJECTS

- (a) Government of Kenya (GOK) support to:
 - Kenya Wood Fuel Development Program
 - CARE
 - DANIDA (Danish International Development Agency)
 - UNDP/FAO/WFP
 - CRS
 - EMI (Embu, Meru, Isiolo)
 - MIDP (Machakos Integrated Development Project)
 - JICA (Japanese Int. Coop. Agency)

3. GOK NATURAL RESOURCE ENTITIES

- (a) Department of Forestry Efforts Ministry of Energy and Natural Resources (MENR)
- (b) Ministry of Energy and Regional Development (MERD), Ministry of Water Development (MOWD), Ministry of Agriculture (MOA)
- (c) OP (Permanent Presidential Commission on Soil Conservation and Afforestation)
- (d) Ministry of Tourism and Wildlife
- (e) Ministry of Education and Science Teaching [MOEST (Environment, Education, Nurseries in schools and colleges)]

4. FOOD AID NEEDS

(a) Cereals

- Maize (deficit in some areas, surplus in others)
- Wheat (deficit)
- Rice (deficit)

(b) Protein - deficit

(c) Vitamin - deficit

(d) Food Deficit Areas:

- ASAL
- Crowded highly populated urban 60% of the country

(e) Pockets of poverty

(f) Extreme poverty groups

5. TECHNICAL SUPPORT

(a) Technical Ministry - Natural Resource - Technical Officer

(b) PVO - Program officer

(c) USAID - Food for Peace Officer

(d) Treasury - Donor Coordinator

(e) PC - APCD

(f) NCPB - Director

(g) DDC - District Commissioner (District Development Officer)

(h) Comm. Ers. - Chief - Er. Chairperson

6. ROLES

(a) Technical Ministry - Technical assistance, field coordination, design/extension/education, monitor/evaluation

(b) PVO - Major administration role, design, implementation accountability M/E

Logistical support, technical assistance, extension education, linkages

- (c) USAID - Resources - food and \$ Ksh., design assistance, M/E - accounting, proposal review, establish policy guidelines
- (d) Treasury - Project approval
- (e) NCPB - Food exchanges - storage- custom clearance
- (f) PC - Manpower, training, technical assistance, M/E
- (g) DDC - May initiate project, approval of development activity (local level) M/E
- (h) Community groups - participate, (may) initiate, manpower - financial and in-kind contribution

7. RESOURCE SUPPORT

- (a) Technical Ministry - Technical know-how, facilities, equipment transport, financial support, administration personnel
- (b) PVO - Technical/management services - funding, vehicles, supplies and equipment facilities, implementation (food management) system
- (c) Treasury - High-level coordination
- (d) USAID - Food and \$ Ksh
- (e) PC - Manpower, technical assistance - tool and equipment, training/extension
- (f) NCPB - Food at local level, storage facilities, food quality control
- (g) DDC - Entry into community
- (h) Community groups - Women power funding, in-kind

8. TIME FRAME

- (a) Identity - need/opportunity, community
- (b) PVO - Identifies opportunity - 1 month (Discussions-- PVO/Ministry/USAID)
- (c) PC - MTE/Discussion - 1-3 months, write proposal, negotiative proposal - 1-2 months

9. APPROVAL PROCESS

- (a) USAID - 1-2 months
- (b) DDC - 1-3 months
- (c) Ministry/Treasury

10. IMPLEMENTATION
 - (a) USAID - 3-4 months
 - (b) PVO - 1 month
 - (c) PC - PCV arrive - 9-12 months
11. BENEFICIARIES
 - (a) Primarily rural communities 80%
 - (b) Urban poor 20%
12. KEY DECISION MAKERS
 - (a) Government, Treasury, Technical Ministries, District Level Committees
 - (b) PVOs
 - (c) Communities (participating)
13. SOLICIT SUPPORT/COMMITMENT
 - (a) Government: DDC - Technical Ministries national budget in Treasury
 - (b) DDC: Design projects which are in line with local level priorities
 - (c) Communities: through dialogue their personal needs and priorities.
14. DOCUMENTATION
 - (a) Concept paper
 - (b) Project proposal
 - (c) National policy papers/development plans
 - (d) USAID guidelines: Country Development Strategy Statement (CDSS)
 - (e) Operational Plan; Annual Estimated Request (AER) for food levels
 - (f) PC Program Plan and recruitment documents
 - (g) Agreements between collaborating agencies

15. TECHNICAL ASSISTANCE NEEDS

- (a) Sectoral specific: Ministries, PC, and PVOs
- (b) Logistical/Technical assistance: PVOs and GOK

16. COLLABORATION

- (a) Establish coordinating mechanism for natural resources activities/agencies
- (b) 1st Meeting to be convened by PC within 1 month
- (c) All agencies to provide lists of other potential collaborators to PC as soon as possible

Action Plan Development

1. PRELIMINARY COUNTRY TEAM ACTION PLAN

(a) Next three months:

- First collaborative meeting convened by the Peace Corps in the first month.
- PVOs provide PC with list of PVOs involved in natural resource projects.
- Collaborative meeting participants report to own organizations.

(b) Next six months:

- Establishment of interagency collaboration/coordination mechanism to deal with natural resource program planning.
- PVOs decide on involvement in natural resources and food aid and initiate program/project proposal preparation.

2. ORGANIZATION TEAM ACTION PLANS

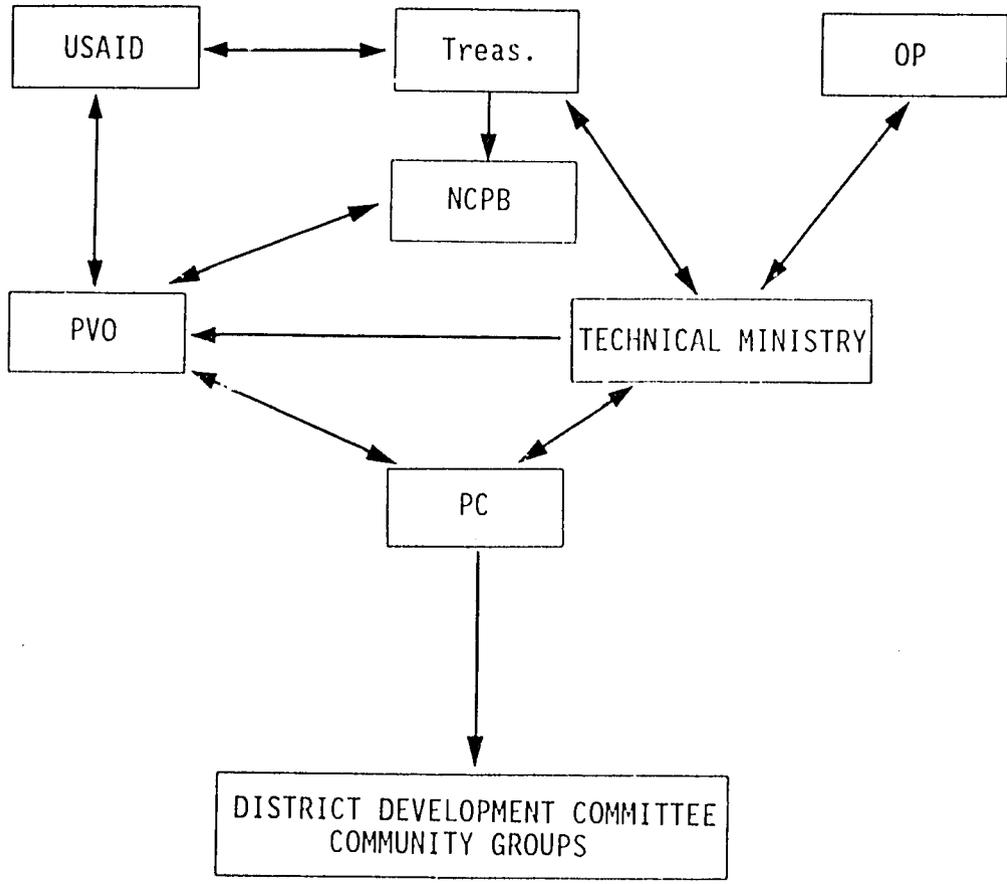
(a) Next three months:

- Continue to pursue existing initiatives
- Feedback within each agency
- Participation in collaboration meetings
 - Explore modification of existing programs
 - Explore new possibilities
 - Pursue collaborative efforts

KENYA

AGENCY	PRIORITIES	REGIONS	RESOURCES
1. GOK	ENVIRONMENTAL CONSERVATION - Forestry - Water & Soil Conservation - Agroforestry - National Parks	Arid and Semiarid Lands (ASAL) Nationwide "parks" - Selected areas	
2. USAID	Soil Conservation Agroforestry Biodiversity	ASAL Countrywide Selected areas	\$5-10 Million \$8 Million plus 1 craf \$100,000
3. PEACE CORPS	Agroforestry Water Tree Planting	Countrywide	17/19 Vols. 16 Vols. 140 Part-time Vols.
4. PVOs	Agroforestry Water Environmental Education Soil Conservation	Western Nyanza & Eastern Province ASAL Countrywide ASAL	60% PVO Resources

KENYA



LESOTHO

1. HOST COUNTRY DEVELOPMENT PRIORITIES

- (a) Watershed management
 - Soil conservation
 - Range management
 - Water development
 - Afforestation
 - Increased agricultural production

2. USAID PRIORITIES

- (a) Institutional support
- (b) Increased agricultural production
- (c) Credit provision
- (d) Research

3. PEACE CORPS PRIORITIES

- (a) Increased agriculture production
- (b) Support of HCG priorities

4. PVO PRIORITIES

- (a) Income generation
- (b) Agroforestry/agriculture production
- (c) Watershed management
- (d) Strengthening local organizations

5. NEED FOR NATURAL RESOURCE ACTIVITY

To protect/develop natural resources is sound base for rural development

6. FOOD AID NEEDS

There is a need for food aid but there is no data to determine actual level of need. Need results because of:

- Food deficiency pockets
- Seasonal shortfalls of food
- Crop selection/pattern
- Soil erosion
- Limited arable land
- Climatic conditions
- Sociological phenomenon (i.e., migrants)

7. PROGRAM BENEFICIARIES

- (a) Community: skills, infrastructure, increased production, increased income
- (b) Government: management expertise, technical expertise
- (c) PVOs

8. KEY DECISION MAKERS

- (a) Community
- (b) Government
- (c) Nongovernment donors
- (d) Private business sector

9. GETTING "BUY-IN"/ACCEPTANCE

- (a) Through consultations
- (b) Define active role for all participants
- (c) Show benefits of participation

10. REQUIRED DOCUMENTS

- (a) Annual Estimate of Requirements (AER)/Operation Plan (USAID)
- (b) Inventory of area
- (c) Baseline surveys: people, production, marketing

- (d) Implementation plan
 - (e) Formal project proposal
11. TECHNICAL ASSISTANCE
- (a) Planning
 - (b) Sectoral
 - Agriculture
 - Conservation
 - Forestry
 - Range management
 - Crops
 - (c) Education
 - (d) Health
 - (e) Marketing
12. WHO CAN PROVIDE IT
- (a) Government
 - (b) Community
 - (c) Donor organizations
 - (d) Nongovernmental agencies/organizations
13. COLLABORATION
- (a) Establish committees at different levels (sort of "umbrella" committees)
 - (b) Clearly define roles of all
 - (c) Set clear objectives, targets and time frames
 - (d) Continue monitoring and evaluation

14. WATERSHED-BASED DEVELOPMENT

(a) Development:

- Logistics (CRS/FMU)
- Selection of watershed (MOA/MOI, Conservation Division and representatives of other divisions)
- Community Consultation
 - With all communities in watershed

(b) Implementation:

- Community consultation
 - With all communities in watershed
- Interested organizations
 - USAID
 - Peace Corps
 - FAO
 - CARE
 - WFP
 - USC-Canada
 - Red Cross
 - Other NGOs
- Other governmental bodies

(c) Sources of organizational support which might be considered:

- Director of Central Planning
- Permanent Secretary (PS) Agriculture
- Permanent Secretary (PS) Interior
- FAO Representative
- WFP Representative
- ADO/USAID
- Permanent Secretary (PS) Water, Energy, Mining

- Permanent Secretary (PS) Public Works
- Director PC
- Director CRS
- Director CARE/FR

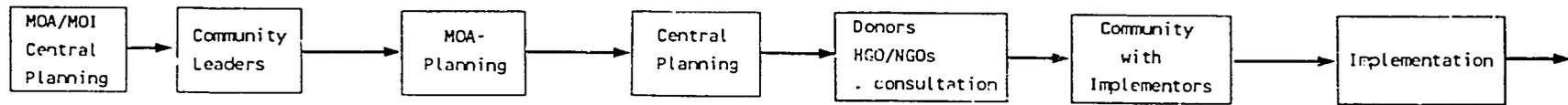
(d) Role Identification:

- MOA: Planning, technical support, implementation, management
- Production Ministries: Auxiliary support
- USAID: Financial and technical
- CRS: Logistical and project advocate
- PC: Technical support, person power
- CARE: Technical assistance and advocacy (agroforestry)
- Other interested organizations: Roles to be determined

LESOTHO

PROJECT TIMELINE

0-----2 months-----4 months-----10 months-----16 months-----28 months-----34 months-----40 months---



100

- 1. Select Watershed

- 1. What?
- 2. Where?
- 3. When?

- 1. Identify interested organizations
- 2. Match needs with support available

- Revision and Approval

- 1. Discussion
- 2. Project proposal

- 1. Discussion
- 2. Refinement

- 1. Surveys
- 2. Consultation
- 3. Planning Committees

CYCLE CONTINUES IN IMPLEMENTATION PHASE FOR THREE TO FIVE YEARS FROM THIS POINT

RWANDA

1. HOST COUNTRY DEVELOPMENT PRIORITIES

- (a) Increased agricultural productivity
- (b) Soil conservation/improvement
- (c) Priority subsectors:
 - Soils (fertility/erosion control)
 - Reforestation

2. USAID PRIORITIES

- (a) Increased agricultural productivity/profitability of farming
- (b) Increased employment and private enterprise development
- (c) Soil conservation and improvement
- (d) Water and watershed management
- (e) Swampland development
- Policy reform
- Institutional development
- Training
- Approximately 50% of program is NR and agroforestry development.

3. PEACE CORPS PRIORITIES

Natural resources focus on

- Forestry/agroforestry
- Soil conservation
- Environmental education
- Agricultural production
- Energy conservation

4. PVC PRIORITIES/ADRA

(a) Natural resources focus on:

- Reforestation
- Soil conservation
- Soil improvement/agricultural production

(b) National orientation - Approximately 40% of program is natural resources.

5. DEVELOPMENT OF INSTITUTIONAL FRAMEWORK

(a) Identification of Key Stakeholders

- Community - Government of Rwanda (GOR)
- AID - PVO
- Other Interested: PC, UN

(b) Organization Support

- Bourgmestre of the Commune (Mayor)
- Secretary General (Ministry)
- FFP Officers (AID)
- PVOs, Other Part/Directors

(c) Role Identification Clarification

- Design: Community, GOR, AID, PVO
- Implementation: Community, GOR, PVO
- Evaluation: AID, GOR, PVO

(d) Resource Support

- AID: Food, technical assistance
- Community: Buildings, support services (e.g., vehicles, personnel supervision, salaries)
- GOR: Technical assistance, equipment
- PVO: Management, technical support, logistics (e.g., transport, storage, distribution)
- PC: Technical assistance, training

(e) Program Beneficiaries

- Community
- GOR

(f) Key Decision Makers

- Bourgmestre (Community)
- Secretary general (GOR)
- Director (PVO, PC)
- Food for Peace Officer (AID)

(g) Getting "Buy-In"

- Compatibility with organizational philosophies and objectives

(h) Documents

(i) Technical Assistance

- Technical field coordinator (PVO, GOR, PC)
- Local administration and technical support (Community)

(j) Collaboration

- Communication among key people through Project Technical Group meetings

Action Plan Development

1. MAJOR UNDERLYING ISSUES

(a) GOR stance on food aid and food-for-work must be further clarified:

- Food imports only to meet domestic demand not otherwise met by domestic production
- No FFW: recommendation of the national council (parliament)

(b) Funding available for USAID natural resource activity

2. ACTION PLAN

(a) Next three to six months:

- USAID:
 - Planning a strategy for a natural resource (NR) activity in FY 89
 - NR annex to CDSS to identify information gaps and describe the NR sector
 - Work plan for following six-month period of additional data collection
- PC
 - Planning the programming of PCVs for NR activity
- ADRA
 - Internal audit to improve management and financial accounting
 - Shifting to FFW development activities of the "investment" type

(b) Next six to twelve months:

- USAID
 - Data collection and analysis leading to PID/PP.
 - PP: objectives, institution/implementation agencies (i.e., PVOs, PC) and examine the food aid question

- PC
 - Implementing country plan
- ADRA
 - External and USAID evaluation
 - Potential disincentive effect of commodities
 - Appropriate commodity mixes

SIERRA LEONE

1. HOST COUNTRY DEVELOPMENT PRIORITIES

- (a) Forestry, agroforestry, community forestry
- (b) Natural resource projects located throughout the entire country with the exception of E and SE
- (c) Funds - \$31,400 (40% of requirement)
- (d) Personnel - 12 professional, 76 subprofessional/technical, 115 vocational, 1076 labor force
- (e) Vehicles - 2 (1 van, 1 truck)
- (f) Material

2. USAID PRIORITIES

- (a) Tropical forestry - preserve - sustainable agriculture
- (b) No geographic focus - countrywide
- (c) Funding:
 - \$3-4 mil/yr, PL 480 HG 1
 - \$0.7-1 mil/yr, CRS mother-child health clinics
 - \$1.3 mil DA cropping system research

3. NEED FOR NATURAL RESOURCES

- (a) Natural resource sector's assistance needed in:
 - Forestry
 - Afforestation/reforestation
 - For management/protection
 - Sailcons - Improved cropping systems
 - Rangeland - Establishment of national park systems
 - Tree nurseries - Village wood lots, fuel wood shelter-belts/agroforestry

- (b) Existing projects:
 - Fuelwood
 - Plantations for production of sawlogs
 - NP/wildlife development
- (c) Planned project
 - Government Reforestation Program (GRP)
- (d) Other projects
 - National parks:
 - Otamba-Kilimi National Park
 - Tiwai Island Reserve
 - Sierra Leone Conservation Society

4. FOOD AID NEEDS

- (a) No self-sufficiency in food (government FRP might in 5 years)
- (b) Generally the provinces
- (c) NE, N, E, S (bonthe)
- (d) Old age/handicapped, subsistence farmers, urban migrants (youths generally)
- (e) Definitely not

5. BENEFICIARIES

- (a) Country/people
- (b) MANAR & F
- (c) Women
- (d) Urban migrant youth
- (e) Subsistence farmers

6. KEY DECISION MAKERS

- (a) MANAR Director General
- (b) Chief Conservator of Forests
- (c) USAID Mission Director

- (d) PC Director
- (e) CRS/CARE Director
- 7. HOW DO WE GET "BUY-IN"
 - (a) By persuasion (dialogue-meeting)
 - (b) Need awareness
 - (c) Possible (anticipated) impact awareness
- 8. DOCUMENTS REQUIRED
 - (a) Needs assessment survey
 - (b) Identification of project based upon needs
- 9. TECHNICAL ASSISTANCE
 - (a) People to manage - PC
 - (b) People with know-how - MANAR
 - (c) Dissemination - PVO/Conservation Society
 - (d) Resources: food/money - USAID
 - (e) Training skills, logistical know-how - CRS/CARE
- 10. COLLABORATION
 - (a) Review Committee
 - (b) Dissemination Committee (newsletter)
 - (c) Coordination
 - (d) Evaluation
- 11. TIME FRAME
 - (a) Program life: Three (3) years
 - (b) 1st meeting: July 87
 - (c) Proposal development: August 31 - September 30, 1987
 - (d) Proposal approval: By December 31, 1987
 - (e) Project implementation: Start January 1988 to December 1991

SIERRA LEONE

STAKEHOLDERS	ROLES	RESOURCES
MANR & F	Initiator; Program Management	Technical & Personnel (Human Resources)
USAID	Funding Agency (Source of Resources)	Food Aid & Funding
Peace Corps	Collaborator	Technical Personnel (PCV) and Training
CRS	Project Facilitator	Food Aid Logistical Support
CARE	Project Facilitator	Food Aid Logistical Support
Conservation Society	Dissemination	Education and Publicity
PVOs (Plan International, YWCA, UCC, CCF, Meals for Million, etc.)	(PR) Facilitators of Self-Help Projects	Materials; Middle-Level Technical Personnel

Action Plan Development

1. PRELIMINARY COUNTRY TEAM ACTION PLAN

(a) June - August:

- Dialogue with appropriate in-country agencies and organizations on information exchange
- Convene seminar/workshop to identify priority needs in natural resources development (financial assistance from Peace Corps/USAID)

(b) August - November:

- Conduct baseline survey/feasibility study (technical and finance assistance needed)
- Develop proposals - USAID/PC
- Submission of proposal for consideration and approval

2. ORGANIZATION-SPECIFIC ACTION PLANS

(a) June - August:

- Report deliberations of this workshop to interested organizations
- Develop plan of action for organizations interested in developing food aid assisted natural resources program

(b) August - November:

- Delegate subject matter specialists/resource persons to liaise with other agencies involved in natural resources development
- Conduct public awareness campaign
- Identify resources available within interested organizations

SOMALIA

1. FOOD AID NEEDS

- (a) Self-sufficient in meat and milk (seasonal--due to rain shortage)
- (b) Shortages of preferred cereals (wheat and rice)
- (c) Deficient production areas: Northeast, East and Central regions (50-250 mm rain)
- (d) Food deficit being met through imports (high cost to economy)

2. NATURAL RESOURCE NEEDS AND PRIORITIES

- (a) Range and livestock
 - Fodder production
 - Grazing reserves
 - Water point development
- (b) Forestry
 - Woodlots
 - Windbreak/shelterbelts
 - Agroforestry
 - Amenity planting
- (c) Soil and water conservation
 - Sand dune stabilization
 - Reservoirs
- (d) Nonformal education/extension/sensitization to environmental issues

3. EXISTING PROJECTS

- Central Rangelands Development Project
- CDA forestry
- UNSO/WFP sand dune projects
- Mogadishu/Merca Fuelwood Project
- PVO/P (parts)

4. PLANNED PROJECTS

- Shabelli water management project
- Forestry plantation/community planting

5. AID PRIORITIES

- (a) Program priorities: Civil service reform, privatization, currency reform
- (b) Project areas: Livestock & range management, watershed management, agricultural research in the interriverine regions

6. PVO PRIORITIES

- (a) Forestry
- (b) Agriculture
- (c) Community development (sensitization to environmental issues)
- (d) Watershed management
 - Erosion control
 - Shallow wells
 - Reservoirs
- (e) Sand dune stabilization

7. OTHER NEEDS

- (a) Donor coordination - agreement on assistance priorities
- (b) Sectoral coordination/information exchange

8. KEY STAKEHOLDERS

- (a) AID
- (b) Government of Somalia (GSDR)
 - Ministry of Interior (MOI)
 - National Range Agency (NRA)
 - Ministry of National Planning (MONP)
 - Ministry of Finance (MOF)

- MOA
- National Cooperative Movement

(c) PVOs

- U.S.: CARE, SCF, Africare, etc.
- Local: HAqAbtir, etc.

(d) WFP/CEC

(e) Communities

9. SOURCES OF ORGANIZATION SUPPORT

(a) AID: H. Houck, FFP

(b) MOI: Abdi Aden, FAD

- Achmed Hj. Oire, Director General, RD
- NRA
 - Dr. Karani, GM
 - Mr. Sahar, FAD
- MONP
 - Dr. Elabe, PS
 - Mr. Godah, Director General, Planning
- MOF
 - Abdi Ali, DDD
- MOA
 - Dr. M. A. Nur, Vice Minister
 - Dr. Abdullahi Sheikh Ali, Director General, Planning
- COOPS
 - Dr. Warsame Ali, Chairman

(c) PVO: Country Directors

(d) WFP: John Murry, Director
EEC: Mr. Schroeder

(e) Communities: Leaders

10. ROLES IDENTITY, CITATION/CLARIFICATION

(a) Funding/Food

- AID
- WFP
- EEC
- GSDR/DDD, PVOs

(b) Policy

- GSDR: MONP, MOI, NRA, MOA
- AID

(c) Planning/Design/Evaluation

- Donors
- PVOs/Communities
- Macro: MONP/MOI
Project: NRA/MOA/MUST
Regional & District Officers
- Others; e.g., REDSO, Consultants, etc.

(d) Implementation/Logistics:

- AID/PVO: Orders
- FAD/PVO: Clearance, warehouse, transport
- PVO: Distribution, monitoring, reporting
- MOI/AID: Program supervision

11. TECHNICAL SUPPORT: PVO/GSDR

12. RESOURCE SUPPORT

(See "Sources of Organization Support" No. 9 above.)

13. TIMELINE

(a) Food Assistance Unit (MOI): Initial discussion with key stakeholders

(b) Results

(c) OPPs: January 1988

(d) Start food aid assisted projects: January 1989

14. PROGRAM BENEFICIARIES

(a) Communities

- Farmers
- Nomads
- Women
- Children
- Local leaders: Religious and civil
- Buyers and sellers (MMM)

(b) Private Business

- Transport, warehousing, porters/laborers, consultants

15. KEY DECISION MAKERS

- (a) Permanent Secretary of Technical Ministry concerned with project
- (b) Permanent Secretary, Ministry of National Planning
- (c) Director General, Economic Cooperation, Ministry of Foreign Affairs

16. GETTING "BUY-IN"

(a) Technical Ministry

- Demonstration of successful activity with "borrowed" food from WFP (small activity program)

17. REQUIRED DOCUMENTS

- Pilot proposal to WFP
- Concept paper to AID
- Food aid project proposal to AID and technical ministry
- Country agreement amendment
- AER/Multiyear
- Documents for duty-free import

18. TECHNICAL ASSISTANCE

- (a) PVO in-house technicians
- (b) GSDR technical staff
- (c) AID Mission and REDSO staff
- (d) Local consultants/agencies
- (e) PVO - University exchange

19. DESIGN

- (a) Feasibility studies
- (b) Survey work
- (c) Technical design
- (d) Evaluation

20. COLLABORATION

- (a) Regular meetings
 - Work based on action plan
- (b) Information exchange between existing projects
- (c) Public relations/collaboration between PVOs/GSDR/AID

Action Plan Development

1. PRELIMINARY ACTION PLAN

(a) Next three months:

- Meet with AID/FFP
- Meet with WFP

Purpose:

1. Discuss ideas from the workshop
 2. Get initial reaction to utilizing FFW through PVOs
- Develop concepts for using food aid in PVO projects--for discussion with donors and GSDR

(b) Next six months:

- Get consensus from key stakeholders on utility of PVO/FFW activity
 - Informal briefing with follow-up discussion
 - Concepts for food use
 - Issues in implementation
- Organizing small-scale community FFW project using WFP food
- Float an idea for a PVO Title II project under PVO/P, GSDR, AID.
- OPP and PVO country agreement amendment.

2. ORGANIZATION ACTION PLAN

(a) AID:

- Brief report on workshop
- Discuss workshop with AID officials: FFP/RD/RA/DDIR/DIR
- Go with FFP to WFP to discuss feasibility/issues in having PVOs piggy back on WFP's Title II
- Go with program to MOFA to discuss implications for PVO country agreements if Title II food is used in their projects

- Lobby for PVO food proposals within the mission
- Organize meeting between AID and GSDR on food aid

(b) GSDR:

- Briefing DR of food aid and PS, MOI, PS Min of Natural Planning on results of workshop, and follow up discussions to reach agreement
- Brief Technical Ministry Senior Staff - NRA, MOA
- MOI to work with PVO in developing food aid concept
- Coordinating GSDR review of FFW proposals

(c) PVOs:

- Look at possible sources and uses of food aid
- Contact AID/WFP concerning pilot proposals
- Develop initial WFP proposal
- Develop proposal for AID Title II project
- Deal with MOFA/GSDR Agreements

ANNEX V

FOOD SECURITY

Three Elements:

- (1) Food supply
- (2) Stability of the supply
- (3) Access to supply

FOOD AID TO INCREASE PRODUCTION

- Food for labor - Infrastructure (irrigation)
- Food for labor - Attract labor force to a remote area
- Food for fallow
- Food for seeds
- Food for feed
 - Various types
 - Exchange
 - Commodity which became unfit
- Dairy development
- Range management - Stock reduction
- Soil conservation (see section III below)
- Common land
- Private land
- Terracing erosion control bunding
- Risk insurance

INCREASED STABILITY OF SUPPLY

National grain reserves

- Community food banks - food funds
- Farm to market roads, market structures, storage
- Resettlement
- Food for labor - infrastructure
- Tide over till harvest

- Start over - in the same location, e.g., total replanting of tea crops
- Tide over until new plants mature

ENSURING ACCESS TO SUPPLY

- Direct targeting of the vulnerable. the bypassed
- Income transfer - Increased purchasing power
- Income generation - Training, start up to build capital for the activity and moms minimonetization
- Coops - PCE Coops

INFORMATION MATERIALS FOR ACTION PLANNING
AND PROGRAMMING OF NATURAL RESOURCES PROJECTS

I. INTRODUCTION

This set of materials has been prepared by workshop advisors to assist in the action planning process and programming for natural resources projects with an emphasis on activities involving project food aid. Section II below provides guidelines on elements to consider when planning the possible use of project food aid. Section III considers natural resources projects and includes a listing of project types, an example of work tasks involved and case studies of natural resources projects involving project food aid. Section IV presents case studies of coordinating mechanisms for food aid programs. Section V identifies some of the resources available for the planning and implementation of projects.

II. ELEMENTS TO CONSIDER IN PLANNING THE POSSIBLE USE OF PROJECT FOOD AID IN NATURAL RESOURCES PROJECTS

There are many examples of problems associated with forestry/natural resources (F/NR) projects involving project food aid. Some of these problems have arisen due to poor technical design or material resource availability, others due to the circumstances of project implementation (refugee resettlement) and some due to the inappropriate use of food or problems associated with food availability and management. As cash funding levels fall and natural resource conditions deteriorate, increased consideration is given to using food aid in F/NR projects. A sound multidisciplinary approach needs to be taken in project design and in the choice of the type of resources to use in project implementation.

This section of the information materials suggests guidelines for a decision making process and ways to shortcut bureaucratic red tape, should the choice be made to use food aid.

- A. Identify the correct response to the natural resources problem that the project will address.

Care must be taken never to undermine community self-help traditions by the provision of "incentives" (monetary or food aid) for action that would/should otherwise be undertaken without such a reward.

- B. Prepare social, economic and technical analysis of the project.

Technical, social and economic analyses need to be carried out irrespective of the form of compensation or incentive (food or cash) to be used in the project. In addition to the usual economic and social analyses, additional questions need to be considered when the use of food is contemplated. When working in rural food producing areas and drawing labor from farm households it is essential to avoid negative impacts on production from use of a food aid resource.

The first question to ask is: Why is the food needed? The farming system in the area needs to be studied also to identify:

- Crops being grown in the area.
- Periods of farming activities.
- Consumption pattern/behavior.
- Profile of food availability: Are there periods of postharvest abundance and periods of shortage?

Given this information, consideration should be given to whether food is still an appropriate response and, if so, what commodities and when. As a minimum, the project food aid used should not compete with locally produced commodities.

- C. Establish project evaluation and monitoring procedures involving full participation of local inhabitants. These analyses should pay particular attention to the impact of food on family and community structures. In addition, arrangements need to be made to assess local food market to assure that disincentives to production are not occurring.
- D. Identify the current form in which to provide food assistance.

There are a variety of forms in which food can be provided in Natural Resources projects. These forms can be usefully outlined in relation to three elements of food security: supply, stability of supply and access to supply.

The primary question to ask is: Why is the activity not being done now?

Some possible reasons are:

1. It's a foreign, unknown action the local people have never heard of.
2. It's an activity whose benefits are either unknown or too remote to be immediately salient.
3. The people lack the physical energy to carry it out.
4. They lack tools or technical expertise.
5. The activity requires organization of a labor force for collective action that is more elaborate than for usual self-help communal activities.
6. The people lack the time, or would have to give up some other activity in order to undertake the new one.

7. The activity, although desirable and important to future development, requires major land inputs or skilled labor to achieve an acceptable technical quality or has a long time horizon before benefits will be received.

The different responses suggests a requirement for different resources to address them. The appropriate resource in the case of reasons 1 and 2 is information; for 4 it is to provide tools and technical assistance or the funds to procure them; for reason 5 the requirement is for an organization intervention. In the case of 3 (physical energy) and in some instances of 6 (time) food is an appropriate resource to use in removing constraints. Food or cash compensation is generally required for 7.

- E. Consider how logistical implications of food use will be handled. When food is used, arrangements must be made for ordering, receipt, storage, transport and delivery of commodities. F/NR projects often present special problems in regard to commodity handling due to their remote location.
- F. Use techniques to cut the "red tape" involved in the use of project food aid. Although there is a time and paper process involved in using food aid, it is less extensive and time-consuming than securing other types of funding for natural resource projects from the U.S. Government. It is important to remember why there is "red tape" especially the legal requirements for development impact and accountability and address those concerns in the project proposal. The following suggestions are made to smooth the process.

Go to the local USAID early--before developing proposal. Get the structure for the proposal and the list of key questions to be answered in the proposal. If the USAID lacks a Food For Peace (FFP) officer, remember to ask them whether assistance can be requested from the Regional Economic Development Services Offices (REDSOs).

- Maintain contact throughout with counterparts and agency headquarters.
- If the proposal involves a small PVO, or new to food aid or a PVO without an in-country food program, attach onto an existing PVO or WFP food aid project or consider an umbrella food management unit.
- Use common sense in writing proposal.
 - Remember your audience.
 - Remember current AID priorities.
 - Consider issues that might be raised and deal with them.
 - Consider how planned activity fits into CDSS and host government plans.
 - Show where other funding resources will come from.

- Use Tab "D" - revised requirements for Operational Program Plan in writing up proposal.

III. NATURAL RESOURCES PROJECT INTERVENTIONS LISTING AND CASE STUDIES

A. ILLUSTRATIVE LISTING OF NATURAL RESOURCES PROJECT INTERVENTIONS

The following is an illustrative listing of forestry and natural resources interventions and activities which might lend themselves to being included in food-assisted projects and which fall within the scope of AID's plan for supporting Natural Resources Management in Sub-Saharan Africa.

Past uses of project food aid have concentrated on food for work reforestation on common and government land and on soil conservation works such as hillside terracing and watershed management structures such as check dams.

One of the challenges in use of project food aid for natural resources interventions will be to find creative ways to switch from a sole emphasis on large-scale labor-intensive tree planting to more development-oriented small-scale multipurpose tree planting or agroforestry systems without negatively affecting motivation, voluntary participation and self-interest driven participation, initiative and enterprises.

1. Soil and Water Conservation - (microcatchment management)

Terracing/bunding

Hedge rows (vegetative)

Runoff conservation (concentrating water for crop production and soil conservation)

Ridge and furrows, external catchment, gazing area pits

Tree planting holes with eyebrow ridges

Road rehabilitation/damage/repair

Check dams for gully control tree planting (gully and catchment)

2. Alley Cropping and Agroforestry Systems

Fruit and nut trees

Honey production

Fodder trees

Live fencing

Firewood and wood material production

- Border planting
- Intercropping
- 3. Grazing Area Rehabilitation
 - Pits for badly eroded areas
 - Hedge cutting (lopping)
 - Trees for badly eroded areas
 - Silvo-pastoral systems fencing (including live fencing)
- 4. Water Harvesting
 - Small earth dams
 - Subsurface dams
 - Shallow dug wells
 - Rock catchments
 - Roof catchments
 - Fish ponds
 - Irrigation (small plants) agriculture
- 5. Watershed Management
 - Reforestation/afforestation
 - Forest protection
 - Grazing area management
 - Agricultural soil and water conservation
 - Groundwater recharge - zone rehabilitation
 - Check dams and gully control
 - Surface and groundwater regulation/hydrology
- 6. Forestry and Forest Management
 - Nurseries (Public and Private)
 - Improved natural forest management
 - Bush and forest fire control and protection

Forest boundary demarcation/classification

Reforestation, including plantations for community woodlots, firewood, timber poles and other wood materials

Forest roads

Forest preserves, conservation, protection and enrichment

Tree seed selection, collection, handling, storage and distribution
Seed treatment and inoculation with mycorrhizal fungi and/or rhizobia

Direct seeding

Silvicultural operations in forests and plantations

7. Conservation of Biological Diversity and Natural Resources

Species inventories

Parks and preserves establishment and management

Wildlife management and habitat protection

Game ranching

Nature-oriented tourism

Environmental education and training

Conservation buffer zone establishment and management

8. Dune Stabilization

Mechanical protection

Vegetative establishment and protection

Control of grazing

Management of established vegetation

* FOOTNOTES

The following citations from *Community-Level Forestry Development: Options and Guidelines for Collaboration in PL 480 Programs* refer to examples of FFW application to the specific natural resources activities noted above:

1. Page 125 - "Erosion control," Rwanda.
2. Pages 188-190 - "Soil conservation," Somalia.
3. Pages 221-222 - "Case study - The Thabang Sefali Reservoir," Lesotho.

4. Pages 162-164 - "Case study - The Baringo Fuelwood Afforestation Extension project," Kenya.
5. Pages 124-125 - "Afforestation," Rwanda.
6. Pages 219-221 - "Case study - The Qacha's Nek Nursery," Lesotho.
Pages 215-216 - Nurseries - Lesotho Woodlot Project, Lesotho.
Page 125 - "Nursery operations," Rwanda.
7. Pages 161-164 - "Case study - The Baringo Fuelwood/Afforestation Extension Project," Kenya.
8. Pages 187-188 - "Community Woodlots," Somalia.
9. Pages 213-218 - "Case study - The Lesotho Woodlot Project," Lesotho.
10. Pages 75-79 - "Case study - The Diourbel Village Woodlot Project," Senegal.
11. Pages 185-187 - "Sand Dune Fixation," Somalia.

B. TREE NURSERY ESTABLISHMENT AND MANAGEMENT ILLUSTRATIVE WORK TASKS

Nursery site selection and evaluation

Water sources identification and development (including well-drilling or surface water diversion)

Site Preparation

Facility construction:

Sheds for tools and equipment

Office and records

Seedbed Preparation:

Soil base placement/preparation

Sowing

Weeding

Watering

Shading (installation/removal):

Transplanting

Lifting

Replanting

Potting/bagging:

Mixing soil preparation

Filling pots/bags

Seeding

Weeding

Watering

Root pruning

Lifting:

Grading

Packing

Delivery of plants

Composting and fertilizing

Tree seed collection, handling and storage

Area maintenance:

Roads and paths

Water distribution

Fence construction and maintenance

C. PROJECT FOOD AID CASE STUDY EXAMPLE: ON-FARM INTERCROPPING

CARE/Chad Acacia Albida Plantings

During 1974-1979 CARE/Chad encouraged farmers to plant and protect *Acacia albida* seedlings in fields of millet using food aid to reward farmers for surviving seedlings.

Acacia albida, a nitrogen-fixing tree, has a reverse leafing cycle, losing its leaves in the rainy season. This allows for shades and fodder during the dry season and good crop growing conditions during the rainy season. Crop yields are better around established trees. Drought, scarce fodder and fuelwood needs resulted in the *Acacia albida* parks being degraded.

The project provided food aid to dig planting holes and plant trees. Food was used to pay workers who cut thorn bush to protect seedlings. Farmers were paid a small amount of food if after three years the seedlings were still alive and growing.

D. PROJECT FOOD AID CASE STUDY EXAMPLE: WATERSHED MANAGEMENT REFORESTATION

Morocco DERRO Project

Over fifteen years of USAID PL 480 Title II and WFP reforestation has occurred in the Rif Mountains of northern Morocco. The forestry component of a larger rural development program is implemented by the National Forestry Service.

Food is used for labor and compensation. In forested (degraded cork oak) lands after harvesting and conversion of the wood to charcoal (on a commercial basis), the land is terraced with one-half meter ditch spaced three horizontal meters on the slope. Top soil from the above slope fills the ditch and eucalyptus or pines are planted. All with food aid labor, however, workers receive 50% cash (monetized food). On agricultural lands (wheat) one-meter holes are dug along the contour. The holes are filled in, creating a cup on the hillside. Fruit trees such as olives, apples, figs, almonds, or peaches are planted. Again, all with 50/50 food/cash. Nursery workers also receive a food/cash mix. Soil conservation measures such as rock dams in gullies, stream bank stabilization and gully revegetation are done with food aid. Photographs of the activity are in the FAS 1985 Annual Report on page 4 and 24.

E. PROJECT FOOD AID CASE STUDY EXAMPLE: FOOD FOR TRAINING

CARE Fruit Tree Nursery Training

The 1983 CARE and Lutheran World Relief developed a successful one-year fruit tree nursery management training program. There were two training centers each with trainees. Among other criteria, trainees are selected on the basis of successful farming experience and entrepreneurial aptitude. Trainees bring their families with them to the course, and they are provided with a stipend of 20,785 CFA (US\$ 52) a month plus food aid. Upon "graduation" the trainee returns to his village with necessary nursery start-up tools and materials provided by the project.

Rwanda Gikongoro Farmer Training

In Rwanda, on the World Food Program Gikongoro Rural Development Project, all project extension agents receive food commodities as payment for 50% of their wage. In addition, two experienced farmers from each commune are provided with three months of practical training on communal demonstration farms. Both male and female farmers are included and receive food rations over the course of the training.

F. PROJECT FOOD AID CASE STUDY EXAMPLE: CONSERVATION OF BIOLOGICAL DIVERSITY AND NATURAL RESOURCE

Project Title: Fire Protection for Forest Parks of the Gambia

This proposed UN/FAO World Food Program (WFP) Project in The Gambia calls for clearing protective firelines for forest parks by providing food-for-work commodities for establishment and maintenance of fire lines by local populations in the vicinity of each forest park.

These forest parks cover some 7% of the remaining forest area of The Gambia and protection of these preserves from man-caused fire will serve to conserve forest habitat and ecological areas containing endangered species of special significance for biological diversity and natural forest conservation in the country.

The Forest Department will contract for accomplishment of the work with local individuals who will be responsible for recruiting local labor, and receiving and distributing food-for-work performed by their crews. Supervision and oversight of work will be provided by Forest Department staff situated in each local area. This staff will be contributed in-kind as a GOTG contribution.

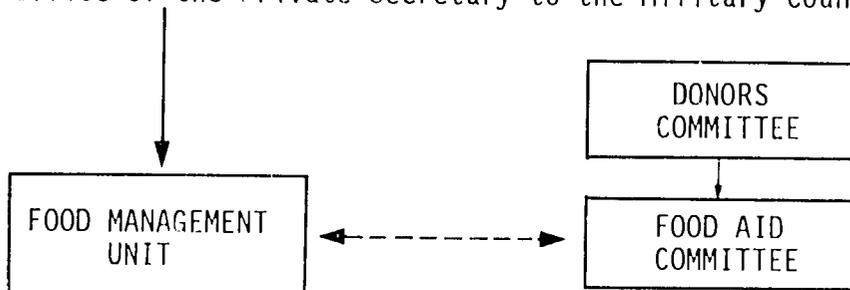
Food distribution for workers participating will be carried out throughout the lean or hungry period of the year, while work will be done during a shorter labor available period beginning near the end of the rainy season.

IV. CASE STUDIES OF IN-COUNTRY COORDINATING MECHANISMS FOR FOOD AID PROGRAMS

A. LESOTHO SYSTEM FOR FOOD AID COORDINATION

Coordination Structure

Office of the Private Secretary to the Military Council



The Food Aid Committee is chaired by the Principal Secretary of the Central Planning Office, Ministry of Economic Planning. UNDP serves as the Secretariat. Other members include the Food Management Unit, the Ministries of Interior, Education, Agriculture and Health, the Food and Nutrition Coordinating Office, USAID, WFP, FAO, WHO, UNICEF, CRS, the EEC Delegation and the Federal Republic of Germany.

How it Works:

Food Aid Committee

- Members and attenders of the Committee must be decision makers, so that actions can be agreed and taken during its deliberations.
- Meetings are bimonthly. There is a prearranged agenda resulting from participant interests or events. Example: Locust emergency.
- Provides forum for consultation and feedback on food and food aid concerns.
- Results in rapid action on specific problem areas. Example: Working group of FMU/CRS/WFP reviewed FMU management situation. Arrangements now being made for technical assistance in food distribution, logistics and food accounting.

Food Management Unit

- Serves as a liaison point between Lesotho Government and all donors supplying food aid.
- Coordinates with donors and purchasers of program food aid. Establishes special counterpart fund accounts for monies generated by sales. Releases funds for agreed projects.
- Manages food resource in project activities relieving technical ministries of food management responsibilities. Functions include:
 - Agreeing call-forward schedule for commodities and delivery locations with donors.
 - Administration of 10 district warehouses and 41 stores and sub-stores.
 - Prepares and circulates biannual lists of current projects and quantities of commodities approved for use in each during the next six-month period. Collects reports on project achievement quarterly.
 - Establishes management systems such as work tickets for attendance verification on FFW.
 - Organizes internal transport of all commodities, as well as end use accounting.

B. MAURITANIA

Food for Work Management Unit:

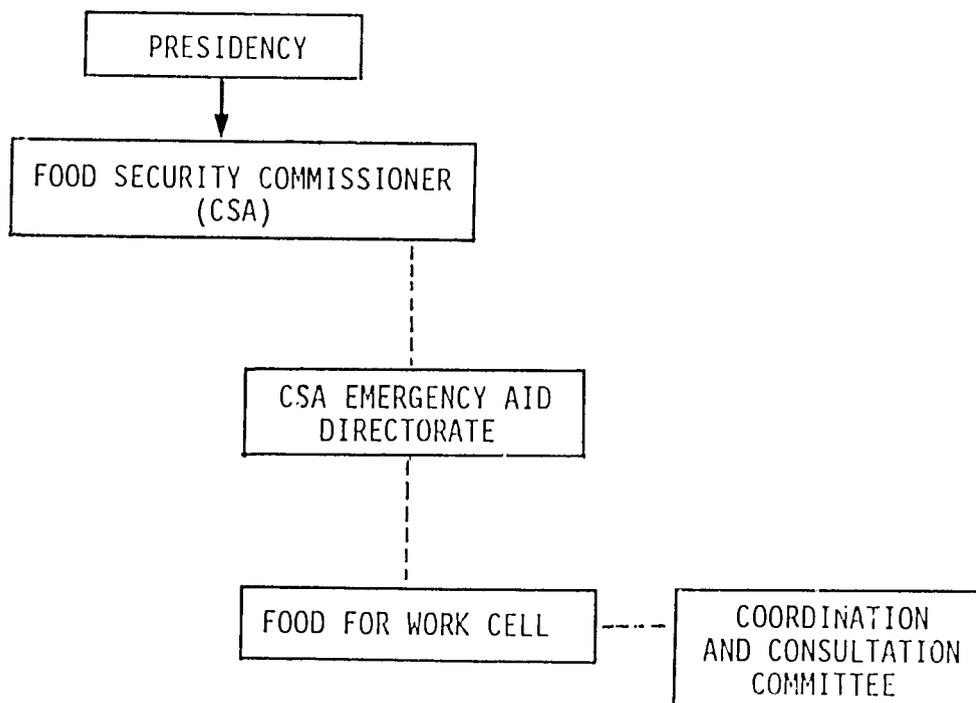
Country food situation

- Chronic food deficit country (able to produce maximum of 30% of needs in good year - 200,000 MT deficit)
- Free food distributions of 60,000 MT annually during drought.
- Government and donor policy to reduce free food distribution and dependency and introduce food for work.
- Government has adopted FFW as a national program.

Objective of FFW Management Unit:

- To coordinate national FFW program, reviewing FFW proposal and presenting them to coordination committee for approval.

ORGANIZATION STRUCTURE OF FOOD-FOR-WORK MANAGEMENT UNIT



FFW Cell Personnel: 2 CSA employees - director and assistant
2 ILO technical assistants
4 United Nations Volunteers

How It Works: The FFW cell is a co-financed project with UNDP contributing dollars and USAID contributing PL 480 Title II section 206 local currency

1. A German-financed study is developing a Mauritania-specific criteria for approving FFW projects.
2. The CSA/FFW cell receives FFW proposal from ministries, NGOs, provincial governors and communities. Proposals are usually requests for FFW without specifics on the food component. The cell reviews the proposals, makes a site assessment and develops a proposal with rations, tonnages, estimated number of workers and how long it will take.
3. The FFW cell presents the proposals to the coordination and consultation committee, which has donors and government representatives as members.
4. The coordination and consultation committee approves all FFW projects. Food deliveries are managed by the CSA. Food comes from stock of donated food originally designated for free distribution.

V. IDENTIFICATION OF RESOURCES FOR PLANNING AND IMPLEMENTATION OF PROJECTS

A. RESOURCES AVAILABLE FOR SUPPORT OF COUNTRY-LEVEL PVO-PC AID--FOOD AID COLLABORATIVE PROGRAMMING OF NATURAL RESOURCES

1. PRINCIPAL SUPPORT PROJECTS DIRECTLY ESTABLISHED FOR PVO-PEACE CORPS COLLABORATION:

<u>RESOURCES</u>	<u>RESPONSIBLE OFFICE</u>	<u>TYPES OF SUPPORT</u>
	Peace Corps	
Peace Corps Food Aid and Forestry Initiative PASA	Office of Training and Program Support (OTAPS)	Staff training
	<u>Contact:</u>	Technical assistance for project design
Peace Corps Technical Assistance PASA	George Mahaffey, PC/OTAPS Dan Deely AID/S&T/FENR	PCV training, recruitment
		Workshop assistance
		Material support
		Program Support

<u>RESOURCES</u>	<u>RESPONSIBLE OFFICE</u>	<u>TYPES OF SUPPORT</u>
Forestry Support Program (FSP)	Agency for International Development	Technical assistance (TA) for workshop design
USDA Forest Service RSSA	<u>Contact:</u> Gary Wetterberg, FSP Manager Tim Resch, Coordinator FVA/FSP Dan Deely, FENR/S&T Manager	Implementation evaluation Expertise and referral services in forestry/natural resources
Peace Corps Small Project Assistance (SPA) PASA	PC/OTAPS AID/S&T/RD <u>Contact:</u> Peace Corps In-country office	Small in-country collaborative project support funds Technical assistance for design/evaluation from S&T/RD
AID Outreach Project	AID Food and Voluntary Assistance Bureau, Office of Private Voluntary Cooperation <u>Contact:</u> Tom McKay, FVA/PVC	Traditionally, project assists with PVO food transport and storage, but including PVO project design services and expertise is under active consideration.

2. OTHER ACTIVE AID PROJECTS TO SUPPORT NATURAL RESOURCES

<u>RESOURCES</u>	<u>RESPONSIBLE OFFICE</u>	<u>TYPES OF SUPPORT</u>
Natural Resources Management Support (NRMS) Project (Africa Bureau)	AID Office of Technical Resources, Agriculture and Rural Development Division Bureau for Africa <u>Contact:</u> Dwight Walker AID/AFR/TR/ARD	Experts and TA for natural resources project design evaluation and natural resources program planning, assessment and strategy forms which supports and strengthens PVOs and NGOs involved in natural resources activities.

<u>RESOURCES</u>	<u>RESPONSIBLE OFFICE</u>	<u>TYPES OF SUPPORT</u>
Energy Initiatives for Africa Project (EIA)	AID Bureau for Africa, Office of Regional Affairs	Expertise and technical assistance for natural resources project design, evaluation, implementation and natural resources strategy development.
Energy/Development International (Contractor Offices Nairobi, Abidjan)	<u>Contacts:</u> AID/AFR/RA, AID/REDSO/ESA (Nairobi) AID/REDSO/WCA (Abidjan)	
Environmental Planning and Management Project (EPM)	AID Office of Forestry Environment and Natural Resources S&T Bureau	Expertise and technical assistance
International Institute for Environment and Development (IIED) Contractor	<u>Contact:</u> Molly Kux, S&T/FENR Through AFR/TR	
Forestry/Fuelwood Research and Development (F/FRD)	AID Office of Forestry Environment and Natural Resources, S&T Bureau	Research information on multipurpose trees and agroforestry systems
International Council for Research in Agroforestry (ICRAF)	<u>Contacts:</u> Ian Morison, AID/S&T/FENR ICRAF Nairobi	
Soil Management Support Services (SMSS), USDA Soil Conservation Service	AID Office of Agriculture, Renewable Natural Resources Division, S&T Bureau <u>Contact:</u> Ray Meyer, S&T/AGR	Information and technical assistance on soil management/conservation

3. OTHER SOURCES OF STAFF, MANAGEMENT SUPPORT

USAID/Field Mission Staff

REDSO/ESA Staff

REDSO/WCA Staff

Peace Corps Country Offices

Host Country Government

Private Voluntary Agency local, regional and headquarters staff

Peace Corps Africa Region and Office of Programming and Training Support

AID Africa Bureau

- Office of Technical Resources (AFR/TR)

Aid FVA Bureau

- Office of Food-For-Peace (FVA/FFP)
- Office of Private Voluntary Cooperation (FVA/PVC)

AID Science and Technology Bureau

- Office of Forestry, Environment and Natural Resources (ST/FENR)
- Office of Agriculture (ST/AG)
- Office of Rural and Institutional Development (ST/RD)

4. OUTREACH AND ENHANCEMENT GRANTS FOR PVOs THROUGH AID FOOD AND VOLUNTARY ASSISTANCE BUREAU (FVA/PVC)

5. OPERATING PROGRAM GRANTS (USAID MISSION DA) FOR PVOs

B. COMPLEMENTARY RESOURCES FOR PROJECT FOOD AID

Complementary resources in the form of materials, tools, equipment, staff, technical assistance, vehicles, operating supplies and facilities are almost always needed to make food-aided projects effective in achieving development impact. Some of the resources available to provide support include:

HOST COUNTRY GOVERNMENT RESOURCES:

- Staff and other in-kind contributions, including facilities
- Financial/budgetary contributions
- Policy initiatives

PVO/NGO CONTRIBUTIONS:

- Staff, organization, contact network
- Financial resources

Local community, recipient and beneficiary contributions, especially self-help participation in some aspects of food-aided projects

AID SUPPORT (FINANCIAL AND OTHER)

- 1) Partial monetization of commodities under PL 480, Title II and Section 416 of the Food Security Act of 1985
- 2) Local currencies (PL 480 Title I, III, Section 206, Section 416 of the Food Security Act of 1985, Commodity Import Program)
- 3) Dollar bilateral resources and other local currencies
 - Development Assistance)
 - Economic Support Fund) - Identify opportunities for complementing bilateral projects with food aid

C. FORESTRY - SUPPORTING ORGANIZATIONS

1. ADF - AFRICAN DEVELOPMENT FOUNDATION
1625 MASSACHUSETTS AVENUE, N.W.
SUITE 600
WASHINGTON, D.C. 20036 U.S.A.

TEL: (202) 673-3916

ADF is a public corporation of the United States authorized to work with groups and institutions at the local level. ADF makes grants, loans and loan quarters to expand community for sustained economic growth. ADF has supported groups involved in agriculture, education/training, energy, forestry and natural resources management and development. Eligibility criteria and application procedures are available upon request.

2. ELC - ENVIRONMENTAL LIAISON CENTRE
P.O. BOX 72461
NAIROBI, KENYA

ELC is a UNEP-sponsored effort to support and coordinate forestry and natural resource projects maintaining perhaps the largest data base on PVO/NGO F/NR activities. ELC provides documentation and specific technical assistance upon request.

3. ENDA - ENVIRONNEMENT ET DEVELOPPEMENT DU TIERS MONDE
B.P. 3370
DAKAR, SENEGAL

Specializing in agriculture and natural resource extension training and development materials, ENDA has produced several valuable extension models and methodologies. Upon request ENDA will often provide technical expertise and material assistance to facilitate forestry/agroforestry and pesticide management extension programs.

4. ICRAF - INTERNATIONAL COUNCIL FOR RESEARCH IN AGROFORESTRY
P.O. BOX 30077
NAIROBI, KENYA

Founded in 1979, ICRAF's work focuses on the compilation and dissemination of agroforestry-related information throughout the world. It also serves as a coordinating agency in developing and implementing agroforestry workshops/seminars for technicians.

5. ISTF - INTERNATIONAL SOCIETY FOR TROPICAL FORESTS
5400 GROSVENOR LANE
BETHESDA, MARYLAND 20814
U.S.A.

Associated with the Society of American Forests, this organization concentrates on education and information exchange through the support of workshops/seminars and publication of technical journals. Subjects covered include forest management techniques, policy, uses, as well as more technical information.

6. ITPC - INTERNATIONAL TREE PROJECT CLEARINGHOUSE
NONGOVERNMENTAL LIAISON SERVICE
2 UN PLAZA
DC-2-RM 1103
NEW YORK, NY 10017 U.S.A.

ITPC is a UN interagency effort to support and coordinate nongovernment actions in Natural Resource Management. Primarily as a documentation service ITPC facilitates interPVO contact and resource dissemination. Documentation, limited funding assistance and tracking projects in over 100 countries are the organization's primary functions.

7. NIFTA - NITROGEN FIXING TREE ASSOCIATION
P.O. BOX 0
PAIA, HAWAII 96779 U.S.A.

NIFTA is a research organization which is working on improving fixing tree species genetic quality as well as classifying and disseminating seed and technical information on request. Seed is often available in limited quantities.

8. ODI - OVERSEAS DEVELOPMENT INSTITUTE
SOCIAL FORESTRY NETWORK
REGENT'S COLLEGE
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ODI's Social Forestry Network seeks, through documentation and correspondence, to facilitate improved social forestry interventions. A quarterly newsletter keeps members informed and provides access to new information. ODI tracks several hundred projects which form the data base which will be used to coordinate and improve existing and future efforts in social forestry.

9. VITA - VOLUNTEERS IN TECHNICAL ASSISTANCE
1815 NORTH LYNN STREET, SUITE 200
ARLINGTON, VA 22209 U.S.A.

VITA has provided material and technical support to energy forestry and agroforestry project design and development for more than 10 years. Focused on appropriate technologies and small farmer interventions. In addition to literature support VITA has responded to requests for short-term technical assistance and small grants.

D. PUBLICATIONS

TECHNICAL - Natural Resources

1. National Academy of Sciences

National Academy of Sciences. 1984. *LEUCAENA*: Promising forage and tree crop for the tropics. Second edition. 100 pp.

National Academy of Sciences. 1984. *CASUARINAS*: Nitrogen-fixing trees for adverse sites. 115 pp.

National Academy of Sciences. 1984. *Agro-forestry in the West African Sahel*. 86 pp.

National Academy of Sciences. 1983 *CALLIANDRA*: A versatile small tree for the humid tropics. 52 pp.

National Academy of Sciences. 1983. *Firewood crops: Shrubs and tree species for energy production*. Volume 2. 92 pp.

National Academy of Sciences. 1980. *Firewood crops: Shrubs and tree species for energy production*. Vol I. 236 pp.

Single copies of National Academy of Sciences publications are available (free) upon request on institutional stationery from:

- BOSTID (JH - 217 D)
Office of International Affairs
National Research Council
2101 Constitution Avenue
Washington, D.C. 20418

2. AID Expanded Information Base Project

AAAS. 1984. Resource inventory and baseline study methods for developing countries. RR-3. US\$ 22.95.

CLARK UNIVERSITY. 1984. Natural resource trends in East Africa. RR-17. US\$ 9.00.

IIED. 1981. Legal, regulatory and institutional aspects of environmental and natural resource management in developing countries. RR-4. US\$ 8.00.

IIED. 1981. Legal, regulatory and institutional aspects of environmental and natural resource management in developing countries: A country case study of Ghana. RR-7. US\$ 5.00.

NAS. 1982. Ecological aspects of development in the humid tropics. RR-15. US\$ 14.50.

NPS. 1984. The value of conserving genetic resources. RR-18. US\$ 8.50.

WINROCK. 1985. Arid and semi-arid lands: Sustainable use and management in developing countries. RR-13. US\$ 10.00.

WINROCK. 1985. Guidelines for development of arid and semi-arid lands. RR-14. US\$ 10.00.

WINROCK. 1985. Guidelines for development in the humid tropics. RR-16. US\$ 10.00.

Single copies of the following are available free for USAID personnel; others at cost from AID/NPS Expanded Information Base Project. Document and Information Handling Facility. 7222 47th Street, Chevy Chase, MD 20815

3. Other Technical Citations

FAO Forestry Department. UNASYLVA: An international journal of forestry and forest industries. Annual subscription US \$ 12.00 for four issues. Available from Local Offices and FAO Distribution and Sales Section. Via delle Terme di Caracalla 00100 Rome, Italy.

Note also series of Forestry Papers and Soil and Water Conservation Papers available from FAO.

ICRAF. 1980. Proceedings of the Kenya National Seminar on Agro-forestry. 12-22 November 1980. 638 pp. (Copies available from PC/ICE)

Kamweti, David. 1982. Tree planting south of the Sahara. Environment Liaison Centre. 75 pp. (Copies available from ELC, P.O. Box 72461, Nairobi, Kenya) (Disponible aussi en Francais).

Openshaw, Keith. 1980. Cost and financial accounting in forestry: A practical manual. Pergamon Press. 188 pp.

PEACE CORPS. 1985. Forestry training manual for Africa region. PC ICE OTAPS. 806 Connecticut Avenue N.W., Washington, D.C. 382 pp.

Seyler, James. 1982. Guidelines and criteria for establishing seeding supply services and tree planting programs in Somalia. USAID/REDSO/ESA. (Available from Forestry Support Program, FVA Coordinator)

Teal, Wayne (COMP.) 1984. Pocket directory of trees and seeds in Kenya. KENGO. 151 pp. (Copies available from Kengo, P.O. BOX 48197, Nairobi, Kenya for 60 Ksh. = US\$ 5.00).

Weber, Fred W. and Carol Stoney. 1986. Reforestation in Arid Lands: Volunteer in Technical Assistance. 1815 N. Lynn Street, Arlington, VA 22209, USA (Cost about US\$ 7.00) (Disponible aussi en Francais).

Weber, Fred W. and Marilyn Hoskins. 1983. Soil conservation technical notes. Forest, range wildlife experiment station. Univ. Idaho, Boise, ID. (Disponible aussi en Francais).

4. Food Aid: General

AID/FVA. 1986. Strengthening the development potential of food for work. Final report on the Food for Work workshop December 3-6, 1985. 120 pp.

AID/PC. 1984. A guide to AID/Peace Corps/PVO collaborative programming. USAID/FVA/PVC and PC/OTAPS. 52 pp.

Bryson, Judy C., William S. Cole, Mary P. Johnson, and Alma O. Kern. Assessment/Re-design of the CRS. PL 480, Title II program in Indonesia. 1985. (Available from Forestry Support Program, FVA Coordinator)

Bryson, Judy c., Jon Cook, Bob Adams, et al. A review of the development impact of the Catholic Relief Services programs in Burkina Faso with options for future programming. July 1986. (Available from Forestry Support Program, FVA Coordinator)

Doughty, Paul L., Elizabeth Busleigh, and Michael Painter. Peru: An evaluation of PL 480, Title II, Food assistance. 1983. (Available from Forestry Support Program, FVA Coordinator)

Foreign Agriculture Service, USDA. 1985. 1985 Annual Report on Public Law 480. 70 pp. (Copies available from Forestry Support Program, FVA Coordinator)

Gall, Pirie, James Eckvoad, and J. David Stanfield. 1983. Evaluation of the PL 480 Title II program in the Dominican Republic: Final report. (Available from Forestry Support Program, FVA Coordinator)

Mellor, John and Bruce F. Johnston. 1984. "The world food equation: Interrelations among development, employment and food consumption." Journal of Economic Literature. pp. 531-574.

World Bank. 1983. Labor-based construction programs: A practical guide for planning and management. 374 pp. (Oxford University Press, Walton Street, Oxford OX2 6DP. Reference number: SBN 19-561 512-3).

WFP/Committee on Food Aid Policies and Programmes. 1984. Report of the Executive Director on Food Aid for Soil Conservation and Water-shed Management. (See above address.)

World Food Program, Committee on Food Aid Policies and Programmes. 1984. The Lesotho experience. (See World Food Program address above.)

World Food Program. 1985. Bread-winners at home and at work. (available from: WFP, Via delle Terme di Caracalla 00100 Rome, Italy).

World Resources Institute. 1985. Making common cause: A statement and action plan by U.S.-based development, environment and population NGOs. 23 pp. (Copies available from Forestry Support Program, FVA Coordinator)

ANNEX VI

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