

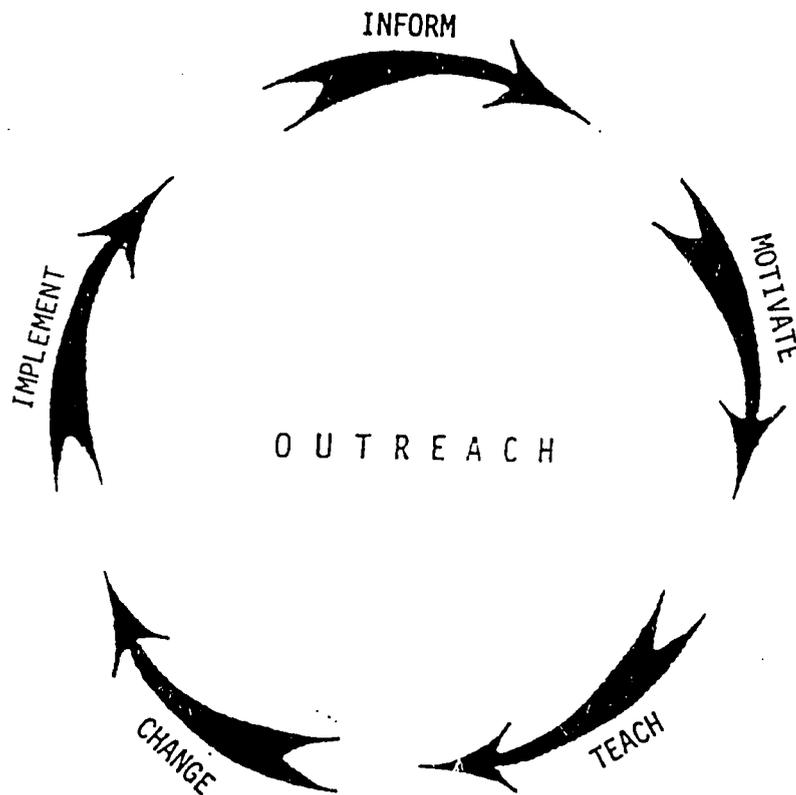


FORESTRY PLANNING & DEVELOPMENT PROJECT  
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## OUTREACH PLAN FOR SOCIAL FORESTRY PROGRAM



By

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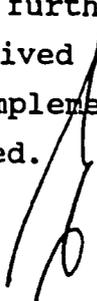
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## F O R W A R D

Farmers have been planting trees on farm lands since time immemorial but Farm Forestry as a science has been started recently in Pakistan and the launching of the Forestry Planning and Development Project is the first major initiative in this field.

2. Although large number of professional foresters of different categories are engaged in this programme, they are not specifically trained for Farm Forestry which requires different techniques, temperament, approach and working relations between the farmers and the field foresters.
3. It was, therefore, considered advisable to prepare an Out Reach Plan for the Farm Forestry Programme. This will serve as a working criteria to guide the out reach and extension efforts of all Government and USAID participants and Winrock Specialists in the Forestry Planning and Development Project at Provincial and Federal levels.
4. The plan is intended to set out standards of activities and involvement with appropriate targets in the methods necessary to inform, motivate and teach farmers and others in private sectors to grow trees for their own economic betterment.
5. Since this is a first initiative and effort of this type, its approaches will be modified and improved upon further in the light of experience gained and feed back received from the participants. I hope the Out Reach Plan will be implemented with the spirit and zeal with which it has been developed.

  
16.10.90  
(Abeerullah Jan)  
16.10.1990

OUTREACH/EXTENSION PLAN  
FOR  
SOCIAL FORESTRY PROGRAM  
FORESTRY PLANNING AND DEVELOPMENT PROJECT

I. PURPOSE

The purpose of this plan is to provide coordinated efforts of outreach and extension for the delivery of social forestry assistance under the GOP/USAID Forestry Planning and Development Project, and to institutionalize the outreach/extension roles of the Forest Departments and Pakistan Forest Institute in their expanded effort to serve the private sector of the forest economy through their Social Forestry cadres.

II. DEFINITIONS

Outreach is the combination of all those tasks which must be undertaken to INFORM people about the program and MOTIVATE them to take action. The objective of Outreach is to make people receptive to trying and learning new things; to get them involved in the social forestry idea so that the extension effort will have a receptive audience. Outreach addresses the issues as:

WHAT can be done  
WHY it should be done  
WHERE it can be done  
WHO can do it

Extension is the transfer of new KNOWLEDGE through any process of education or technology transfer in an informal context at the user's level of need and understanding. The objective of Extension is to transfer knowledge and technology to the people so that changes in behavior and economic opportunity will occur. Extension addresses the issues as:

HOW to do something  
WHEN to do it

II. OUTREACH/EXTENSION RESPONSIBILITIES, BY POSITION

A full-scale outreach program for the support of social/farm forestry in the private sector requires that the effort be clearly delineated and appropriate tasks be assigned, so that the work can be effectively coordinated from top to bottom in the organization. Every unit in the project should have a clearly defined role so that productivity will be enhanced and duplication of efforts may be held to a minimum.

Analysis of the role of the foresters in the social forestry "wing" at the Provincial level shows that their work should be almost totally outreach/extension oriented (see chart below):

PROVINCIAL PROJECT STAFF: TIME ALLOCATION (%) TO PROJECT TASKS

|                  | Outreach | Tech Trans.<br>& Extension | Administ. | Superv. | Project |
|------------------|----------|----------------------------|-----------|---------|---------|
| Dir., CF         | 10       | 10                         | 40        | 40      |         |
| Staff DFO, U&M * | 40       | 50                         | 10        | 0       |         |
| Staff DFO, Ext * | 30       | 60                         | 10        | 0       |         |
| Staff DFO, Silv  | 30       | 40                         | 30        | 0       |         |
| Staff DFO, M&E   | 10       | 10                         | 80        | 0       |         |
| DFO              | 40       | 20                         | 20        | 20      |         |
| RFO              | 40       | 30                         | 10        | 20      |         |
| Forester         | 50       | 40                         | 10        | 0       |         |
| TAT Advisor      | 50       | 40                         | 10        | 0       |         |
| Average % time   | 31       | 33                         | 26        | 10      |         |

(\* denotes new position needed at Project Director's staff level: U&M stands for Utilization and Marketing).

It will be immediately apparent from this table that normal departmental activities, in a forestry context (such as tree planting, site preparation, protection, harvesting, etc.), are not shown as work targets. This is because these activities are the inputs of the cooperating farmers, and not the inputs of the forestry staff. Monitoring and Evaluation (M&E) are carried out by the staff so that these quantifiable things can be verified; but, they are only physical targets which do not measure the changes in attitude and knowledge which are the essence of the outreach/extension effort.

Forestry staff inputs are those things which are done to lead the farmers to take action -- the outreach and extension activities. There is, of course, some nominal amount of administrative and supervisory work to be done by certain personnel, but this should be kept to an absolute minimum necessary to get the job done.

The most significant part about this large commitment to outreach/extension activities is that the project foresters conduct their work at different levels of contact, using different methods, and working with different audiences. Thus, the only methodology, as such, which is in full scale use project-wide by all social forestry personnel is interaction with people.

The time allocation, by position, shows the essential nature of the work needed to operate a social forestry program that can serve all of the farmers, private wood-using industries and other key audiences in every Province in Pakistan. An organizational chart of the Social Forestry cadre is presented and discussed later in this plan.

### III. INCENTIVE ASSIGNMENTS

In spite of all of the manpower being assigned to outreach and extension work, most of the time requirement puts foresters on the farms working with farmers in a field situation. When this happens, the opportunity to spend time developing printed bulletins, newsletters, posters, radio, television, video, and other special program aids is very limited.

It is expected that, on specific occasions, personnel of the forest departments and research institutions may be called upon to devote special effort (and extra time) to the development of these motivational and educational materials. In such cases, as an incentive to do this work, a special honorarium may be paid as a reward for extra and exemplary service.

To support this honorarium, a fund of Rs.2,00,000 is to be set aside from each year's budget from the GOP appropriation, and not from the USAID reimbursable accounts. Eligibility for this special honorarium will be pre-determined by the Inspector General of Forests on the basis of application from the Provincial P.D. which shows:

1. the type of work to be done
2. the way in which the item will be used
3. the cost of publishing the item
4. the estimated time needed to produce the item
5. the name and grade of the person assigned to the task

### IV. SOCIAL FORESTRY AUDIENCES

Effective outreach/extension work will expand the influence of social forestry concepts, ideas and opportunities through interaction with target audiences. A target audience is any particular class or group of people who are specifically chosen to be the ones who will change their attitudes, ideas, habits, or practices and join in the social forestry effort. Any person or group which can be of direct or indirect involvement in the production, harvesting, and/or consumption of wood products from private lands is a potential target of this effort.

Several target audiences have been identified, all of which have a particular part to play in making things happen. The following is a list of at least part of the audiences we should address:

1. farmers (and farm families)
2. students and teachers (school, college, university)
3. women's groups

4. timber buyers
5. absentee landowners
6. industrial wood users
7. farmer's cooperatives
8. consumers of forest products
9. research organizations
10. government officials
11. political leaders
12. the mass media
13. the general public/urban residents

This list is given for example only, and does not presume to be complete or to exclude other legitimate audiences which might be identified in the field situation. Any forester working in the project will have plenty of opportunities to identify additional audiences, or to identify distinct sub-groups within certain categories. For example, the agricultural extension service might be considered as a totally separate audience, or might be considered as part of the "government officials" category, depending on the circumstances.

The important point is that all the key people should be identified so that they can be approached as a group for project purposes.

Each audience has particular characteristics which must be fully understood in order to effectively communicate with it. Such things as literacy level, economic status, authority level, cultural and social background, location of residence, formal affiliation with other groups, etc., must be taken into account. It does no good to convince a tenant to plant trees if he lacks the authority to do so. Likewise, it does no good to give written material to the illiterate, or to use public television to reach poor farmers.

It is equally important that each member of the social forestry cadre should know who his key audiences are, and which audiences are being reached by others in the staff. Using the list presented above, the PRIMARY audience responsibilities are assigned as follows:

- \* O/IGF - mass media; general public; absentee owners
- \* PD - government officials; political leaders; mass media
- \* DFO, U&M - industrial wood users; research organizations;  
consumers of forest products; farmers with trees  
of market size
- \* Staff DFO, Silv - research organizations; tree planters;  
nurserymen
- \* Staff DFO, Ext - students; women's groups; farmer's coopera-  
tives; absentee landowners; mass media
- \* Staff DFO, M&E - government organizations
- \* DFO - farmers; timber buyers; industrial users; government  
organizations; local urban residents

- \* RFO - farmers; nursery operators; timber buyers
- \* Forester - farmers; nursery operators; timber buyers
- \* Outreach/Extension Specialist (PFI, PFRI, etc.) - research scientists; students; farmers; timber buyers; wood industries.
- \* Outreach Advisor, TAT - all contact is indirect, through the staff listed above.

#### V. THE ROLE OF THE TECHNICAL ASSISTANCE TEAM (TAT)

During the life of the Forestry Planning and Development Project as a joint GOP/USAID effort, the TAT has the primary role of advising the project cadre in the application of outreach and extension methods and structure which will lead to the permanent change in the ability of the forest departments and institutions to provide their professional and technical expertise to the forestry private sector. The TAT audience is the project staff, whereas the project staff audiences are those described in Part IV above.

The TAT will:

1. design outreach strategy which will be continuously revised or modified during implementation according to specific needs and circumstances; The strategy to be followed, is given in Appendix IV
2. train project staff, motivators, and NGOs in outreach and extension techniques and methods so that they can effectively transfer information to farmers; The training program is given in Appendix V
3. develop a pro-forma for monitoring and evaluation of the outreach program to guide its evolutionary development as needs and circumstances change; The Program developed as a first step is given in Appendix VI.
4. evaluate the outreach program at all levels in the project as to the effectiveness in reaching target audiences and advise on needed changes in method, technique, etc.

The TAT will transfer its expertise and capability for outreach/extension to identified counterparts within the various levels of the social forestry cadre as designated by the Inspector General of Forests at the National level and the various Provincial Project Directors, Director General of Pakistan Forest Institute, and the directors of provincial forest research institutions (PFRI, for example).

Specifically, past efforts have failed to provide for Staff Specialists in Outreach/Extension at the research institutions. The result has been that the work of these institutions is held in vacuum within the institution itself (or, occasionally shared with the scientific community through technical publications), and has not been extended

to the clients of the research, viz., the growers, producers, and users of forest outputs. An aggressive effort needs to be started to:

1. provide outreach of the research institutions to their clients through information and motivation programs held at station and in the field;
2. provide extension bulletins, pamphlets, and trainings for the lay public clients;
3. provide an educational forum for up-dating the field staff on the latest research findings pertinent to the technology of forestry applications;
4. provide a feedback mechanism in which researchers interact with both professional and lay practitioners of farm forestry so that future research efforts can be tailored to solve real-world constraints.

TAT will also provide leadership in the development of new and innovative motivational and educational materials by developing and testing new ideas, methods and techniques. Within all of the various methodologies listed in Part VI (below), TAT will provide direct support to the personnel responsible for taking action, but will not take independent action.

## VI. OUTREACH/EXTENSION METHODOLOGY

The methods which are outlined below are descriptive samples of some of the better known ways to reach the target audiences. It is important to note that some of the methods will apply to all audiences, while most of the methods can only be applied to very specific audiences. It is also important to remember that the choice of method also depends upon the level of authority and responsibility of the individual forester delivering the message.

### A. Use of local "Motivators"

1. Locally employed motivators, working in home villages in coordination with social foresters and RFOs. To the greatest extent practicable, these people should be farmers who have already successfully planted and grown trees on their own lands. Ideally, their farm plantations should also serve as demonstrations.
2. Kissan nursery operators, used as motivators to get people to plant the trees being produced. Their incentive is to get their neighbors to order trees from their nurseries.
3. Public officials can be very effective "motivators" if they can be encouraged to support farm forestry; when they plant trees, make public statements, or otherwise promote forestry, they give a new dimension to its importance. It is the respon-

sibility of the DFO at the district level, CF at the divisional level, and CCF at the provincial level to motivate these people to serve as motivators to the public at large.

B. Mass Meetings (planting "demonstrations", etc.)

1. These mass meetings should be held at the village or tehsil level and should be the responsibility of the RFO. Each RFO should hold at least one tree planting meeting each season, and should hold at least three additional public meetings annually on such subjects as thinning of block plantations, pruning, or marketing farm wood products.
2. DFOs should hold at least one mass meeting annually to present recognition awards to outstanding forestry cooperators in the district, as nominated by the RFOs.
3. The CF and/or his Staff officers should support these mass meetings to the extent possible.
4. These meetings should be kept as informal possible to assure that farmers have an opportunity to raise questions and enter into discussion. Formalities which involve the attendance of dignitaries should be confined to those meetings which are for purposes of recognition of farmers' work; dignitaries distract from the effectiveness of training and demonstration sessions.

C. Mass media

1. Newspapers - This is the least effective way to reach resident farmers due to the generally low level of literacy prevalent in the rural areas; but, it is one of the most effective ways to reach non-resident land-owners, industrialists, and government officials. Make a "news event" out of your project activities to attract the press; or write short feature stories about the work of a particular farmer or group, and take it personally to the news editor. Use photos if possible to make the article stand out in print. Get personally acquainted with the editor of your local newspaper, and be sure to notify him when you are going to hold some public event. DON'T try to tell the editor what to print, and DON'T expect him to show up personally to cover a story.
2. Radio - regular usage aimed at farmer audiences can be very effective, especially if the program can be recorded in the field and is centered on the interview of a local farmer. Sometimes a forester can be effective on the radio, if he is describing the activities of a group of local people, or is presenting some new and specific information.
3. Television - this is a good way to contact the urban - based audiences, either as news coverage of a special event, or as

an occasional short special feature about the program. Because of the high cost of TV time and the restricted availability to farm audiences, it must be used very judiciously. Television production must also be very carefully scheduled ahead of time if you expect to get good "event" coverage.

4. Video - professional and good amateur video production for portable display at the village level is a good information and motivation tool. If carefully prepared in short segments of 5-8 minutes, it can also be an effective extension education tool for teaching new or improved techniques, if accompanied by a forester who can further explain the details and answer questions.
5. Media "tours" and briefings - it is important to try to inform and motivate the editors and reporters in the mass media, just as you would farmers. They will use their talents to support the program effort IF they understand it and are made to feel that they have an important role in the effort. CCFs and CFs should be sure that all of their media representatives are provided an opportunity to visit the project on a field tour; and, it is ESSENTIAL that they be able to talk directly with farmers while on tour. These tours should never take up more than one-half day, or the media people will be unlikely to attend because of their news production deadlines.

#### D. Newsletters

1. Newsletters are a fair way to get information to farmers IF produced at the Provincial level and in a local language; they should be short on words and well filled with pictures. A good newsletter for farmers is usually not over four pages in length. The message must be clear, concise, and to the point.
2. Nation-wide newsletters have their greatest impact on non-farm audiences, and the kinds of articles printed should keep that fact in mind. The most valuable type of national level newsletter would be one directed at the industrial wood users with their specific needs and interests in mind.
3. Mailing lists are difficult to maintain and must be constantly revised and up-dated if the newsletter is to be effectively distributed to the target audience.

#### E. Farmer Recognition (see Appendix III)

1. One of the most effective motivational activities in the outreach program is the regular (annual) recognition of those farmers who have performed and worked on their project lands to the extent that they have met or exceeded some assigned standard of success which makes them eligible for special recognition.

2. A recognition program will work well if it is properly organized and publicized, and if the judgment of who is eligible is properly and fairly carried out. The RFO is the key person in this process. Based upon his personal knowledge of the cooperating farmers in his tehsil, it is his responsibility to make the proper nominations and present them to the DFO for evaluation and approval.
3. Awards for foresters are not a proper part of this effort, except to the extent that the RFO sponsoring an award winner should get proper public recognition for his part in the process.
4. Cash awards which have been proposed/used are generally not as important to the farmers as the chance to receive public recognition for their efforts (give them something that money can't buy); give them public recognition for their work by making presentations at meetings, putting their pictures in the paper, interview them when producing radio and video, etc.;
5. The recognition program should be standardized at the national level, but implemented by the Provinces.

#### F. Farmer's Tours/Workshops

1. The primary responsibility for holding these tours is with the RFOs because the majority of them should be conducted within the tehsil, on a farm to farm or village to village basis. Secondary responsibility is with the DFO for those tours that will involve more than one tehsil. Finally, the CF and/or CCF may be the responsible party for those tours held above the district or province level.
2. Tours of the demonstration areas and of other farms in which good accomplishments and/or new ideas have been done are very popular with farmers, but time-consuming and difficult to arrange in some cases. Transportation and lodging costs, as well as farmer's time away from their fields are some of the major constraints.
3. The greatest advantage of farmer's tours is to be able to show farmers something on another man's farm, then to let them discuss it amongst themselves.
4. The research institutions have an important role to play in the hosting of farmers and other project clients to field days at their respective research fields. These can be done as "open to the public", by special invitation to certain user's groups, or in collaboration with the CCF and/or CF.

#### G. Pamphlets, bulletins, and other printed information:

1. Farmers need some short, simple, and direct printed information for technical reference. These items are necessary whenever there is a complicated procedure to follow in accomplishing certain tasks, i.e., nursery operations, layout of plantations, protection against pests, thinning of stands, watering schedules, marketing, etc. Production of this material is the primary responsibility of the Staff DFO, Extension, in collaboration with the other staff in his province and the appropriate research personnel.
2. New findings from research need to be put into simple language format and distributed to farmers on a routine basis, quickly and simply, by issuing them through all project personnel who are in direct contact with the farmers. This will be primarily the RFOs and the social foresters, but can also be facilitated through agricultural extension in some cases.
3. Unlike most of the "outreach efforts" listed above, these are "extension" materials. Their purpose is to transfer technical information in a readily understandable way, rather than simply to inform and/or motivate.
4. All field level forestry staff should have enough direct contact with farmers that they will know what kinds of questions are most frequently asked, or what kinds of problems are most frequently encountered, so that they can assist in the development of this kind of material.

#### H. Demonstrations

1. Most demonstrations should be of the static or self-interpretive kind, where people can look, see, read, touch, walk through, etc., to form their own impressions. This is the outreach type of demonstration.
2. Demonstration areas should be in clear public view (as at the edge of a village or near to a major roadway) with good signs explaining what they are and how they were sponsored.
3. These areas should secondarily serve as visit points for farmers tours/workshops, as well as opportunities for on-farm research trials in collaboration with the research institutions.

#### J. On - Farm Direct Technical Assistance:

1. This is the "face to face" working with the farmer and farm family, in the farm field, to provide technical advice, consultation, problem-solving assistance, and develop the strategy for the farm forestry plan; it includes nursery farmers as well as those who already have trees or are going

to plant trees. It is primarily an extension education method because it is designed to teach the cooperators how to develop his plan and put it into action.

2. The technical phase comes after the information and motivation phases of the outreach program have already succeeded in getting the farmer to take action.
3. The built-in disadvantage of this method is the small number of people which can be assisted at one time (one farmer or one family, in most cases).
4. The advantage of this method is that it is the point at which real accomplishment can be measured on the ground, and real changes occur in the farming system.
5. Case files of each cooperating landowner assisted on the farm should be developed and maintained at the RFO level. These files should be complete so that the next RFO in that tehsil can know what was done, when it was done, and what should be the next most likely management step to be taken. Files should also show any special problems, noteworthy accomplishments, and/or any new ideas which the farmer has tried or suggested.
6. Shortage of staff makes it desirable to try to work so that a group of farmers in one neighborhood can be assisted in the same day, thus conserving travel time, etc. This problem can also be reduced by putting in more demonstration plots so that a group of 10-20 farmers can be brought together for the technical transfer phase.

## VII. THE OUTREACH ROLE OF PROJECT FORESTERS

A successful outreach program will involve both individual responsibilities and institutional responsibilities. The institutions must provide the mechanism and continuity of effort to make things happen, provide technical production support, and coordinate the outreach effort in an orderly and professional way so that procedural routines are established and maintained.

The individuals within the organization must all be alert to opportunities to use one or more of the outreach methods described above so that the momentum of effort is maintained and expanded. In a program such as social forestry, the ultimate job is to get people to help themselves and to act in their own best interests.

The institutions and the individuals must work together to make the outreach happen. Institutions depend upon individuals for the ideas and the recognition of what is needed. Individuals depend upon the institutions to provide the support mechanism to make the idea into a workable and usable outreach "product".

A. The Outreach Role of Individual Positions:

| LINE OFFICER RESPONSIBILITIES |     |            |    |     |     |            |
|-------------------------------|-----|------------|----|-----|-----|------------|
| METHOD                        | IGF | DG/<br>PFI | PD | DFO | RFO | SOC<br>FOR |
| Motivators                    |     |            |    | 3   | 2   | 1          |
| Mass Mtgs                     |     |            | 3  | 2   | 1   | 2          |
| Mass Media                    | 1   | 3          | 2  |     |     |            |
| Newsletters                   | 4   | 3          | 1  | 2   |     |            |
| Recognition                   | 4   |            | 3  | 1   | 2   | 2          |
| Farmer Tours                  |     | 4          |    | 2   | 1   | 3          |
| Bulletins                     | 4   | 1          | 2  | 3   |     |            |
| Demonstrations                |     | 3          | 4  | 2   | 1   | 2          |
| Direct Tech Asst              |     | 4          |    | 3   | 1   | 2          |

\*\*NOTES\*\*

- 1 = primary lead responsibility
- 2 = direct support to leader
- 3 = technical support to leader
- 4 = institutional support to leader

1. Inspector General of Forests:

This position is primarily responsible for coordinating and conducting the mass media effort at the national level and the provision of National support for the Recognition of Farmers. If there is to be a non-farmers Newsletter, for the purposes of gaining political and financial support, the IGF would also oversee that. In all ways, the outreach responsibility at this level is to make sure that the general public of Pakistan is well informed about farm forestry and its contribution to national economic development. This position also provides policy guidance and financial support for the production of bulletins, pamphlets, etc.

2. DG/PFI (and Provincial Research Station Directors):

Responsible for the writing and technical production of bulletins, pamphlets, management notes, etc., for the farmer audience. If the production of information is based upon new and/or current research findings, this responsibility includes the popularization of the findings into common language so that it can be understood and used by farmers. This position is also responsible for providing technical content support to the leaders responsible for the production of mass

media, newsletters, and on-farm demonstrations; as well as institutional support for the farmer's tours, on-farm demonstrations, and direct technical assistance programs. In all cases, it is advisable that each research organization staff should include one full-time position in Outreach/Extension to assist the Director in fulfilling this important institutional support to the Social Forestry program.

### 3. Provincial Project Directors:

Direct primary responsibility for the production and distribution of Newsletters within the Province. Direct supporting role to the IGF for Mass Media coverage; and to research Institutions for productions of farmer's bulletins, pamphlets, etc. Technical and coordination support to DFOs for mass meetings and for farmer's recognition activities.

### 4. DFO:

Direct responsibility for the conduct the farmer's recognition programs in the District. Direct support to the PD for newsletter content and preparation, and to the RFOs for conduct of mass meetings, farmer's tours, and establishment of demonstration areas. Technical support to the research institutions for content of farmer's bulletins; to the RFO for providing direct technical assistance to farmers; and to the Soc. Forester for the selection and supervision of motivators.

### 5. RFO:

Direct responsibility for arranging, organizing, and conducting: mass meetings; farmer's tours; establishment of demonstration areas; and the provision of direct technical assistance to the farmers/landowners. Direct support to the DFO for the nominations of farmers for special recognition; and to the Social Foresters for use and supervision of motivators.

### 6. Social Forester:

Direct responsibility for the day to day working of the motivators. Direct supporting role to the RFO for mass meetings, farmer's recognition, establishing demonstrations, and for providing technical assistance to farmers. Provides technical support to the RFO for the conduct of farmer's tours.

## VIII. THE CONCEPT OF THE PROGRAM DESIGN

The outreach/extension effort is not a straight-line, step by step system; it can best be described as a continuous process of activities operating in all major elements (information, motivation, technology transfer, and adoption) at the same time, depending upon the level of

knowledge and the identified needs of any particular target audience or group. It is a continuously expanding loop of sharing information and knowledge to an audience which is constantly changing as learning progresses and changes occur. It is never "finished" because new levels of knowledge create new opportunities and increasing levels of sophistication in the needs to be addressed.

For example, even though the majority of our first efforts might be targeted to get farmers to plant trees, there are a certain number of farmers that already have trees growing on their lands. From the point of view of the outreach program, these farmers are a separate audience because their level of involvement and knowledge is different. Instead of motivating and training them to PLANT trees, we will need to inform, motivate and train them in the concepts of pruning, thinning, and marketing of trees. Our knowledge-sharing work will be a combination of technical service and education toward self-help.

An effective "outreach" system is designed to get people to act in their own interests to learn something new. When the motivation phase has become successful, people will be seeking out the answers to their questions. When people begin to ask questions, then effective "extension" TRAINING or TEACHING can take place. It is at this point that the extension program should deliver some kind of training or technical information designed to answer the questions and prepare people to, once again, take the next step on their own initiative. Once again, the technical service aspect of extension is always there, when outreach has been successful.

Extension can, from the training point of view, be considered to be a problem-solving approach to getting changes accomplished. Depending upon the sophistication, education, literacy level, or particular motivation of the audience, the extension program seeks to design materials to fit the current needs which are being expressed. In this context, outreach and extension are both PROCESSES which are never completed, but which gradually move the target audience along from one level of knowledge or activity to the next higher level, WHEN THE AUDIENCE IS READY TO CHANGE.

This is not the same as the T&V system of extension which, by contrast, tries to pre-determine all of the needs of its narrow-based (farmer) audience, and then mechanically proceeds to deliver the message whether or not it addresses the current questions in the minds of individual farmers.

## IX. COMMUNICATIONS:

The cardinal rule of outreach is effective communications. It must be a two-way process, managed in such a way as to allow full participation by the audience

Communication should be thought of as a continuous loop in which ALL of the participants share ideas and problems, and work together to find solutions. As the opportunity to do research arises, it should be

cooperatively developed with the concerned audience as full participants, involving the research scientist as a part of the team effort.

Effective communication requires that you KNOW YOUR AUDIENCE. If you have done a good job of identifying the target audiences in your project, then you will know which technique of communication to use most effectively.

Farmers, for example, will respond best to those things which are VERBAL and PHYSICALLY VISIBLE. You will get much better response from them by getting them together and talking with them, and by taking them to a field demonstration. This allows them to share ideas with their neighbors, and lets them actually touch, feel, and see the nursery or plantation or other thing you want them to take up. Since the field demonstrations are, ideally on the lands of a fellow farmer, the target audience can quickly relate to how the same idea can be adopted or modified to suit their own situation. DON'T EXPECT FARMERS TO BE MOTIVATED BY LISTENING TO SPEECHES OR READING HANDOUTS.

Absentee landowners, industrial wood users, and political leaders can be easily informed and sometimes motivated to take action by the use of professionally developed mass media campaigns. The purpose of mass media is to INFORM. If there is some MOTIVATION as a result of mass media, it is usually only enough to get the interested person to the point of asking for additional information. At this time, real motivational effort needs to be developed by personal contact and face to face discussion of the opportunities available through the program. We should not expect to make any meaningful TECHNICAL TRANSFER through the media. If it happens, it is only incidental.

## X. OUTREACH AND EXTENSION TARGETS, BY YEAR

The establishment of targets under this plan is done at several different echelons, depending upon the audience, the methodology, and the level of authority of the person responsible. The lowest echelon treated here is the Social Forester.

| ITEM                     | NUMBER AND YEAR |       |       |
|--------------------------|-----------------|-------|-------|
|                          | 90-91           | 91-92 | 92-93 |
| -----                    |                 |       |       |
| Motivator Assistance:    |                 |       |       |
| - per Soc. For.          | 10              | 15    | 20    |
| - per RFO                | 5               | 5     | 5     |
| - per DFO                | 5               | 5     | 5     |
| Mass Meetings:           |                 |       |       |
| - per RFO                | 5               | 5     | 5     |
| - per DFO                | 2               | 2     | 2     |
| - per P.D.               | 2               | 2     | 2     |
| Newspaper Stories:       |                 |       |       |
| - per DFO                | 2               | 4     | 6     |
| - per P.D.               | 4               | 4     | 4     |
| - PFRI                   | 2               | 3     | 4     |
| - PFI                    | 4               | 8     | 12    |
| - IGF                    | 6               | 12    | 12    |
| Radio Programs:          |                 |       |       |
| - per DFO                | 4               | 8     | 12    |
| - per P.D.               | 6               | 6     | 6     |
| - PFRI                   | 4               | 4     | 4     |
| - PFI                    | 6               | 6     | 6     |
| - IGF                    | 2               | 2     | 2     |
| Television Programs:     |                 |       |       |
| -PFRI                    | 1               | 1     | 1     |
| -PFI                     | 1               | 1     | 1     |
| -IGF                     | 1               | 1     | 1     |
| Media Tours:             |                 |       |       |
| -per P.D.                | 1               | 1     | 1     |
| -PFRI                    | 1               | 1     | 1     |
| -PFI                     | 1               | 1     | 1     |
| Newsletters:             |                 |       |       |
| -per P.D.                | 2               | 3     | 4     |
| -PFRI                    | 2               | 2     | 2     |
| -PFI                     | 2               | 2     | 2     |
| -IGF                     | 4               | 4     | 4     |
| Farmer Recognition:      |                 |       |       |
| -per RFO                 | 1               | 1     | 1     |
| -per DFO                 | 1               | 1     | 1     |
| Farmer's Field Days:     |                 |       |       |
| -per RFO                 | 4               | 4     | 4     |
| -PFRI                    | 2               | 2     | 2     |
| -PFI                     | 4               | 4     | 4     |
| Industry Field Days:     |                 |       |       |
| -per DFO                 | 3               | 4     | 5     |
| -per P.D.                | 2               | 2     | 2     |
| Extension Publications:  |                 |       |       |
| -PFRI                    | 5               | 10    | 10    |
| -PFI                     | 10              | 15    | 20    |
| Demonstrations:          |                 |       |       |
| -per RFO                 | 5               | 5     | 5     |
| On-Farm Technical Ass't: |                 |       |       |
| -per Soc Forester        | 150             | 200   | 250   |
| -per RFO                 | 200             | 250   | 250   |
| -per DFO                 | 250             | 250   | 250   |
| -----                    |                 |       |       |

Timing of these events and activities, the subject matter, and the selection of audience should be left to the discretion of the responsible person in consultation with his immediate supervisor. The intent of this substantial amount of effort is to keep the social forestry cadre on the move, out of the office, and in constant contact with people (clients). Daily interaction with the target audiences is the best possible means of assuring program success.

## APPENDIX I

### SELLING FORESTRY TO FARMERS

#### INTRODUCTION :

The concept of Social Forestry creates a new set of challenges for the professional foresters in the Provincial Service. The focus is on PEOPLE instead of on TREES. The measure of success of your effort will ultimately be the number of people which you have helped to improve their quality of life through the use of trees. To that end, it is important that you should determine to "give away" all of your knowledge so that other, less fortunate people, can gain from having known you.

In Social Forestry, you are a Forest Officer in name only. Your real purpose is to be a motivator, counselor, helper, friend, advisor, and TEACHER. Since you will have to apply your knowledge through the actions of others, you will soon discover that the farmer can make forestry decisions that are only as good as the information he gets to guide him through the thinking process. YOU are his best (perhaps ONLY) source of that information, and he depends on YOU to guide him.

In the process of giving away your knowledge, you will find that the more you give away, the more you also will learn. The well-seasoned Social Forester will find that he has learned as much from the farmers as he has taught to them. This sharing is the basis of real understanding. He will know that it is much more effective to SHOW someone how to do something than it is to TELL him how, and that the best result is gained by working shoulder-to-shoulder with his "student". It may be easier to "get the job done" and to "meet the targets" if you simply hire the labor or machinery to do the job for the farmer. But, the farmer doesn't really learn this way and doesn't feel a sense of responsibility for the work, and as soon as you go to the next farm, the one you have "helped" will frequently fail.

Tree growing ideas and techniques transfer pretty easily to farmers because we are working with living plants in the farm environment which the farmer already knows quite well. But, you will discover that there are a lot of wrong ideas which have crept into the farm culture over many generations. These things must be carefully pointed out in such a way that the correct information is learned by the farmer without causing him any embarrassment, and without challenging his traditions unnecessarily.

The simplest question requires careful and direct response. Until you can gain the farmer's confidence to the point where he feels comfortable asking questions, he is not ready to learn what you have to offer. If he is not ready to learn, you have not gained his trust nor adequately motivated him, and he will not be willing to make the changes you want him to take up.

## IDENTIFYING EARLY ADOPTERS:

It has been generally proved that, within any social unit (family, village, city, etc.) there are only as few as 3% of the people which are truly innovative enough or curious enough to try something new. Even among these people less than half of them, at any given moment, will have the financial strength to risk trying a new idea. These people have been variously labelled as "early adopters", "key men", "progressive", etc. It isn't so important what we call them, as long as we can identify them and gain their confidence. Almost everything we do depends more upon how we deal with people than it does on how much technical knowledge we have. But, you must still have the technical knowledge in order to have the right amount of confidence in your OWN ability to do the job.

One of the best ways to find the early adopters in any community is to quietly observe what is going on in the day to day business of that community. What you are looking for is some kind of differences between the people which can't be explained solely on the basis of social status, money, political power, or formal education. Especially when dealing with farmers, you are looking for someone who has taken the extra time and effort to make his farm and home look different from the average. Maybe it is as simple as planting flowers by the courtyard gate, or as specific as a piece of farm machinery which has been modified or altered by the farmer in order to improve it. In either case, he will be a farmer that has been successful enough to be able to invest some time and money into trying something new, without the fear of failure.

You must always remember that the farmers of today are the product of thousands of years of successful survival in working with nature, the land, and the elements of chance. Because of this, farmers are usually very cautious about stepping outside the boundaries of those things which they know, by experience, will be able to sustain their livelihood. With this in mind, you should always be ready to accept the slightest amount of willingness of the farmer toward change. Then, by continuing to work with him and to gain his trust and confidence, you will be able to encourage him to make further changes. If he is willing to plant only one tree, or five, or 100, consider it to be the first foundation block in the new experience. Encourage him, and make sure that he does it right, so that his first effort will succeed.

This need to succeed in the first attempt at something new cannot be over-emphasized. The risk of failure is always with us. It is better to work a long time getting one farmer to succeed, than to tackle 100 farmers and have 10 of them fail. Especially in the early stages of your project activity, avoid trying so hard to convince the skeptics lest you end up with a lot of failures because these people were not thoroughly motivated to do a good job. Try to be enthusiastic about your Social Forestry effort without going so far as to exaggerate the results the farmer can expect to get. A good plantation might be 100% successful from the technical forestry point-of-view, and still fail IF the farmer's expectations are too high. When estimating the growth rate, the future value of the trees, etc., be CONSERVATIVE in your

estimates. Then, if the farmer gains more than you predicted he will be more satisfied with the results.

## UNDERSTANDING THE FARMER'S MOTIVES

We foresters come to our professional work with a particular perspective which is instilled in us by the long traditions of the profession. We are motivated to do things for the long term public good, with the viewpoint of society's needs being superior to the needs of individuals. We are concerned about the next generation as much or more than we are about the present generation, and we pay great attention to such things as the long term conservation and protection of the forest, water and soil resources. In doing this, we frequently look upon the management of timber from the long-term silvicultural requirements of the stands, and rarely consider it in the sense of an economic enterprise. This is why we must be ready to change our approach to forestry when dealing with farmers.

Farmers are motivated to do those things which will increase their cash income quickly, improve the living conditions for their families, assure their survival, and provide them a source of emergency cash reserves to protect them from unpredictable financial disaster. They are not likely to take up anything which requires investment of their limited resources into the support of something which benefits other people or society UNLESS it first benefits them personally.

It is especially important to realize that soil conservation (which protects the interests of society) is not as likely to be practiced by farmers as is water harvesting/conservation (which can improve the farmer's crop production). It is important that the Social Forester thoroughly understand and appreciate the farmer's point of view in this respect. He has nothing AGAINST the idea of benefitting society as long as he feels his personal benefit is adequate and is assured first.

Foresters can justify their assistance to the private motives of farmers quite easily if they change the focus of their thinking slightly and concentrate on a few key points:

1. If farmer's income can be increased, then they become more productive members of the society;
2. If farmers produce more trees for home and/or market, then the additional wood supply will help to reduce depletion pressure on the public forests -- which will lead to improved forest cover and improved soil and water conservation on the public lands;
3. If farmers make good profit from the growing of trees, then the wood using industries will have a long-term and reliable new source of raw materials -- which will help Pakistan economically by saving costly imports of raw material;

4. If farmers adopt good forestry practices, then more acres of land will become productive, overall farm production will increase, and the environment will be improved;
5. If the Social Forestry program is successful, then we will have new opportunities for economic development through the expansion of industries and the creation of more jobs in the private sector.

#### EXPANDING ON SUCCESS

Even when you spend all of your effort transferring new ideas to farmers and putting technical information into a form which farmers can easily understand, the most effective way to expand the program to new farmers is to get the "early adopters" to tell their neighbors. Farmers trust their own kind to such a great extent that just a few words from one farmer to another, spoken with the conviction and enthusiasm of personal experience, can do more than all of the meetings, pamphlets, free lunches, and tours that you might produce.

It is also true that this same effective force can work against the expansion of your project efforts if the "early adopters" fail or are dissatisfied with the results of their forestry efforts. Many times the administrative officials in a project effort will tend to be critical if they think you are spending too much time with the same people, or if they think you are not reaching enough people. But, especially in the early stages, QUANTITY should give way to QUALITY. Each successful farm forestry cooperator becomes more important than 5 new foresters on your project. The motivation of success is the "pollen" to make the program grow and spread. DON'T ALLOW HIM TO FAIL!

#### EXPANDED CLIENTELE

The Social Forester should develop the habit of thinking of farmers as business "clients" or "cooperators", much in the same way that other professionals working in the private sector refer to their customers as clients. The relationship is, in fact, one of counselling and advising clients as to how to change their operations for their own best interests.

But, farmers are not the only clients in the Social Forestry effort. Timber buyers, middle-men, transport operators, and all kinds of businesses and industries which use wood and wood products are part of the diverse client group. The forester and all of his various clientele are inter-dependent upon each other to make the Social Forestry initiative work.

If the Social Forester works only with farmers as clients, he will never be able to make his work totally credible to the private sector he is trying to serve. If he ignores the role of the timber buyer in the market place he will miss the opportunity to assist farmers in cashing in on their production. If this happens, the farmers will quickly

lose interest because they usually aren't growing trees for fun, and really need the services and marketing expertise of the timber buyers to harvest and move the wood in commerce.

It is quite common for foresters to take a critical view of the timber buyers and middle-men, and to even accuse them of taking unfair advantage of farmers. There is, typically, some kind of "official" attitude that timber buyers are "bad" and should be put out of business. But, if that happens, how will the farmer market his wood? Most farmers will market only small quantities at any one time, and can usually not afford to spend days of valuable time trying to find a place to sell their trees. One answer is to set up government marketing companies to do this work for the farmer; but, we need only to look at the corruption of these operations in other places, and their tendency to become price control agencies, to understand that this merely puts government back into the middle of a system which we are trying to design with minimum government intervention.

Remember that these timber buyers provide a lot of employment and that they will be put out of work if government steps in. If there are serious problems of cheating, price fixing, or other ways in which the farmers are not getting their fair share of the value, then it is a problem of EDUCATION of the farmers and buyers. Timber buyers will be suspicious of the intent of the foresters initially (just as the farmers were). But, when they discover that the foresters are interested in treating them as clients, and in offering to help them improve the efficiency and profit of their operations, they will begin to cooperate with the project just as the farmers have done.

Both the farmer and the timber buyer have an important role to play in the private forestry sector, and both have the right to a fair and equitable share of the profits from the program. Success is achieved when both parties are improved economically as a result of the Social Forestry effort.

## MEASURING SUCCESS

After much effort and attention to the motivation and training of the early adopters, you will come to the point where farmers will begin to seek you out for advice and technical help in starting a nursery, a tree plantation, marketing their wood products, or solving technical problems. When your workload gets to the point that at least half of the people you are working with are the ones who have APPROACHED YOU initially, then you know that the project will continue successfully. Success builds new success.

Traditional forestry on the public lands has established its own particular ways of measuring success: numbers of trees and/or acres planted, miles of roads and trails constructed, volume of timber cut and/or sold, acres of stand improvement work done, etc. However, working in the private sector requires a new set of measurable objective outputs: number of people assisted, contact hours of training, number and attendance at public meetings, kind and number of news stories actually

published (radio, TV, press), number of farm forestry management plans prepared, number of farmer's guides (bulletins, etc.) produced, and so on. Note that the number of trees and the number of acres planted MIGHT be helpful to know, but it is the number of people actually involved in forestry activities that will be of the greatest long-term importance to the success of your efforts.

## APPENDIX II

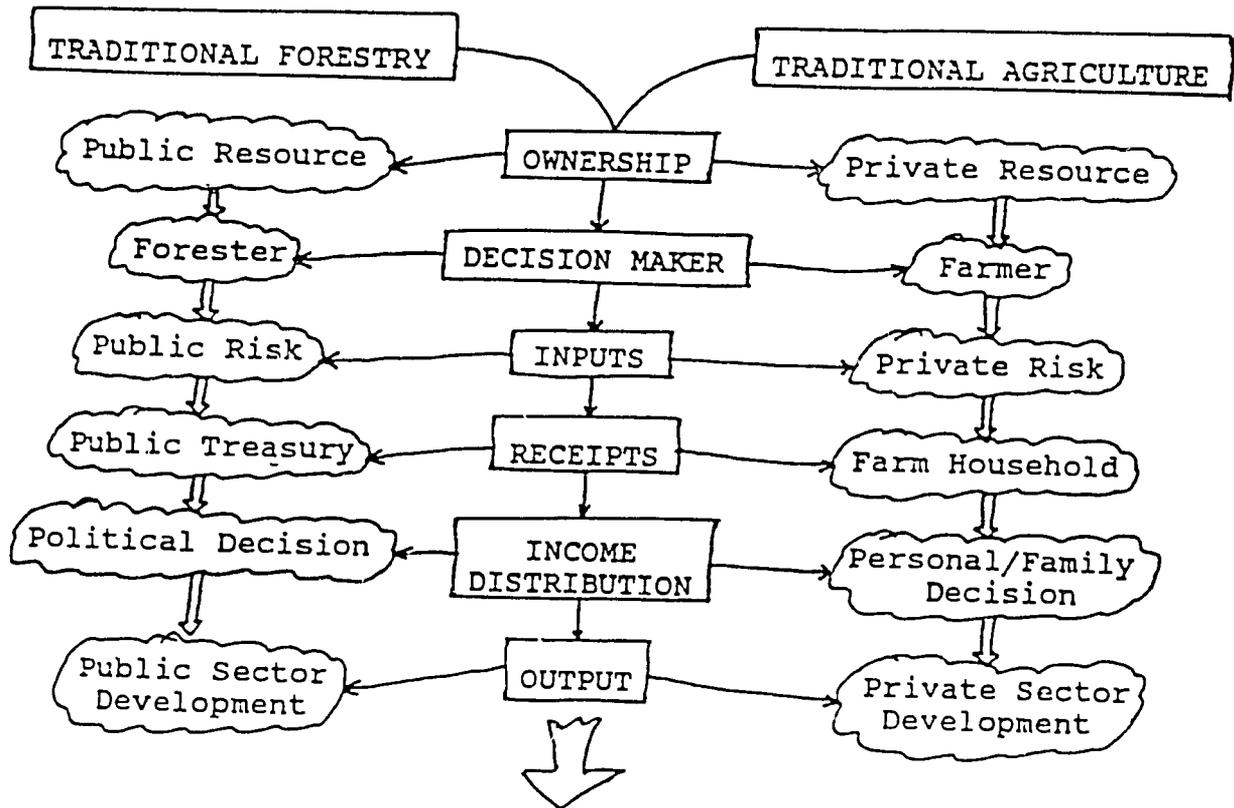
### CONTRASTS BETWEEN FORESTRY AND AGRICULTURE

Farmers, the specific target audience of agricultural extension, have been tilling the land for centuries, and have constantly looked for better ways to do specific tasks which they already understand thoroughly. The BIG target for farmers is to produce more grain so that they might improve their standard of living. If research comes up with a way to plow differently, trap more water on the soil, grow higher-yielding varieties, improve harvest efficiency, etc., farmers will be interested if the new practice increases their production by only a few percentage points.

When these same farmers take up forestry practices, they are generally so in-experienced with the production of tree crops that the details and fine-points of cultural management are not even of concern. Most of them will know something about CUTTING trees, and many of them will have a few trees on their farms which have come up naturally and have been protected for future use. But most of them will not understand how to handle the seeds from trees, and most of them will not have planted any trees before (except perhaps fruit trees).

There is not a uniform and standard body of knowledge among the farmers when it comes to growing trees, and this makes the outreach job more difficult. On the other hand, there is frequently some kind of folk-lore about trees which may be negative in one area and positive in the next. The forester needs to be alert to these things and try to find some way to turn them to advantage when dealing with farmers.

The following chart is offered in order to help better understand the differences which must be overcome between traditional forestry and traditional agriculture so that a successful social forestry program can be conducted. The key point in this chart is the "decision maker" and how his decisions carry through. The forester, as decision maker in the public sector, is separated from responsibility for the outcomes in terms of how the results are distributed in the economy; but, the farmer, as decision maker, continues to be responsible for the distribution of the outputs he creates, and his livelihood depends upon successful outcome in a very direct way.



The chart above shows some of the contrast between forestry and agriculture which the Social Forester must be particularly sensitive to. When the forester enters the farm gate, he is no longer the decision maker; he has become a technical advisor and teacher with the responsibility of guiding the farmer in the decision making process. The program will not succeed until the farmer makes wise decisions which lead to action and commitment on his part. Even if the decision is NOT to plant trees, it is the forester's duty to help the farmer see all of the alternatives as the decision is developed.

APPENDIX III  
RECOGNITION OF TREE FARMERS

BACKGROUND

It is desirable to set up some standard system for public recognition of farmers who have done an outstanding job of planting, growing, and managing trees on their farmlands. The intent of this Appendix is to outline a set of uniform standards which can be applied objectively and without bias in determining the eligibility of any farmer for the recognition program. The standards outlined below are set in such a way that every farmer may qualify if he works at it.

STANDARDS

1. Must have completed at least 3 years of active tree farming, including appropriate activity under a, b, and c (below):
  - a. A management strategy developed with the advice of a forester (not necessarily a written plan, but written plans should be encouraged);
  - b. Active in tree planting (unless managing natural or planted stands over 3 years old);
    - i. Has planted at least 2,000 trees over these 3 years with at least 90% survival, or has direct seeded at least 1 acre; or,
    - ii. Has planted and/or maintained tree borders on at least 75% of the perimeter of his farm lands during the past 3 years (regardless of the number of trees required); or,
    - iii. Has planted at least 10% of his ownership to trees over the past 3 years (regardless of the acreage and number of trees involved); or,
    - iv. Has produced and distributed at least 1,50,000 nursery seedlings from his own farm nursery under a forester's guidance.
  - c. Effective protection of trees from damage by fire, livestock, insects and diseases.
2. Has used farm produced wood from his management program within the past year; this can be for direct on-farm use or for sale to others. Please specify the kind, amount, and market value of wood harvested and used.

3. Has motivated others to plant trees in one or more of the following ways:
  - a. Inviting others to visit his plantation(s); or,
  - b. Speaking about farm forestry at public meetings; or,
  - c. Visiting other farmers to offer advice and encouragement; or,
  - d. Other noteworthy efforts (please specify).

#### AWARDS

1. When a farmer, upon his own application for recognition or upon sponsorship by the RFO, meets the standards stated above, he will be eligible to receive a standard "Lok Shejarkar" sign which he can display in public view outside his home or at his plantation. These signs will be provided by TAT and sponsored by cooperating NGOs. They should be presented by the RFO and DFO in public ceremonies, with coverage by the press.

2. Annually, a district "Tree Farmer of the Year" award should be made, based upon nominations from the RFOs from among the farmers who have already earned the "Lok Shejarkar" sign. Each RFO should nominate only one farmer which he thinks has done the best job during the preceding years. A detailed report of the RFO about the nominee should be sent to the DFO who will, in turn, sit with the District selection committee to determine the District winner. In addition to the DFO, this committee should be made up of at least two representatives of the wood industries in the District and previous years' District winners (during the first year of selections, TAT will represent this place on the committee until the first District winner is selected).

The District winner will receive a handsomely designed wall plaque engraved with his name and the date of the award. This award should be presented in a public ceremony by the appropriate CF. In addition, the RFO who nominated the district winner will receive recognition at the same ceremony.

3. The same system could be developed for selecting Provincial winners from among the District winners.

## APPENDIX IV

### THE OUTREACH STRATEGY

The strategy of this outreach plan is to involve people in helping each other, and themselves, to improve their standard of living through the use of appropriate farm forestry activities. The Social Forestry staffs of the project are the catalyst in this effort by virtue of their responsibility to fulfill their specific assignments. But, the real accomplishments will be made by the private individuals who are motivated to learn, share new ideas, and take action to further their own interests.

Plainly stated, the over-all strategy is to teach forestry principles to all interested parties in the private sector so that they can successfully use tree crops in any way that will suit their purposes.

To accomplish this strategy, the following actions need to be taken by the Social Forestry staffs:

1. Each and every forester assigned to the project has a specified allocation of his work time and responsibilities for outreach activities, as listed on pages one through three of the plan;
2. Audiences for outreach efforts have been identified and specific project personnel have been assigned, by position, for targeting their outreach efforts to specific audiences as shown on pages three through five of the plan;
3. According to the specific audience characteristics, locations, and capabilities to respond and interact, specific methods of outreach will be used to maximize the ability to motivate, communicate, and transfer technology (see pages six through eleven) as follows:
  - a. local motivators
  - b. mass meetings
  - c. mass media (press, radio, TV)
  - d. newsletters
  - e. farmer's recognition awards
  - f. farmer's and industrialists tours and workshops
  - g. pamphlets, bulletins and other printed information
  - h. demonstrations (and on-farm trials)
  - i. on-farm direct technical assistance
4. To maximize the effect of each outreach method, project foresters will concentrate their efforts according to the most direct correlation between the audience groups at their level of operation and the correspondingly most direct outreach method at their disposal as listed on pages 11 through 13;

5. As the farmers' level of skill and knowledge are increased, the delivery method and subject matter will shift to respond to higher levels of technical interest, competence, and demand. These changes will be demand driven; as farmers learn to do one operation or activity they will come up with new questions, needs, and concerns about the next technical level of the operation;

6. Communications will be a constant three-way process between the foresters (as technical advisors and transfer agents), the farmers (as producers), and industries (as consumers). The field forestry staff will also be responsible for the communication linkage from farmers back to the research institutions. The research institutions will be responsible for the delivery of new technical inputs and information to the foresters for linkage back to the users (farmers and industries). Active support to field outreach and extension efforts must be forthcoming from PFI and PFRI, as specified on page six of the plan;

7. Communication strategies must be well planned and designed to use the participatory approach in which all effort is two-way. It must take into account the need for change, while being sensitive to the social and cultural constraints to change. Specific steps to follow in the design of any communication strategy for social forestry include:

- a. have a specific purpose for the communication
- b. identify the objectives
- c. identify the target audience
- d. determine the level of the audience's knowledge
- e. specify the information to be shared
- f. determine the delivery channels and methods
- g. identify and mobilize local resources
- h. organize the delivery system
- i. create and produce a sample message
- j. test the sample message
- k. revise message if necessary
- l. develop the training (information) package
- m. design a means of evaluation
- n. deliver the program or message
- o. evaluate and report the results

As the outreach program gains in effect and competence the role of the forestry staff in the social forestry system will become solidly implanted as the principal source of technical information and practical advice. The constant willingness and ability to "give away" technical information and know-how will firmly establish the forester as a credible change agent.

## APPENDIX V TRAINING PROGRAM

### Training Objectives

The objectives of the training program are:

- to orient social forestry personnel to the basic concepts of outreach;
- to understand the role of social forestry staff in outreach efforts;
- to achieve an understanding of the contributions of forestry and tree management in the context of farming as a contribution towards improving the standard of living in rural areas;
- to suggest means by which staff can establish good working relationships with the public and assist them in improving their living conditions;
- to develop skills in the techniques of communication, motivation, and teaching and in the use of a variety of teaching aids; and
- to indicate some of the basic steps necessary to maintain a smooth flow of support to the target audiences.

### Achievement Targets

At the end of this training program the student should be able to:

- clearly express the basic concepts and objectives of the social forestry outreach program and relate these to the area in which he is working;
- have the required skills to meet and discuss with individuals and groups the barriers to development and change, and to adopt traditional forestry practices to the social forestry context;
- identify areas in which forestry activities can be associated with other rural development programs and help create the necessary linkages;
- understand the working procedures necessary to ensure an efficient flow of support to individuals or groups engaged in social forestry activities.

### Course Structure

The course is divided into nine modules, each of which should occupy between 2 and 3 days of training as circumstances and needs dictate. About half of the time will be in formal setting and the remainder in workshop format.

### Course Content

#### Module 1: Understanding the concepts and procedures of forestry outreach

- basic principles of outreach
- understanding and defining the farmer's problems

- barriers to change
- the sequential needs of information, motivation, teaching to create change of attitude and subsequent action
- leading the farmer to a workable solution
- the fine art of compromise between "book solution" and farmer's need
- individual, family and group actions
- how to simplify technical forestry for on-farm applications
- re-contact, follow-up, and praising the farmer's progress

#### Module 2: Working with people

- making personal contact with the client
- timing and conducting farm visits
- getting to know the client (audience)
- building of personal trust and confidence
- collecting relevant information about the farmer's needs and wishes
- listening to the farmer's ideas and exchanging views
- how to drop hints at possible solutions which are new to the client
- leading the farmer to make his decision
- planning the necessary actions
- getting farmers to share their results with others
- conducting on-farm tours (farmer to farmer communication)
- use of prepared literature to explain "most asked questions"
- organizing and conducting public meetings
- preparing a talk for group presentation
- establishing and using field demonstrations

#### Module 3: Use of Training Aids

- organizing and preparing for training
- choice of outreach method to fit subject and audience
- selection of teaching aids
- preparation of handout materials to support the presentation
- use of chalkboard, feltboard, picture displays
- how to draw simple diagrams in the dirt
- use of flip charts, advance preparation of art work
- use of note cards to outline your presentation
- use and maintenance of projected visual aids (slide projector, overhead projector, video)

#### Module 4: Lines of Communications and Linkages

- lateral communications with others at your level in project
- exchange of technical information with other project activities working with the same audiences in your area
- informal meetings with local representative
- getting technical help from higher up in the organization
- making and keeping contact with research institutions
- working with NGOs
- vertical communication in the organization
- formal and informal external communication

- listening to the client (audience), sorting facts from opinions
- transposing technical reports into action documents for the field
- dissemination of information, choices of method and timing

#### Module 5: Interpersonal Communications Skills

- the art of listening
- how to facilitate group discussion and involvement
- group dynamics and interactions
- consensus building, setting group goals
- conflict resolution
- role-playing as a communications tool

#### Module 6: Establishing a Public Recognition Program for Farmers

This will be a one-day training exercise based upon the contents of Appendix III of this plan and will include the:

- selection criteria for basic recognition
- presentation of recognition memorabilia
- organization of selection committees for annual competitive awards
- preparation of documentation for the committee's action
- presentation of tehsil, district, and provincial level awards

#### Module 7: Desk-top Publishing

This is a special "canned course" in the use of personal computer hardware and software in conjunction with office copying machines and local equipment for the production of newsletters, training aids, pamphlets, posters and other specialized outreach materials.

#### Module 8: Developing Special Programs for Women

- identification of the special needs of women
- women's role in the home, community and society
- individual versus group contacts and the dynamics of involvement
- fitting needs to capabilities and special talents
- income generation and disposal
- interface of activities with social welfare workers and NGOs
- economic activity versus quality of life interests
- conflict resolution and program continuity

#### Module 9: Monitoring & Evaluation of Outreach Programs

This will be a one-day training exercise based upon the proforma in Appendix VI of the Outreach Plan.

#### SUMMARY:

These training program modules will be scheduled through the several provincial directors on an ad hoc basis during fiscal year

1990-91 because this plan was completed after the completion of annual work plans for that year. Training programs for the remaining years of the project will be integrated into the work plans at each province during the work plan preparation process.

Selection of personnel for training will be done on a priority basis, with the newest social forestry personnel being the first selected in any case of an appropriate level package. The first 6 modules should be presented to all personnel from the level of forest guard to conservator; the remaining 3 modules will be presented to selected personnel at the appropriate echelon in the organization, in consultation with the provincial project directors.

APPENDIX VI

MONITORING AND EVALUATION

Each outreach activity is subject to random spot check and evaluation as it occurs. In addition, each event or activity should be reported as it is completed, through channels to the Project Director. These individual events and reports should then be summarized quarterly. Although there is provision for the monitoring and reporting of activities by others, including official supervisors, the key to the monitoring and evaluation system used here is self evaluation.

OUTREACH ACTIVITY MONITORING REPORT

Activity prepared or presented by: \_\_\_\_\_

Date of delivery: \_\_\_\_\_ . Place: \_\_\_\_\_

Type of Activity:

MASS MEETING

length of meeting (hours) \_\_\_\_\_. Number of People \_\_\_\_\_.  
audience type \_\_\_\_\_.  
subject of meeting \_\_\_\_\_.

MASS MEDIA (materials)

check whether newspaper \_\_, radio \_\_. TV \_\_\_\_.

name of media \_\_\_\_\_.  
date of program or story \_\_\_\_\_.  
(for print media, please attach a copy )

NEWSLETTERS

number distributed \_\_\_\_\_.  
(attach copy of newsletter)

FARMER'S RECOGNITION PROGRAM

type of award and number presented Tehsil \_\_, District \_\_

TOURS AND WORKSHOPS

audience type \_\_\_\_\_.  
number of people attending \_\_\_\_\_.

subject of tour or workshop \_\_\_\_\_.

DEMONSTRATIONS ESTABLISHED

type \_\_\_\_\_., size (acres) \_\_\_\_\_, location \_\_\_\_\_  
owners name and address \_\_\_\_\_

\_\_\_\_\_  
date of report

\_\_\_\_\_  
signature and title of reporter

OUTREACH ACTIVITY EVALUATION REPORT

Type of activity \_\_\_\_\_; formal \_\_\_\_\_, informal \_\_\_\_\_.

Date of activity \_\_\_\_\_.

Place \_\_\_\_\_.

Name and title of forester preparing (presenting) information: \_\_\_\_\_.

Size of audience \_\_\_\_\_; Audience type \_\_\_\_\_.

| Effectiveness rating :   | <u>Exc.</u> | <u>Good</u> | <u>Fair</u> | <u>Poor</u> |
|--------------------------|-------------|-------------|-------------|-------------|
| clarity of presentation: | _____       | _____       | _____       | _____       |
| audience response:       | _____       | _____       | _____       | _____       |
| use of visual aids:      | _____       | _____       | _____       | _____       |
| accuracy of information: | _____       | _____       | _____       | _____       |
| technical content:       | _____       | _____       | _____       | _____       |

Evaluator's comments and suggestions : \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Follow-up recommended : \_\_\_\_\_

\_\_\_\_\_  
date of reort

\_\_\_\_\_  
signature and title of reporter