

LESSONS LEARNED

CASE STUDY OF BUCCAMENT VALLEY NATURAL RESOURCE INTEGRATED MANAGEMENT PROJECT

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I HISTORICAL DEVELOPMENT OF THE PROJECT

The Buccament Valley Integrated Management Project was initiated in 1993 as a pilot project for the purposes of research, monitoring, training and management plan formulation (Ishmael, 1993). The project, a collaborative effort of the OECS Natural Resources Management Unit and the Government of St. Vincent and the Grenadines, was developed during a national consultation with representatives from both agencies. The major objectives of the project were to:

1. Achieve coordinated cross-sectoral management of natural resources and protected areas.
2. Prepare management plan for Buccament Valley
3. Protect water resources
4. Enhance capability to manage watersheds and protected areas through training
5. Develop research programme
6. Formulate eco-tourism programme
7. Design and Implement community participatory programme
8. Facilitate socio-economic development of local community
9. Design and implement public awareness programme
10. Design administrative procedures for integrated resources and parks management
11. Prepare manual on guidelines for integrative resource management.

In its initial design the project was developed to last from March 1993 to September 1994.

This design did not contribute to the stated objectives of the programme and consequently the programme was re-designed to focus on community based natural resources management. A national consultation was used to provide input for the new design and to develop a new plan of action for 1995 to 1997. The outputs were to be:

- 1) the development and implementation of a comprehensive management plan
- 2) the implementation of a public awareness campaign
- 3) the preparation of a flora and fauna inventory
- 4) a regional workshop to share the experiences of the project

- 5) a training programme for the implementation of the management plan
- 6) the support of community development activities.

The duration of the project was extended into 1999 to facilitate implementation of activities and realization of the project goals and objectives.

Following the national consultation and the new design of the programme the Steering Committee was reactivated, functioning as an advisory body to the Management Committee and the project as general. The Steering Committee operated at the national level and was made up of representatives of relevant sectoral agencies, while the Management Committee operating out of the Valley was made up of representatives of a number of communities in the Buccament Valley. Since some of the communities were not represented on the Management Committee, the Buccament Valley Organisation which comprised of representatives from all the communities was set up. To allow for co-ordination and implementation of day to day project activities, a national facilitator was retained from January 1996 until September 1998.

Although a new plan of action was developed for the period 1995 to 1997, and its implementation extended into 1999, reference was often made to the original plan of action developed for 1993 to 1994. As a result activities from both plans were implemented. An example is the request by the Steering Committee for the preparation of an Eco-tourism Plan, which was an objective of the 1993-1994 action plan. Requests were made by both the Steering Committee and the Management committee to the OECS NRMU for support to implement activities (not necessarily part of the agreed upon action plan). In many instances there were lengthy negotiations on the terms of reference and personnel to undertake these activities.

Recognizing that the development of the management plan was one of the main objectives of the Buccament Valley Project, the project life was extended to facilitate the same. After lengthy negotiations on the terms of reference and the consultant to undertake the preparation of the

plan, it was developed by an NRMU staffer who resided in the community for 3 weeks. The NRMU staffer worked with the residents of the Valley in preparation of the plan, which was accepted by the Steering Committee. However, the plan was not widely or sufficiently discussed at the level of the Management Committee or the Buccament Valley Organization.

Given that the project life was at its end, the Management Committee made requests to NRMU for assistance with implementing some of the recommendations of the Plan. One such recommendation was training of representatives of the Management Committee by NRMU staffer in the preparation of proposals. Although efforts were made by the Management Committee to develop and submit a project proposal to NRMU, it was unable to identify local persons or agencies that will take the lead in implementing the project. Having reached that stage in the project, the NRMU decided to close it out and to prepare a *Lessons Learned*.

II BRIEF DESCRIPTION OF THE BUCCAMENT VALLEY AND THE PROJECT

2.1 Background on Buccament Valley

Located on the western side of the island of St. Vincent, Buccament Valley extends from an upland mountainous region down to the shoreline of the Buccament Bay. Although treated as a unit, the valley is made up of several heterogeneous communities, linked by the Buccament River. The mid and upper Valley comprise the village communities of Peniston, New Peniston, Hope, Dubois, Vermont, Retreat, Francios, Greenhill, Fiddlepiece and Queensbury. Land ownership in the mid and upper valley is divided between estates, small private holdings and crown land. The main residential areas within the mid and upper valley straddle the road, and increasingly merge into one another. The forest reserve, water catchment area and Vermont Nature Trail are within the upper sections of the valley (Kacal, 1994; Van der Meer, 1999).

The lower valley comprises the village communities of Buccament Bay and Rilland Hill as well as Pembroke Estate. It lies within a separate administrative District to the mid and upper valley. Land ownership is divided between private residential small holdings and estate land. In

addition there is a substantial area of crown land in the Cane Grove area, which is being developed for vegetable farming. Buccament Bay is a center of fishing activity. It is a sheltered bay with a low tidal range. It is important to both village residents and visitors for recreation.

1.2.1 Population

Statistics from the 1991 Population and Housing Census show a higher ratio of males over females in the under 15 and under 30 age group, and that the population is young. Almost half of the population in Buccament Valley is under 15 years. This indicates a high future demand for housing, land and jobs, and an urgent need to cope with diversification of agriculture, training and job opportunities. According to the Census, the population of Buccament Valley numbers 2727 persons (1372 male and 1355 female).

1.2.2 Education

Apart from high unemployment levels, the main constraint on the communities is low educational levels. At average 8 children out of some 50 candidates pass the entrance exam to secondary school from the Dubois School and none from Buccament. Education to the age of 16 is not yet mandated by law, and many students drop out after having no place in the secondary system. Apprenticeships and technical training are hard to find, and the range of jobs available in the Valley is narrow.

2.2 Institutional Arrangements

The Government of St. Vincent and the Grenadines has no coordinating unit for natural resources management, nor institutional arrangements for community participation in the same. As a result implementation of the project was facilitated through NRMU's focal point the Ministry of Planning, which became the lead agency for the Buccament Valley Project. To allow for involvement of all agencies with some responsibility for natural resources management, representatives from relevant sectors were brought together to form a Steering Committee. Actual project management was done by a management committee with assistance from the

national facilitator. Their roles and responsibilities were as follow:

The Steering committee: met every four/five months, dealt with policy issues and provided technical support. The committee comprised of representatives from the following agencies:

- ☐ Central Planning Division (lead agency)
- ☐ Forestry Division
- ☐ Tourism Department
- ☐ Public Health Division
- ☐ Central Water and Sewage Authority
- ☐ Environmental Unit
- ☐ Community Development Division Agriculture Department
- ☐ Adult Education Unit
- ☐ Management Committee (2 representatives)

This committee facilitated the clearing of matters that required heads of department decision. It also accessed technical services to the project at the request of the management committee or focal point organization (Buccament Development Organisation). In this regard it secured the participation of extension officers to the project and coordinated activities that required active participation of the agencies involved.

While the Steering committee did not deal with the development of the program of activities, the co-management arrangement required that there was concurrence before proposals are submitted to funding and support agencies. The active presence of the management committee on the Steering committee ensured that the issues/concerns of the community are addressed at this level. It also ensured that the community was updated/reported to on matters discussed at the level of the Steering Committee. The Steering committee was chaired by the representative from the Central Planning Division.

Management Committee: met monthly (every first Tuesday) and dealt with the design, implementation, necessary fora. The committee was also the vehicle through which the community mobilization takes place and helps to build/facilitate the united efforts of the extension officers/services with the community initiatives.

The management committee was the forum through which management options for the project implementation (including the establishment of ad hoc committees) and the future of the Buccament Valley process were debated and explored. It was also the link/conduit through which other support agencies participate in the community activities e.g. Social Welfare Department and the National Disaster Committee. The management committee comprised:

a) Two representatives from the following villages

- Riling Hill
- Dubois
- Peniston
- Retreat
- Vermont
- Cane Grove
- Buccament Bay

b) One extension officer from the following:

- Agriculture Department
- Community Development Division
- Public Health Department
- Forestry Department

The management committee is chaired by the Buccament Development Organisation (Focal Point Group). The National Facilitator attends all meetings of this committee.

Administration: At the administrative level the National Facilitator worked along with the Central I joined the project in January 1996, was responsible for the expenditure of all monies from NRMU. Specific responsibilities included:

1. Coordinate all project activities with the Buccament Valley
2. Assist and collaborate with the OECS-NRMU appointed consultant in the preparation of the
3. Convene regular community meetings within the Buccament Valley to update the community
4. Facilitate in conjunction with the lead agency national meetings and workshops as identified in
5. Submit monthly reports to the OECS-NRMU. Report were endorsed by the lead agency and
6. Prepare in conjunction with the lead agency quarterly work plans for submission to the OECS-NRMU.
7. Undertake other relevant activities which may be requested by the OECS-NRMU.

2.3 Activities completed to date

A detailed list of project activities as reported by the National Facilitator in his monthly report is provided in Annex I. The main activities include the following:

- ☐ National consultation to initiate the project in 1993
- ☐ Project meetings (lead agency, committees, community members) during the period 1993 to 1994
- ☐ Preparation of report on the socio-economic status of the Buccament Valley by students from University of the West Indies
- ☐ National consultation in 1995 to re-design and revitalize the project
- ☐ Conduct of pre-feasibility study for Eco-tourism in Buccament Valley
- ☐ Official launch of the project in March 1996
- ☐ Ongoing community meetings, discussions and consultations
- ☐ Community public awareness program
- ☐ Training of tour guides
- ☐ Conduct of inventory of flora and fauna for the Buccament Valley watershed
- ☐ Youth training programs and summer camps
- ☐ Production of newsletter on Buccament Valley and the project
- ☐ Production of Buccament Valley video documentary and site inventory
- ☐ Preliminary work on inventory of herbs and development of a herbarium
- ☐ Craft training programs for unemployed youth conducted
- ☐ community consultations and meetings for the development of the management plan.

2.4 Products produced

The outputs of the projects are in report form, and can be obtained from the OECS-NRMU, Ministry of Planning and Buccament Valley Organisation. They are:

- ☐ Report on the socio-economic status of Buccament Valley. In the form of a situational analysis, this document provides in-depth background on the communities which reside within the valley and presents recommendations for community participation in development.

- ABuccament Valley, St. Vincent, Its People and natural resources. Opportunities for community participation in development.≡ A master thesis by A. S. Kacal, 1994.
- ⊞ Inventory of flora and fauna of Buccament Valley. This report contains pictures and the local and scientific names of important plant and animal species found in the Valley. It is intended as a guide for assisting the development of brochures on the nature trails used by tour guides.
 - ⊞ Herbal inventory - conducted with assistance from a local herbalist and forestry officer. A questionnaire was used to gather information from community members on the use of local plants.
 - ⊞ Pre-feasibility Eco-tourism study - in the form of a report, the study provides an inventory of sites within the Valley which have potential for development as eco-sites. An assessment of their status is also provided.
 - ⊞ Video documentary on issues and constraints which affect life in Buccament Valley. The video was shown at community meetings and broadcast on national television.
 - ⊞ A Management Plan for the Buccament Valley: Strategy for a Community-based co-management partnership. The plan was developed with input from community members.

2.5 Management Plan

The goal of the Management Plan for Buccament Valley is Ato provide a framework which facilitates development of sustainable and integrated systems of resource use in Buccament Valley.≡ Its objectives are to:

- ⊞ Establish guiding principles for the development of sustainable resource use and to identify a structure which will allow for community based identification and prioritization of current resource management needs.
- ⊞ Identify a management structure which provides for channels of communication, collaboration and cooperation to facilitate more effective co-management within Buccament Valley.

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- ⊞ Develop a strategy which works towards consensus based decision making for local area management of the multiple resource uses within the Buccament area.

Presented in four main sections, the plan is a comprehensive document on the physical, social and economic status of the Valley as well as the issues and constraints to effective co-management of natural resources. Recommendations are provided for addressing key issues and stakeholders are identified for their implementation. Completed at the end of the project, the plan is yet to be implemented.

III LESSONS LEARNED FROM THE BUCCAMENT VALLEY PROJECT

3.1 Project design and Planning

Due to its wealth of natural resources, the existing use conflicts and local and national interests, the Buccament Valley presented an ideal case for a project on community participation in natural resource management. However, the project was designed before a situation and stakeholder analysis was conducted for the Valley. Based on reports from the National Facilitator and the type of needs expressed by the community, it is evident that the residents had basic needs which preceded any discussion on the environment. Although project activities were developed based on mutual agreement between the NRMU and the local community, the objectives did not reflect the needs and conflicts of the communities involved. Further, Buccament Valley was treated as a homogenous community and the political, social and cultural differences which exist between neighboring villages were overlooked.

During the implementation of his tasks, the national facilitator was able to forge linkages between existing national initiatives, the business community, NGO's and other funding agencies. The project was not designed to facilitate this process, and was not developed within a national context. As a result activities such as tour guide training and trail development were not in concurrence with national goals or the local authority. There is very little evidence that the project process allowed grass roots involvement in the decision making process, since members

of the various committees did not live and or work in the community and had very little interaction with residents (many being unemployed).

From these observations the following conclusions and recommendations are made:

1. Community participation in resource management should begin with their involvement in the design of the project. The Buccament Valley experience shows that although community members were involved in planning meetings they were not aware of the true issues which confront the majority of the community. The process should therefore begin with community consultations, situational and stakeholder analysis, to identify the issues and constraints to be addressed.
2. The project should be developed within a national context, cognizant of ongoing initiatives which can be built upon or borrow resources from. Agencies which are involved in community development should be consulted so that they can provide technical assistance in project design and implementation.
3. Clear channels of communication and responsibilities should be established at the project initiation phase.
4. Mechanisms to document and evaluate the project process must be developed during the design of the project. Community members and all key players should be involved in evaluating the project so that they can learn from the process and be able to continue initiatives.

3.2 Institutional Arrangements for Project delivery

In the absence of existing policies and structures to facilitate community involvement in local area resource management, the set up the Steering Committee was intended to fulfill that role. The management committee comprised of community members and representatives from agencies who had work responsibilities which kept them away from the community during the daytime. It was therefore difficult for them to be involved in the day-to-day activities of project implementation, thus requiring the services of a national facilitator (consultant).

Although the committee was charged with the responsibility of developing and implementing project activities the national facilitator had more control of the project. The committee should have included a president or chairperson, vice president, treasurer, secretary, public relations officer, and head of sub-committees. The writing of project reports and managing finance would therefore have been the responsibility of the committee, supervised by the Steering committee and lead agency.

This structure would have allowed for capacity building, enabling the committee to truly manage a community project and their own affairs. Further in the place of a national facilitator, unemployed youths could have been trained and employed to do community mobilization and awareness building. The failure to conduct project activities in the absence of the national facilitator (who did not live in the valley) would have been avoided. The role of the national facilitator could have been performed by the communities representative from the Community Development Division. Assistance from other agencies could have been sought by the management committee through the Steering Committee and or Lead Agency.

From these lessons, the following recommendations are provided for future project development:

1. Community project management is different to the structures which operate for government and institutional projects. Clear roles and responsibilities must be given, empowering members and providing them with the skills for self-governance.
2. Committees should be kept small (maximum five members), and have a minimum of government/political influence.
3. The community development organization made up of representatives from different villages and groups should be given the responsibility to manage the project. The organization should have a chairperson or president with an assistant. These persons will represent the interest of the community at meetings and fora outside of the community. All records of the organization and project activities shall be kept by a secretary, who will also write all

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- correspondence. A treasurer will look after the project budget and manage the finance of the organization. The public relations officer will coordinate the public awareness program, the production of the newsletter and media releases. Sub-committees can be set up to coordinate specific events and activities.
4. By assigning members specific roles and responsibilities it is hoped that ownership of the project will be achieved. These roles can be rotated by a vote system allowing other members of the community to develop their leadership potential.
 5. The community organization will be advised by a body similar to the steering committee and lead agency who will be reported to periodically. Communications with funding agencies can be done directly with the community organization or through the lead agency.
 6. Members of the community can be employed by the organization to implement aspects of the project, spreading the benefits to a wider cross section of the community (training, financial, capacity building).

3.2 Stakeholder collaboration and Partnership

The ability to bring agencies and communities together to implement the Buccament Valley Project is a good example of stakeholders working for a common good. For the most part people's participation was voluntary and required their involvement for over five years. However, stakeholders were not given any specific responsibilities in the implementation of the project. As a result their active involvement in the Buccament Valley ended with the project. There was an absence of partnership with the private sector and business community which operates in the Valley.

Ownership of a project will help to ensure that members of the community explore ways to continue initiatives long after the funding from an agency has ceased. There are many examples of community development organizations who conduct their own fund raising drives to finance community projects. Also, the private sector is always willing to finance projects which are worth while and will increase their public image. Businesses often become involved in assisting

communities to manage and publicize projects for which they provide funding. Partnerships and linkages with national initiatives also help to ensure that community projects are incorporated into plans and programs of government ministries and development agencies.

3.4 Community Participation

As reported by the national facilitator, the level of interest from community members was high and many provided support for the project. However, as time elapsed and no tangible results were achieved, members lost interest in the project. This reinforces the observation that the goals and objectives of the project were not linked to the basic needs of the community. Any project designed for community participation in its implementation must be flexible and allow needs which were not addressed during project design to be addressed.

The youth camp, clean-up campaigns, food and nutrition program, library project and other activities which were coordinated by the national facilitator met expressed needs of the community. At the same time this allowed linkages with other organizations involved in development work. The need for these activities further intimates that the objectives of the project (although developed together with stakeholders) were not in keeping with the true issues which confront communities in the Valley. Continued participation of the community can therefore be assured if the project is designed to link employment opportunities, provision of basic infrastructure and community facilities. However, these are beyond the scope of this project and needs involvement of government ministries at the national level. The communities of the Buccament Valley were therefore not ready for participation in natural resource management.

3.5 Capacity Building

Although all of the project objectives were not met, there were opportunities to improve skills and knowledge of community members through training projects. Based on reports provided by the national facilitator and interviews held with community members, training initiatives were

successful. The training for tour guides and development of local craft were relevant given the high level of unemployed youth in the community, and the use of the nature trails within the Valley by visitors. While this presented potentials for job creation, persons who were trained were unable to start their own business or receive employment. Several reasons account for this failure. First the education level of many members of the community presents a barrier to self-employment. Second, the training projects were not linked to local agencies such as Community Development Division or the National Development Foundation who can provide funding and loans for small projects and training in small business development. There are few examples of local tour companies or craft shops which persons in the Buccament Valley can emulate.

In addition to skills training members of the Management Committee received training and gained experience in developing project proposals, project management and planning, writing action plans and working with the various communities. The view was expressed that too many external consultants were used to conduct project activities. This reinforces the fact that the national/local capacity to implement the project was lacking.

3.6 Policy Framework

The Government of St. Vincent and the Grenadines has yet to develop policies and mechanisms for community participation in natural resources management (the same is true for all OECS member states). More specifically, the Department of Community Development focus its attention on social and infrastructure projects. These limitations made it difficult to introduce the pilot project since there were no provisions for such. Further, the lack of policies and an institutional framework for natural resource management hindered introduction of the same at the micro, project level.

3.7 Conclusions

∃ Local micro-scale projects should be developed within the national macro framework to

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- allow for a) linkages with existing programs, b) sharing and input of resources from alternative sources and c) continuation of efforts long after funding from the donor has ceased.
- ⊘ Community needs must be considered in designing co-management projects. If double benefits can be met by a project, the objectives of environmental protection and community development can be achieved.
 - ⊘ The socio-economic status, issues and constraints, and hence readiness of communities must be considered when selecting them for a project such as the Buccament Valley Project.
 - ⊘ Donor agencies should encourage empowerment of local organizations to manage projects and develop linkages with ongoing programs so that initiatives are sustainable.
 - ⊘ While the participation of communities in natural resource management is not new, there are no policies or institutional arrangements to facilitate the same. Given the limited human and financial capital available in OECS member states, mechanisms must be developed for involving resource users in managing their impacts on the environment.
 - ⊘ Applying the lessons from the Buccament Valley experience, community participation projects should be designed to have: i) several phases, ii) few clearly defined objectives, and iii) tangible results which community members can benefit from.

References

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7. Report of Planning workshop 29-30 May 1995

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 9. Report on the Project Progress review March 1998
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 11. The Buccament Valley: An Eco-Tourism pre-feasibility. April 1996
 12. An inventory: flora and fauna of the Buccament Valley. March 1997
 13. Inventory of Natural and Heritage Sites in the Buccament Valley. December 1997
 14. Management Plan for the Buccament Valley: Strategy for a community based co-management partnership.

Persons interviewed

Project staff of OECS NRMU - Valerie St. Hill, Sophie van Meerin, Dr. Vasantha Chase

Representatives of Ministry of Planning, St. Vincent - Bentley Brown, Ardon Nelson

Members of the Buccament Valley - Vermont community

ANNEX I

Project activities and outputs (as reported by the national facilitator)

MONTH	PROJECT ACTIVITIES AND OUTPUTS
January 1996	<ol style="list-style-type: none"> 1. Preparation of the community organization for start-up period of the project and their role in its implementation 2. Liaise with relevant government and NGO agencies that impacted on or implicated in the project process and other development work to be done in the community. 3. Commence data collection relevant to the project 4. Establish administrative base and method of operation. Arrange meeting for reactivation of the steering committee
February 1996	<ol style="list-style-type: none"> 1. Broaden consultative effort and strengthen network to support project process. 2. Conduct village meetings 3. Reactivate steering committee 4. Start efforts to secure consultant for the management plan 5. Develop preliminary draft of the public awareness strategy (difficulty to mobilize community experienced)
March 1996	<ol style="list-style-type: none"> 1. Pre-feasibility study for Eco-tourism conducted (document) 2. Village meetings (expressed need to move project to tangible results) 3. Project launched (created first broad forum to speak to people from different villages in Buccament Valley) 4. Increased one-to-one dialogue with community members (deepening of public awareness) 5. Information and data collection continued (not as intense)
April 1996	<ol style="list-style-type: none"> 1. Village consultations continued. Identification of specific village needs and concerns 2. Need to get the management plan outlined expressed by stakeholders. 3. Focus on finding solutions to issues identified at consultations and village meetings (liaise with local agencies) 4. Need to focus on youth and youth programs identified 5. Plans for community members to receive tour guide training from the National Trust 6. Management committee plans to conduct two week training workshop for 25 young people from the valley, together with the Youth Department

June 1996	<ol style="list-style-type: none"> 1. Lapse in meetings due to absence of national facilitator 2. First volunteer from community assigned to the project. 3. Village meetings and community response to the project continues to be heartening.
July 1996	<ol style="list-style-type: none"> 1. Consultative process broadened to include business and professional groups. 2. Management committee conduct review of first six months program. Review of committee composition, structure and role. 3. Need for management plan re-emphasized 4. Sub-groups formed and work intensified to link project and receive support from different agencies and organizations working in the community. 5. Training for Disaster Preparedness launched. 6. Project process identified as being slow
August 1996	<ol style="list-style-type: none"> 1. Two meetings of management committee and sub-groups for coordinating project activities and preparation of new work plan. 2. Cross-road volunteer completed attachment to the project. 3. Peace corp volunteer negotiated tp work with community for two years. 4. Public relations program intensified. Coverage of project activities by local media. 5. Two week Youth Camp held with 30 youths form communities. 6. Disaster Preparedness training completed. 7. Library project to come on-stream for Vermont Village 8. National Youth Council sponsored refurbishing and construction of washing facilities for the village of Peniston
September 1996	<ol style="list-style-type: none"> 1. The period focused on project review and completion of the new work plan 2. Meetings of steering and management committees held together with participating agencies and interest groups. 3. Consolidation of community awareness process/public awareness initiatives continued. Complemented by activities such as construction of community center in Peniston Village. 4. Continuation of Vermont library project 5. Women in Agriculture project 6. Efforts to identify new areas of needs and supportive services to the broad project. 7. Programs from August completed.
	<ol style="list-style-type: none"> 1. Preparation for tour guide training program scheduled for January

November 1996	<p>1997. Program also geared to initiate a system of management that can regulate use and protect both the water supply and the watershed area.</p> <ol style="list-style-type: none"> 2. Community meetings held to look at problems identified in Nature Trail of Dalaway water reserve. 3. Agencies in area meet to look at their role in conflict resolution. 4. Series of capacity building sessions were designed and commenced during the period. 5. Preparatory work done to facilitate the commencement of the flora and fauna inventory, and to prepare for sessions on the public awareness strategy. 6. Peace corp volunteer took up attachment with the Buccament Valley Organization (BVO)
December 1996	<ol style="list-style-type: none"> 1. Completion of community discussion on the Nature Trail development. Involvement of CWSA on water quality improvement project. 2. Final preparation for tour guide training program. 3. Familiarization visit with consultant to conduct study on flora and fauna of the valley. 4. Discussions held with NRMU staff on public awareness strategy. 5. Management and technical committee held meetings to finalize plans for new year. 6. One week youth program held by BVO
January 1997	<ol style="list-style-type: none"> 1. Tour guide training commenced with active support from all the involved partners. 2. Management committee looked at implementation of 1997 work plan. Sub committees established to work on specific areas. 3. Uncertainty on status of study on flora and fauna which should have commenced. 4. Concerns raised on the dynamics between community process and national efforts to formulate a focused tourism policy.
March 1997	<ol style="list-style-type: none"> 1. Completion of study on flora and fauna of the valley 2. Tour guides continue to meet; regular trips were made by trainee to trails to keep momentum going and to deepen their awareness of the reserve. Group developed two sub-projects on local herb and craft development for funding. 3. Management committee acted as resource base for project proposal development and to access support from different agencies. 4. The first newsletter was produced (150 copies) and circulated among community residents. Peace corp officer assisted in typing and layout, and photocopying done by the Central planning Unit.

	5. National facilitator participated in national discussions on behalf of the community (tourism and the environment and development of Non-governmental program on poverty)
April 1997	<ol style="list-style-type: none"> 1. Central Planning Unit (lead agency) completed Physical Land Use mapping for the Buccament Valley. 2. Community member will attend training workshop on Community Forestry Management 3. Training of tour guide continued. Efforts made to resolve issues on relocation of the nature trail with the CWSA. 4. Easter camp held for youths from the communities. 5. Management committee members met with tourism heritage officials to discuss matters of mutual interest.
May 1997	<p>(a slow period; community members beginning to lose interest in project since not much tangible results are seen)</p> <ol style="list-style-type: none"> 1. Issues surrounding the development of the nature trail still being resolved. Community members are concerned since they are not represented on committee selected to deal with the issue. Initiatives to obtain assistance and training for tour guides continues. 2. National facilitator held discussions with National Skill training program relative to help with modules and coss for local craft training. 3. Community projects postponed due to hold up in funding form the Community Development division. 4. BVO held meetings to continue outreach to community members of Rillian Hill.
June 1997	<ol style="list-style-type: none"> 1. Process of work plan implementation consolidated 2. Discussions held on the development of the management plan for the valley. 3. Community members met to do preparatory work for herbal inventory study. 4. Two project writing and preparation training sessions were held for community members. 5. BVO and tour guides made visits to identify new sites of interest in the Valley.
July 1997	<ol style="list-style-type: none"> 1. Meetings between management and steering committees, and NRMU staff. Discussions allowed for technical input into project and understanding of constraints to project implementation. Differences in project purpose of NRMU and local interests were brought out during discussions. 2. Three youth meetings were held with participants of previous camps to

	get ideas on and involve them in the Buccament Valley project
August 1997	<ol style="list-style-type: none"> 1. Community interactive exchanges programs called "On the heritage trail" and sponsored by the OAS commenced. 2. Youth camp held with additional goal of forming a youth group being accomplished. 3. Management committee continued to mobilize and educate community on their role in local resource management.
September 1997	<ol style="list-style-type: none"> 1. Youth group participated in pipe borne water project. 2. Community members continued "On the heritage trial" program 3. Training program for young women in food preparation and nutrition with assistance from the Adult Education Unit was held. 4. BVO carried out beach and river clean up as part of national coastal clean up program. 5. New group was formed in Peniston Village to participate in national best - village competition.
October 1997	<ol style="list-style-type: none"> 1. Buccament Valley documentary and site inventory completed. 2. Training in food and nutrition for 12 persons, started in September completed. 3. Capacity building sessions were held up due to problems with resource personnel 4. Project review meeting held between NRMU, management and steering committee. 5. Management committee met twice to review project activities and to develop work plan for 1998 6. Second issue of Buccament Valley newsletter produced and distributed.
November 1997	<ol style="list-style-type: none"> 1. Work on inventory of herbs and the development of a herbarium began. 2. Capacity building sessions were held and issues of conflict resolution addressed. 3. Consultant met with national facilitator, management and steering committees on assignment on administrative and management procedures, and process documentation. 4. Management committee concluded on areas of importance for 1998 work plan. 5. National facilitator submitted proposal for training in local craft and the construction of retail outlet in the Buccament Valley, to a prospective funding body.

December 1997	<ol style="list-style-type: none"> 1. Herbal inventory conducted with assistance from local herbalist and forestry officer. Questionnaire used to gather community knowledge on uses of plants in the valley. 2. Work plan for 1998 submitted to NRMU for approval. Dealt with continued capacity building, development of management plan, public awareness using documentary, development of projects which can be funded. 3. Three capacity building sessions focused on techniques and skills in community mobilization and research were conducted. 4. Draft video documentary completed and submitted to NRMU for comments. 5. Annual social of BVO held.
January - March 1998	<ol style="list-style-type: none"> 1. There was much delay in the project process due to: wait on approval of work plan and delay on whether or not the management plan should be pursued. 2. Activities from previous work plan continued: capacity building sessions, public awareness and consultations, community resource inventory. 3. GTZ/NRMU conducted evaluation of the project and discussions were held to finalize work plan for balance of project period (Jan - Aug 1998) 4. Community consultations held on the national physical development plan, and looked at community resource use conflicts. 5. Village wakes were held as part of the continued program of community education and awareness of the project. 6. Community awareness and activism led to protect letter on pig farm in watershed
April 1998	<ol style="list-style-type: none"> 1. Work on management plan began. The NRMU consultant was assisted by the National facilitator and coordinated meetings with the management and steering committee, community members, individuals and agencies who were involved in the project. 2. Flora and fauna study was officially launched. 3. Meeting with tour companies, tourism department, management committee and trained tour guides was held. 4. Copies of the Buccament Valley video documentary were handed over to the management committee.
May 1998	<ol style="list-style-type: none"> 1. NRMU consultant completed data collection for the development of the Management Plan 2. Village wake was held in Peniston to resolve issues on garbage disposal.

	<p>3. Clean up of area adjacent to Buccament Valley done by management committee.</p> <p>4. Further community activities put on hold due to national elections to be held in June.</p>
July 1998	<p>1. Two meetings of the management committee held to discuss prevailing political situation, project activities to be implemented, and willingness of committee members to persist with project.</p> <p>2. Preparations were made for craft training project to be held in August.</p> <p>3. Concerns raised on beach front development project which complements community tourism initiatives but pose environmental concerns (beach erosion and sand mining)</p> <p>4. Clean up project of adjacent community continued to receive focus.</p> <p>5. Video documentary on Buccament Valley aired on national television.</p>
September 1998	<p>1. Craft training project commenced in August and completed in period under review.</p> <p>2. A series of community meetings were held to discuss the draft management plan. The video documentary was shown during these meetings.</p> <p>3. A Planning meeting was held with community groups to plan a series of capacity building sessions on: leadership, group dynamics, role of the community organization, conflict resolution. The sessions will be sponsored by the Community Development Division which is also funding a basic needs project for communities.</p>