



**ONE - TWO MILLION TREES A YEAR:**  
with 'Social-Forestry Entrepreneurship: Keep It Local'

## Project Extension Framework *and* Organizational Structure



August 2011

Raise \$1 and Organic Perspectives shall plant 20 trees in Kamuli and Buyende Districts, Uganda—on your behalf.  
Project Starts the 4<sup>th</sup> Quarter of 2011 | Help us 'Keep It Local' with '**Social-Forestry Entrepreneurship.**'

Organic Perspectives | P.O. Box 16, Kamuli – Uganda | Tel: +256-782-601073  
E: [organic.uganda@yahoo.com](mailto:organic.uganda@yahoo.com) | W: <http://www.gaianlife.co.uk/organicperspectives> | Skype: organic\_persp



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### How close do we stand ...with reversing deforestation?

Does the world need the equivalence of about 20 reforestation projects, each replanting trees in at least 1000 hectares PER DAY—for 365 days a year—to match the size of global rainforest lost everyday?

>> See what we think: Page 18.

### 'Social-Forestry Entrepreneurship: Keep It Local'.

The concept of Social Forestry itself has been around for decades. It was first used in a 1976 report of the National Commission of Agriculture in India. However, less practically if ever are local communities in forest-dependent communities especially in developing countries involved in anything that implies the forests they depend on are regenerated by the communities themselves in a hands-on manner.

"Improved, locally-controlled management of forests that would involve forest-dependent communities could help curb deforestation and illegal logging and restore deforested areas. It could also significantly improve the quality of life of those communities. With more ownership and an increased role in the management of forest resources, communities would be in a better position to start businesses based on forest products". (Julia Marton-Lefèvre, IUCN Director General – <http://www.iucn.org>).

>> See what this means for our project: Page 15.

### In the Pictures:

**Cover Page:** Trees for the Future and Organic Perspectives on a school agroforestry training outreach.

**Below:** Trees for the Future and Organic Perspectives on our community agroforestry work in Kamuli.



>> Read more on Page 12.



# ONE - TWO MILLION TREES A YEAR:

with 'Social-Forestry Entrepreneurship: Keep It Local'

## Table of Contents

	Page
<b>1. The '1 – 2 Million Trees a Year' Project Implementation Plan....</b>	<b>4</b>
i) Overview of our Previous Agroforestry Work. ....	4
ii) The '1 – 2 Million Trees a Year' Initial Project Location.....	5
iii) Selecting our '1 – 2 Million Trees a Year' Participating Farmers.....	5
<b>2. Tree Planting Plan .....</b>	<b>6</b>
i) Defining the '1 – 2 Million Trees a Year' Threshold.....	6
ii) Nursery Establishment, Management Plan and Project Expansion.....	6
iii) Community Agroforestry Training and Project Extension Services.....	7
iv) Species Composition and Seed Collection .....	7
<b>3. Organizational Structure and Project Extension Framework.....</b>	<b>8</b>
i) The Board of Trustees.....	8
ii) The Executive Committee .....	8
iii) Local 'Project Extension Committees'.....	10
iv) Local Employment Creation by the Project.....	11
<b>4. About Organic Perspectives.....</b>	<b>12</b>
i) Background.....	12
ii) Our Projects.....	13
iii) Introducing our 'Social-Agroforestry Entrepreneurship: Keep It Local'.	15
<b>5. \$1 Plants 20 Trees: How your Contribution shall be Used.....</b>	<b>16</b>
<b>6. Progress Reporting Process.....</b>	<b>17</b>
<b>7. Volunteering for Our Project.....</b>	<b>17</b>



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### 1. The '1 – 2 Million Trees a Year' Project Implementation Plan:

#### i) Overview of our Previous Agroforestry Work:

Since 2008, Organic Perspectives has implemented a Community Agroforestry Project that has provided about 100,000 free saplings of fast-growing leguminous trees to smallholder farmers in Buwanume, Kamuli district—in partnership with 'Trees for the Future' and the 'New Forests Project'. The trees help farmers to restore their degraded croplands through nitrogen-fixation.

Most of our tree species is palatable, nitrogen-rich animal fodder—e.g. Calliandra, Leucaena, Gliricidia and Sesbania. As most smallholder farmers are confined in small, fragmented pieces of land, the trees help them to adopt better livestock management systems, such as zero grazing. It is also impressive that many farmers have told us of an increase in milk production and fertility rate when the goats and cattle are fed on Calliandra and Leucaena Leucocephala, in particular.

Our project in Buwanume has been Organic Perspectives' pilot agroforestry project, following the participation of the organization's founder, 'Kalulu Anthony', in Trees for the Future's 'Agroforestry Training Program' in 2008. As a suburban community, the biggest constraints we identified in our 2007 initial Baseline Survey<sup>1</sup> in 110 households in Buwanume are: inadequate grazing land and fuelwood shortage. So, while the fodder trees help with livestock management, the fast-growing trees help women to create a quick fuelwood source from small backyard woodlots. Practically, the density of branches on only 20 fully-grown Leucaena trees supplies enough year-round fuelwood for an average family—while harvesting the leaves as fodder or as green mulch in alley cropping.

The project has enabled us to identify several native tree species that are both very much liked by local farmers and are good in restoring humid and favorable microclimates for croplands. These include: Maesopsis, Albizia Lebbeck and Acacia. Maesopsis, in particular, is almost needed by every farmer, to provide shade in coffee and banana croplands—besides its high timber productivity, as is Albizia. Acacia, on the other hand, is needed in home and school compounds, and for fuelwood.

The cross-cutting problem is that many farmers are either unable to harvest or to pre-treat most seed for germination, e.g. Maesopsis—despite being native and popular. Many farmers ask us on how to raise saplings for several tree species they already have home, including fruits such as oranges, mangoes and coffee. Others simply need expertise on the grafting of native fruit trees. We have been privileged to work with a motivated Youth Environmental Group "GLPEC", whose proprietor 'Isabirye Joseph' has over 10 years of apprenticeship in tree planting and all about tree grafting, or raising the hard-to-germinate seedlings like Maesopsis and Grevillea. Trees for the Future's Uganda Program Coordinator 'Mathius Lukwago' has twice visited his Kamuli Nursery and he's been moved.

Since 2009, Organic Perspectives provides "GLPEC" with free tree seed and, in turn, they supply free saplings to our farmers in Buwanume. GLPEC runs the most successful nursery in Kamuli and shall be a resourceful part of our Project Extension Cohort on the '1 - 2 Million Trees a Year' goal.

In June 2010, Organic Perspectives and Trees for the Future's Uganda Program Coordinator 'Mathius' initiated our "School Tree Program" at 5 schools in Buwanume parish and Kamuli town council. Children have unusual motivation at establishing and watering the school nurseries and planting the trees at school or taking saplings to their homes. Our project aims to train school children and local smallholder farmers in a whole range of agroforestry technologies; seed harvesting and nursery management; seedling production and the selection of appropriate tree species.

<sup>1</sup> The Baseline Survey used a definitive Questionnaire developed by our UK organic gardening Partner "Gaiian Life".





## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### ii) The '1 – 2 Million Trees a Year' Initial Project Location:

The initial phase of our '1 – 2 Million Trees a Year' shall cover both Kamuli and Buyende districts, since our ongoing Household Biogas Digester Installation activities<sup>2</sup> (see "Our Projects"—Page 14) are concurrently reaching farmers across the two districts and in parts of other nearby districts. The two were a single district (called Kamuli) until June 2009 when it was split due to vastness.

The two districts together make up 3,443.62 km<sup>2</sup> of land and an additional 835.12 km<sup>2</sup> covered with water and have a total population of 662,407 people (121,655 households) across 1,293 villages in 110 Parishes (Sub National Projections Report 2008 – 2012, the Uganda Bureau of Statistics).

Of the 112 districts in Uganda, the Ministry of Energy and Mineral Development ranks Kamuli and Buyende among the 10 leading charcoal producers countrywide. The region has drastically been deforested for charcoal burning over the last 2 – 3 decades. In effect, soils have greatly degenerated and food production is increasingly minimal. With a sharp decline in fuelwood, local people—for the first time ever—in this remote countryside have to pay for the fuelwood they use, albeit marginal incomes. The communal forests that provided firewood without ownership restrictions are gone.

With often no other community development organizations operating in most areas, particularly in Buyende district—one of the remotest, least-developed areas in the country—the poor smallholder farmers are battling a series of intractable social and environmental challenges—from depleted soils to escalating droughts, food shortages and the declining household energy resources—all unheard. Not only is Buyende arguably the driest part of central eastern Uganda, the whole district had no Mains Electricity until 2009 when the first line was installed along one road leading to the district Headquarters. However, given the high prices for electricity usage in Uganda—besides insufficient supply—only a disproportionate population here could count on the Mains as Household Energy.

Retrospectively, there has not been a radical community reforestation effort in the two districts to counter the deforestation done so far. And, while many farmers have shown high interest in tree planting, they lack knowledge on agroforestry technologies for sustainable land use systems, as well as the production of saplings and selection of appropriate tree species. The good news is that, with vast areas of land now barren, local farmers are desperate for reforestation initiatives like ours.

### iii) Selecting our '1 – 2 Million Trees a Year' Participating Farmers:

In order to establish visible change of our reforestation work in Kamuli and Buyende, the '1 – 2 Million Trees a Year' project shall have 'minimum requirements' for a farmer to receive saplings. Depending on the agroforestry technology to be used by a farmer, their land should have an uptake of at least 340 trees in alley cropping, at spacing of 4M x 4M (half a Hectare)—up to 680 trees per Hectare. Exclusive woodlots (without intercropping) should only require one third of a hectare to contain the same number of trees at a spacing of 3M x 3M—up to about 1,156 trees per hectare.

What we want to avoid (as seen in our pilot project) is a situation where a farmer takes say 5 – 10 seedlings and does not plant them in any systematic manner. The '1 – 2 Million Trees a Year' shall be planted with seedlings from (initially) 40 community nurseries established by Organic Perspectives through local Project Extension Committees (PECs) that we shall facilitate—through your support. The land-size eligibility requirement shall only apply to farmers receiving seedlings from one of these nurseries. However, the non-qualifying farmers shall also receive our agroforestry training and shall plant trees through our free seed distribution (See Page 13) or with seedlings from school nurseries, which shall be relatively self-managed and less dependent on our '**goal-bound**' mainstream budget.

<sup>2</sup> Organic Perspectives is working as Promoter for the "Uganda Domestic Biogas Program" in both districts.



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### 2. Tree Planting Plan:

#### i) Defining the '1 – 2 Million Trees a Year' Threshold:

When we decided to scale our agroforestry project from its pilot phase in mid 2011, we initially needed to plant 0.5M – 1,000,000 trees a year. However, we realized this is a small target because:

- Our promotion work for the "Uganda Domestic Biogas Program" (UDBP) is already covering the two districts; a '0.5M – 1,000,000 trees a year' goal means only a small number of farmers that we are already reaching for the biogas component would be participating in tree planting.
- '0.5Million – 1,000,000 trees a year' require virtually the same number of tree nurseries and management logistics (e.g. number of our Program Coordinators) as 2,000,000 trees would.

The goal of '1 – 2 Million Trees a Year' means our minimum target is to plant 1,000,000 trees a year if the maximum support we can raise per year through your support is \$50,000 (\$1 for 20 trees), or to plant **at least** 2,000,000 trees a year if we are able to raise twice your support—or more.

Your support shall initially facilitate costs for 40 community tree nurseries to be established by Organic Perspectives through local Youth/Women groups that we facilitate, and the operational logistics for our Program Coordinators providing Extension Training Services. However, our community agroforestry training and the "free seed distribution initiative" (See "Page 13") shall see the establishment of supplementary tree nurseries (besides our 40 tree nurseries) operating at little or no cost to our mainstream budget—e.g. School Nurseries and those independently initiated by individuals that we give free seed. In this context, the phrase "**at least**" as used above means your support will actually enable us to plant MORE TREES a year than just "20 trees for each \$1".

#### ii) Nursery Establishment, Management Plan and Coverage:

(a) **Nursery Establishment:** Our pilot project has shown the need for nurseries to be in easy reach for farmers to pick seedlings. That's a nursery would rather be small but accessible to farmers, than big but far away from them. Our '1 – 2 Million Trees a Year' goal shall require 40 small, easy-to-manage tree nurseries each producing a threshold of 25,000 saplings per planting season, two seasons a year. Each nursery shall provide trees to 3 neighboring villages; we shall initially cover 120 villages (out of the 1,293 in the two districts) to plant 1- 2 Million trees per year. Our team shall also initiate 96 relatively self-managed, supplementary school tree nurseries each year.

(b) **Management Plan:** For each Nursery, we shall establish a local "Project Extension Committee" (PEC), comprising 6 people; two of whom (a male and a female) are from each of the 3 villages sharing the nursery. Alternatively, in areas where there are previously-active Youth/Women Clubs, one shall be picked as PEC for the nursery shared by their 3 neighboring villages. Organic Perspectives shall provide the required nursery equipment to each community nursery—plastic water tanks; watering cans and tubings; hoes and shovels. If a PEC was a pre-existing group, we may not provide a bicycle for water collection—if they had one—otherwise we should have to.

The PECs will help in erecting nursery shelters; sowing seed; ongoing nursery maintenance and giving out the saplings to farmers within their cluster villages. In order to induce the farmers' commitment to turn up and pick the saplings and to care for them, each farmer shall pay a nursery maintenance fee of UGX2000 (\$1) every 6 months, which directly belongs to the PEC.

(c) **Project Expansion:** As the local PECs shall be our mechanism for providing community training and project extension services (See Page 7) and, as the PEC labor costs are self-sustaining—are recovered from their work itself (See Page 10)—we can replicate the project in 120 additional villages each year, adding 2 Million more trees to our planting goal per year—with your support.



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### iii) Community Agroforestry Training and Project Extension Services:

Organic Perspectives shall employ only 3 fulltime "Field Project Coordinators" (FPCs), one for each component of our "three-pronged project approach"—agroforestry, waste-to-energy (biogas) and organic gardening. In practice, each FPC shall be trained to handle local training in all these 3 project components, as our goal is for the local farmers to embrace the 3 pieces in an integrated manner.

Our "three-pronged project approach" is interdependently aimed at helping smallholder farmers to:

- Restore the cleared forests while replenishing their degraded soils; providing qualitative animal fodder and generating income from timber/non-timber tree products—through agroforestry.
- Save the regenerating forests through fuel-switch (to biogas) while reducing indoor pollution; creating local employment—for masons and material suppliers—and promoting sanitation.
- Merge innovations from the agroforestry and waste-to-energy components into sustainable organic gardening systems—using the fast-growing nitrogen-fixing trees as green manures and the nutrient-rich digester bio-slurry (as natural fertilizers) to restore soil productivity.

The initial 120 villages for our '1 – 2 Million Trees a Year' shall be coordinated by 40 local Project Extension Committees" (PECs). Technical training in our three integral project components shall be provided to the PECs by our 3 FPCs. The local PECs, in the end, shall be our basic means of delivery of ongoing community training and project extension services in the 3 areas of agroforestry, waste-to-energy and organic gardening. The PECs shall also directly manage the community nurseries; seed sowing; sapling packaging and daily watering requirements. The Youth group GLPEC (also as a PEC) shall intermittently train the other 39 PECs on specialist tree/nursery skills, wherever there is need.

At the start of each new planting season, the FPCs shall each conduct a one-day project orientation workshop for each PEC, which may also involve leaders from other non-PEC Groups or the Village Council Environmental Committee within a 3-village cluster. This shall be followed by onsite training for PECs on pretreatment guidelines for specific seed species and nurseries shall be established. The FPCs shall also directly train local farmers in 40 individual cluster villages, for 40 days (one day each).

#### The 3 FPCs' Workweek in a Nutshell:

Every planting season, each FPC shall spend 13 – 14 working days on 13 – 14 one-day PEC workshops; fortnightly on-site agroforestry training to the respective 13 – 14 PECs/Nurseries that each FPC oversees, and 40 working days on 40 one-day village training meetings for local farmers. The fortnightly on-site training for 13 – 14 PECs means each FPC shall train one PEC/Nursery each working day—besides conducting either a village training meeting or PEC workshop the same day.

However, after conducting 40 village-training meetings and 13 – 14 PEC workshops (covering the first 53 – 54 days) at the beginning of each planting season, each FPC shall only be left with the work of fortnightly on-site training visits to 13 – 14 PECs—for the last 4 months of each planting season. During this time, each FPC shall visit and provide agroforestry training to school children/teachers in one school per week, and initiate one school tree nursery on another day within the same week. That's, in every 6 months, each FPC shall initiate 16 school nurseries and train 16 schools in agroforestry—making 48 school nurseries initiated every planting season, and 96 each a year.

### iv) Species Composition and Seed Collection:

Depending on landscapes and local land use systems, we plant native trees e.g. *Maesopsis*, *Albizia* and *Acacia*, and various multipurpose fast-growing leguminous tree species e.g. *Leucaena*, *Calliandra*, *Gliricidia*, *Dalbergia*, *Sesbania* etc. We receive tree seed from **Trees for the Future** and the **New Forests Project**. Our local project extension committees shall also collect native seed at very low costs. Scarce seed like *Grevillea* shall be bought from the (Uganda) National Forestry Authority.



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### 3. Organizational Structure and Project Extension Framework:

Our work is implemented through 3 levels of leadership that represent Organic Perspectives from the top management role to the local community project extension network. These are:

- i) The Board of Trustees
- ii) The Executive Committee
- iii) Local 'Project Extension Committees' (PECs).

#### i) The Board of Trustees:

Our Board of Trustees is a selected team of experienced professionals working in different fields of the private and public sector. Though not involved in our daily project work, the Board provides Organic Perspectives with information on public-private partnership possibilities, local government policy, and is our anchor for technical advice on local project structuring and monitoring.

In particular, our Board Members from Buyende District Local Government are not only happy with the work of Organic Perspectives in the district, they also proposed (in our meeting with their District Executive Committee—Sept 15, 2010) to support partnership between their District Forestry Office (DFO) and Organic Perspectives. They requested us to extend our specialist agroforestry training to a local group of farmers that had previously received Pine and Eucalyptus seedlings from the DFO but were not having information on the effect of these trees to the soil.

The Board currently has 5 Members: three from the Buyende District Executive Committee (as named below); our Executive Director and Organic Perspectives' Founder. Current members are:

Name	Role	Background
Kanaku Michael	Policy strategist	District Chairperson, Buyende District Local Government
Naadhomi Scholastica	Public-Private alliance and Gender Mainstreaming.	District Vice Chairperson, <i>also</i> Secretary for Production and Gender, Buyende District
Nangobi Rose Kabenge	Projects linkage with Local Government Programmes	Secretary for Finance, Education and Health, Buyende District Local Government
Kalulu Anthony	Organizational Development	Founder, Organic Perspectives
Mugabi Solomon	Project Execution	Interim Executive Director, Organic Perspectives

Our past Board Members are 'Alex Ariho' [[aariho@excelhort.com](mailto:aariho@excelhort.com)] of 'Excel Hort Consult Ltd' and 'Anke Weisheit' [[ankeweisheit@web.de](mailto:ankeweisheit@web.de) / [aweisheit@excelhort.com](mailto:aweisheit@excelhort.com)] of the Faculty of Development Studies - Mbarara University of Science and Technology, Uganda. In May – Sept 2010, Anke and Alex rendered hands-on involvement in developing our Business Plan for the 'Budiope Rural Households Biogas Project' (Buyende District) and, in effect, Organic Perspectives delegated Anke to present the Business Plan at the "African Forum for Clean Energy Financing" – Johannesburg Sept 15, 2010.

#### ii) The Executive Committee:

With 6 people, our Executive Committee is the ultimate Project Coordinating Team. It comprises:

- a) The Organization's Founder/Patron.
- b) The Executive Director.
- c) The Finance and Administration Manager (FAM), *also* Monitoring & Evaluation Officer.
- d) The Field Project Coordinator– Agroforestry.
- e) The Field Project Coordinator– Biogas/Renewable Energy.
- f) The Field Project Coordinator–Organic Gardening.





## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### Roles of the Executive Committee:

#### a) The Organization's Founder/Patron:

Organic Perspectives was founded by Kalulu Anthony, a teacher, in 2007. His role is to scour for development partners and to identify project components that interdependently contribute to the organization's Mission. While Organic Perspectives was basically initiated on the notion of promoting reforestation and organic gardening, Kalulu has since been able to incorporate a third component of reduced-deforestation through fuel-switch, in the work of Organic Perspectives.

After attending a UNDP Regional Bio-Carbon Workshop (Addis Ababa, April 2009), he picked the idea of waste-to-energy (biogas); researched various models of household biogas digesters and organizations doing such work in Uganda and elsewhere. In Nov 2010, Organic Perspectives started working as Promoter for the then-newly-launched "UDBP"<sup>3</sup> and we are now signing up farmers and installing household biogas digesters both in Kamuli and Buyende districts.

#### b) The Executive Director:

Our Interim Executive Director 'Mugabi Solomon has a BSc. in Agribusiness Management and worked as Community Development Facilitator with 'Africa 2000 Network' for 3 years, and lately as Sub County NAADS<sup>4</sup> Coordinator Bugaya Sub County – Buyende District. Roles are:

- Determining and assigning roles for FPCs and the Monitoring & Evaluation Officer
- In liaison with the Patron, authorizes the FAM to make budget allotments to given activities, and evaluates the achievement of the project's targets against given financial statements.
- As overall project overseer, receives regular progress reports from the FPCs, FAM and the Management & Evaluation Officer, and prepares both quarterly and annual project reports.
- Represents and promotes the organization's philosophy at local and international forums, or delegates a resourceful FPC to deliver external presentations about the organization's work.

#### c) The Finance and Administration Manager, also Monitoring and Evaluation Officer::

- Prepares daily financial/accounting records for submission to the Executive Director
- Disburses approved budgetary allotments to the respective project activities
- Acts as Monitoring & Evaluation Officer; maintaining lists of farmers participating in all our project activities, and providing summative project progress reports to the Director.

#### d) The Field Project Coordinator– Agroforestry (FPC-Agroforestry):

- By specialization, the FPC-Agroforestry is the chief agroforestry trainer and provider of specialist expertise in tree planting across our bottom-up project extension framework.
- Trains the assigned local PECs in all our 3 project components—with transfer of knowledge from co-FPCs specializing in the other two fields of waste-to-energy and organic gardening.
- Liaises with District Forestry Offices for partnership possibilities with our tree project

#### e) The Field Project Coordinator– Biogas/Renewable Energy:

- Trains the assigned PECs in all our 3 project components—in collaboration with co-FPCs.
- Researches different biogas plant designs/sizes in terms of durability and cost-effectiveness.

#### f) The Field Project Coordinator– Organic Gardening:

- Trains the assigned PECs in all our 3 project components—in collaboration with co-FPCs.

As specified on Page 6, the 3 FPCs also share a common responsibility on our school tree program.

<sup>3</sup> 'Uganda Domestic Biogas Program' (launched 2010).

<sup>4</sup> National Agriculture Advisory Services



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### iii) The local 'Project Extension Committees' (PECs).

Each local PEC shall comprise 6 people from 3 neighboring villages sharing a given community tree nursery. Each village shall send in 2 people (one male and one female) to the PEC. Each PEC shall be responsible for the extension of Organic Perspectives' work within their 3 cluster villages. Roles are:

- Direct management of the Community Tree Nurseries as regards seed sowing, daily watering and packaging of saplings from bare-root nurseries to recyclable polypots<sup>5</sup> prior to distribution.
- Gathering poles and grass for erecting nursery shelters and providing ongoing maintenance.
- Submitting to the area FPC updated lists of farmers receiving saplings from the local community nursery and the number of trees given out to each farmer per planting season and per year.
- Visiting individual farmers in their 3 cluster villages to get actual numbers of trees that survived after transplanting—at the each of end of each planting season—for submission to the FPC.
- Provision of ongoing community training and project extension services for all our 3 project components: agroforestry, waste-to-energy and organic gardening.

As regards the provision of extension services within their cluster villages, specific roles of PECs are:

- Orientating local people on biogas and the support provided by Organic Perspectives (e.g. the free biogas digester construction subsidy of about \$280 that we currently provide to each household that Organic Perspectives signs up—as UDBP Promoter in Kamuli and Buyende).
- Training farmers on growth characteristics and benefits of individual tree species to the soil or within given farming systems (e.g. livestock), including information on potentially-invasive species e.g. non-leguminous trees with extensive lateral root systems that unsustainably dry up soils and cannot allow nearby integration of food crops on small pieces of land, such as in alley cropping.
- Guiding biogas households on the harvesting of the digester residual bio-slurry (e.g. as liquid or solid organic manure) and its general applications in poultry feeding and organic gardening.
- Using agroforestry manuals provided by Organic Perspectives<sup>6</sup> and the ongoing training provided by our FPCs, the PECs shall recommend the appropriate agroforestry technologies and tree species matching given soil conditions (e.g. barrenness), landscapes and individual farmer's needs.

**Paying for the labor/services of the PECs—the means of sustainability:**

PECs shall be paid through two, self-sustaining mechanisms, from the biogas and tree components:

- **Biogas.** For each installed biogas digester, Organic Perspectives currently receives a cash commission of up to \$12.5 as promotion fee from both the UDBP and "PSEM Africa Ltd" (the UDBP-authorized Biogas Construction Enterprise that oversees our biogas promotion work). Our plan is such that when the PECs take on the biogas promotion work on our behalf, Organic Perspectives shall have to pay the respective PEC a sum of \$5 for each installed digester.

However, when Organic Perspectives becomes the Biogas Construction Enterprise overseeing the UDBP work in about 6 districts—including Kamuli and Buyende—which was a much-hailed subject of our August 1, 2011 meeting with the UDBP Coordinators at "Heifer International Uganda" (HIU) (see Page 11), each PEC shall be directly receiving a cash commission of \$12.5 for each installed digester, just for spreading information to farmers about the biogas project.

Outside of the UDBP e.g. when the UDBP phases out and Organic Perspectives is able to get a direct donation for our biogas work, or when the two are concurrent, the same arrangement shall be maintained—as it implies the same cost and awareness creation goal for our projects.

<sup>5</sup> We shall use bare-root nurseries, but, as our pilot project has shown that farmers have a poor attitude towards handling bare-root seedlings especially in large volumes, the seedlings shall be potted prior distribution to farmers.

<sup>6</sup> We shall supply multiple copies of Trees for the Future's "Agroforestry Training Manual" to the local PECs.



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

- **Tree Planting.** As a means of inducing the local farmers' commitment toward turning up and picking the saplings during planting seasons—and to care for them—each farmer shall pay a nursery maintenance fee of UGX2000 (\$1) every 6 months, which directly belongs to the PEC.

In addition, for each farmer receiving saplings from a given nursery, Organic Perspectives shall provide a matching \$2 to the respective PEC each planting season—from your support. For instance, if a PEC gives out a qualifying minimum number of saplings to 100 farmers in a single planting season, the farmers shall pay \$100 (\$1 per farmer) to the PEC—as nursery maintenance fee—and we shall match it with \$200, totaling \$300 in a single planting season, and \$600 a year.

By sharing at least 50,000 seedlings among farmers in each 3 cluster villages every year, and by each farmer planting 340 – 680 trees (0.5 – 1Ha), we envisage that each PEC shall supply saplings to 74 – 150 farmers per year. This means a typical PEC's income shall range between \$222 and \$450 a year, from a literally small, easy-to-manage community nursery producing only 25,000 saplings each planting season. An income structure for PECs based on number of farmers signed up shall create a thriving '**Social-Forestry Enterprise**'—growing our annual planting goal by encouraging PECs to sign up many farmers or to expand the capacity of their nurseries<sup>7</sup>.

We believe many farmers shall be interested in paying to the PECs a nursery maintenance fee of only \$1 every 6 months (or \$2 a year) to receive 340 – 680 trees per year—through a project being subsidized with your support—because, conversely, the pre-existing commercial nurseries sell seedlings at a minimum of UGX200 (\$0.1). This means a farmer only gets 10 seedlings for every \$1 and, in effect, most farmers refrain due to the cost. For some species like *Grevillea*, commercial nurseries sell them at UGX500, that's, 4 seedlings per \$1. Fruit trees go for as much UGX3000 (\$1.5) per seedling. In our project, all trees shall be shared equally—irrespective of species—and we shall also train farmers on sapling production or grafting of native trees.

### iv) Local Employment Creation by the Project:

The initial 40 community nurseries shall directly create employment for 240 people as PEC members (6 for each PEC); receiving \$3 for each farmer taking saplings from the nursery each planting season (\$1 paid by the farmer and \$2 matched by Organic Perspectives)—twice a year.

Each PEC shall also receive a cash commission of \$5 for each eligible household<sup>8</sup> signed up for biogas on behalf of Organic Perspectives. And, when Perspectives becomes the UDBP Biogas Construction Enterprise (BCE) or Project Implementing Partner in about 6 districts in the Eastern Region—expectedly Jan 2012—as recently discussed in our August 1, 2011 meeting with both the Country Director<sup>9</sup> and the National Program Coordinator<sup>10</sup> for the UDBP Implementing Agency "Heifer International Uganda", (HIU), each PEC shall be receiving a cash commission of \$12.5 for each installed digester—working as local UDBP Promoter, under Organic Perspectives as the BCE.

Biogas work is employing the youth as masons. We need at least 40 masons for Kamuli and Buyende alone, and over 100 when we become the BCE for Eastern Uganda. The masons are currently fully paid by the UDBP's subsidy. Agroforestry shall create an income source from timber/non-timber products for 2,960 – 6,000 farmers in the first 120 villages in Year 1 alone—expanding thereafter.

<sup>7</sup> Some reforestation groups like 'GLPEC' already produce over 100,000 saplings per year—currently.

<sup>8</sup> Eligibility for the UDBP free biogas subsidy (approx \$280) is a minimum of 5 cattle, or 2 for zero grazing

<sup>9</sup> Patrick Nalere, HIU Country Director: [patrick.nalere@heifer.org](mailto:patrick.nalere@heifer.org)

<sup>10</sup> Athanasius Beinempaka, HIU National Coordinator for the UDBP: [atha.beine@heifer.org](mailto:atha.beine@heifer.org)





## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### 4. About Organic Perspectives:



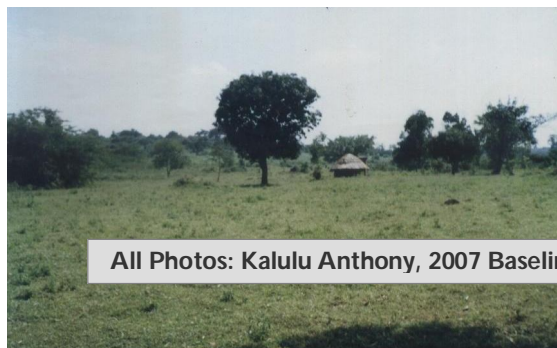
#### i) Background:

Organic Perspectives was formed in 2007 and is registered as a CBO in Kamuli district. Our aim is to protect the environment, promote food security and enhance smallholder farmers' incomes through sustainable and economically-viable agriculture.

The **Mission** for Organic Perspectives is to engage smallholder farmers in protecting forests, adopting organic gardening techniques and the use of modern renewable energy for sustainable livelihoods. Our **Vision** is to transform rural communities through biodiversity conservation, alternative energy and sustainable agriculture. We fundamentally achieve this through agroforestry, waste-to-energy (biogas) and organic gardening projects with smallholder farmers.

Organic Perspectives' Founder 'Kalulu Anthony' comes from Kagulu, Buyende. Prior to starting the organization, he saw a new wave of challenges facing local people in his home district. He recalls that until the early 1990s, Buyende was a much forested area; folks collected firewood anywhere in the village without restrictions on who owns the land. Located on the shores of Lake Kyoga, Kagulu was renowned for cattle keeping, milk and banana plantations. This is all gone. Relentless deforestation has left the region unusually dry and it is virtually difficult to spot a banana plant in a local home.

**In Pictures:** An area left barren due to deforestation: Bukyemba Village - Kamuli.



All Photos: Kalulu Anthony, 2007 Baseline Survey

Besides leading to deforestation, Fuelwood causes indoor pollution



A woman prepares Pupils' meals at Mutekanga Primary School, Kamuli.



Charcoal selling: Kamuli







## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### Our Projects:

- (a) **Tree Planting:** Our tree project has two main components: 1) Establishment of community tree nurseries that provide free saplings to local farmers and 2) Distribution of free tree seed to any individuals and/or groups interested in starting their own tree nurseries. The free seed distribution initiative started in 2008 when Organic Perspectives was picked by the "New Forests Project" (NFP - <http://newforestsproject.org>) to act as redistributor for their free seed of multipurpose fast-growing leguminous trees to any other people running tree projects.

Under the seed supply initiative, the NFP sends us bulk seed quantities and plastic bags in which we repack and give out the seed to those who need it. The latest NFP seed shipment was delivered to us late July 2011. Details can be got from the International Centre/NFP's World Seed Program Coordinator/Director 'Pia Iolster' ([piolster@ic-nfp.org](mailto:piolster@ic-nfp.org)). Since 2009, Organic Perspectives has also collaborated with a local environmental group 'GLPEC'<sup>11</sup> that we give seed and, in turn, they give out free saplings to our farmers in Buwanume Parish.

**In Pictures:** GLPEC's Founder 'Isabirye Joseph' receives seed and plastic tubing for use at his nursery from Organic Perspectives. We were able to share part of a small donation given to us by Trees for the Future in 2009 to procure a watering-tubing for GLPEC.



Farmers receive seedlings from Baleese Moses of Organic Perspectives, Namalembe (2009).



Farmer receives Gliricidia Seedlings from GLPEC, 2009.

<sup>11</sup> Gender and Labor Equality in Promoting Environmental Conservation - a youth group in Kamuli.



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

Besides working with local farmers on agroforestry, we launched (2010) our initiative of "School Nurseries". In this, we visit schools and train pupils and teachers on tree planting; conduct a demonstration lesson on nursery establishment and set up a school nursery the same day.

**In Pictures:** Trees for the Future's Uganda Program Coordinator 'Mathius Lukwago' (Left), Kalulu Anthony (middle) and Baleese Moses of Organic Perspectives (right) on a training and demonstration outreach about agroforestry at 5 schools in Kamuli district – June 2010.



- (b) **Waste-to-energy (biogas):** Our biogas work focuses on installing household digesters and was the last component to enter our (now) "three-pronged project approach" in 2009. We needed a solution to put forward to farmers as we educated them that dependence on fuelwood was a leading cause of deforestation and land degradation. Fuel-switch was that next challenge.

So, when Kalulu Anthony attended a UNDP "Regional Bio-Carbon Workshop" (Addis Ababa, April 2009), he got chance to meet with a workshop attendee, "Bilhat Leta" who represented the Ethiopian "Horn of Africa Regional Environment Centre" (HoA-REC). Bilhat sketched for Kalulu a hand-illustration of a digester. Back home, Kalulu started a research on digester models: both polythene and fixed dome. His next step was to find groups previously doing such work in Uganda, aiming only to see a digester or to meet up with one mason. At that time, we told some farmers about it and some were willing to cover all installation costs if we got a mason.

In November 2010, we started working for the then-newly-launched "UDBP" as Promoter in both Kamuli and Buyende, installing the first ever biogas digesters in the region. The number of farmers we are now signing up continues to grow each week and, several digesters are complete and producing sufficient gas for cooking and lighting. The UDBP provides a digester construction subsidy worth about \$280 in free materials—cement, gas stove/lamp, PVC pipes etc, including full payment of the masons—for each household we sign up. In our August 1, 2011 meeting with the UDBP National Coordinators at HIU (see page 10 & 11), the new goal we discussed was for Organic Perspectives to become a UDBP implementer in up to 6 districts in the Eastern Region.

- (c) **Organic gardening:** At the cusp of agroforestry and biogas, innovations from the 2 components merge (at no cost) into organic farming systems—using the fast-growing nitrogen-fixing trees as green manure and the digester bio-slurry as natural fertilizers. Our organic gardening FPC is also charged with radical farmers' training on composting, organic pest control, forest gardens etc.





## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### iii) Introducing our 'Social-Forestry Entrepreneurship: Keep It Local':

At our initial three Community Nurseries in Kamuli (2007 – 2009), we were directly running all the daily nursery management chores through to supply of ready saplings to farmers in Buwanume. Take a look at these 5 photos taken by Trees for the Future's 'David Tye' in his field visits to our project:

<http://www.flickr.com/photos/plant-trees/3272024991/in/photostream/>  
<http://www.flickr.com/photos/plant-trees/3272035235/in/photostream/>  
<http://www.flickr.com/photos/plant-trees/4483896411/in/photostream/>  
<http://www.flickr.com/photos/plant-trees/3272034487/in/photostream/>  
<http://www.flickr.com/photos/plant-trees/4563197604/in/photostream/>

That may have been good. But it had limitations. As nurseries need regular attention, this meant our small team (then only 2 people) either had to ignore one nursery while tending to the other, or the project was not supposed to expand. In response, it is why—in 2009—we partnered with the youth group 'GLPEC'; we started supplying them with seed and some nursery equipment—and they began giving seedlings to many of our farmers. As we set out for our scaled '1 – 2 Million Trees a Year' Project, the above has implications. It means our plan needs to be meshed with local communities. This is the birth of our notion of **"Social-Forestry Entrepreneurship: Keep It Local"**.

"Social forestry refers to a group of management strategies (agro-forestry, farm forestry, community forestry and publicly-managed forestry) for local community development, in which the aspects of local participation in management and in benefits of tree growing are central objectives"<sup>12</sup>. It "aims at raising plantations by the common man so as to meet the growing demand for timber, fuel wood, fodder, etc, thereby reducing the pressure on the traditional forest area"<sup>13</sup>.

For Organic Perspectives, the "Social-Forestry Entrepreneurship: Keep It Local" concept is our groundbreaking approach to leveraging project expansion and scaling through community-driven project extension systems that create a self-sustaining niche for the local groups spearheading our project goals while engaging fellow farmers within their neighborhoods to protect the environment through agroforestry, organic gardening and fuel-switch. Our 3 project components—agroforestry, biogas and organic gardening interdependently constitute the roadmap towards our vision of transforming rural communities through biodiversity conservation, alternative energy and sustainable agriculture. As such, our local PECs are ultimately the nucleus for rolling over local community training and project extension services across all the pieces of our 'three-pronged project approach'.

The social element of the arrangement is that it has to be a partnership e.g. for Organic Perspectives and you—as supporter of our worker—and, at the implementation phase, what we are sure to end up with is a cohort of in-community innovators—the PECs—proactively engaging their immediate neighborhoods to participate in the project on a win-win basis. The entrepreneurial part of it is that the local PECs are rewarded for promoting the project (see Pages 10 - 11) while building a community-level institutional framework for protecting local forests and scaling the innovations.

The approach illustrates that we shall need to hire an average of only ONE additional FPC on our fulltime staff for each new district we extend to, while creating employment for 105 – 326 PECs (630 – 1,956 people) per district; placing significant numbers of youths and other service providers in the biogas sector, and opening income chains for many smallholder farmers through agroforestry.

<sup>12</sup> [http://www.angelfire.com/ma4/gurans/Lecture\\_1.htm](http://www.angelfire.com/ma4/gurans/Lecture_1.htm)

<sup>13</sup> [http://en.wikipedia.org/wiki/Social\\_forestry\\_in\\_India](http://en.wikipedia.org/wiki/Social_forestry_in_India)



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### 5. \$1 Plants 20 Trees: How your Contribution Shall be Used:

The budget below enables us to plant 2,000,000+ trees a year; we may scale our annual planting goal and operational logistics depending on your support—keeping a proportion of at least 20 trees/\$1.

Item	Annual cost
(a) <b>Project Extension:</b>	
• Matching local farmers' PEC labor/Nursery Maintenance Fee (Initially an average of 120 farmers Per PEC each planting season—twice a year):	\$19,200
• Seed collection <sup>14</sup> :	\$1,500
• 40 one-day PEC Orientation Workshops:	\$0
• 40 one-day individual village orientation/training meetings:	\$0
• Tree breeding consultation services by GLPEC to fellow PECs:	\$0
• School Agroforestry training and nursery establishment outreaches:	\$0
• Detailed Nursery equipment and recyclable polypots <sup>15</sup> (\$270 per PEC):	\$10,800
• Annual stakeholder Meetings with District Local Government Chairpersons and District Forestry Officers (2 meetings):	\$300
(b) <b>Project Administration:</b>	
• Transport for FPCs: 3 motorbikes (VAT-chargeable at 18% on purchase):	\$28,320
• Operating fuel:	\$9,000
• Motorbike maintenance/servicing:	\$1,800
• Staff salaries: 6 fulltime staff + one office assistant	\$22,200
• Office rent + electricity:	\$1,800
• Office supplies	
– 4 computers:	\$1,600
– Furniture:	\$1,000
– Stationery (paper, printer & cartridges):	\$500
• Staff training & capacity building (consultation services):	\$500
(c) <b>Organizational Development and Project Promotion:</b>	
• Website design <sup>16</sup> and hosting + Internet access:	\$850
• Message T-Shirts:	\$350
• Leaflets/Brochures:	\$250
<b>Grand Total:</b>	<b>\$99,970</b>

Costs on fixed assets shall fall after Year 1, enabling us to expand our Matching Support for PECs to increase the number of beneficiaries—expanding our annual planting goal. Both Kamuli and Buyende have a total of 1,293 villages. We shall need to procure more transport facilitation—which initially will be insufficient for our team in Year 1—to expand to new villages while continuing the work already ongoing in the first 120 villages. Our project extension structure means we can replicate the project in an additional 120 villages each year, adding 2 Million more trees to our annual planting goal—with your support. We will then need to share our work with you online with digital aids.

<sup>14</sup> Supplementary seed shall be bought from the National Forestry Authority or collected from farmers' woodlots.

<sup>15</sup> We shall use bare-root nurseries, but, as our pilot project has shown that farmers have a poor attitude towards handling bare-root seedlings especially in large volumes, the seedlings shall be potted prior distribution to farmers.

<sup>16</sup> Our current website is a single webpage hosted by a UK friend; we are unable to post project updates on it.





## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### 6. Progress Reporting Process:

When our own managed website is up and working, we shall need to run a quarterly E-Newsletter service for sharing with you pictures and farmers' stories about our project and the progress we make. This will enable you to visualize the impact of your support and to have at hand the specifics of farmers participating in the project or the number of trees planted within each planting season.

When our website is not yet operational, we may explore possibilities of having our E-Newsletters hosted by a third-party Email Marketing Provider. At the most fundamental-level, we may initially have to share with you the quarterly newsletter service as a PDF Progress Report. The Newsletter service will also enable us to share with others about the support you have afforded our project.

We shall also soon set up a Facebook Group for this Project and send out the link to all our project supporters. We will be using the page to post regular updates, pictures and news from the project.

### 7. Volunteering with Our Project:

We would be happy to work with students from anywhere in the world interested in volunteering with our project, both on short-term periods as Interns or for longer periods after their graduation. Volunteering in a remote area changing the lives of the struggling rural farmers can be a life-changing experience. The most rewarding part of it is that you will perhaps never find a social community so appreciative for every piece of work you touch as an innovator on the environmental and household energy constraints facing smallholder farmers—as you would in a place like Buyende and Kamuli.

You may not have seen areas where local people find it hard to differentiate whether the service you are delivering to them is a government initiative or a result of your own creativity as project leader—often because no single mainstream public program is previously known there.

Even being born in Buyende, Organic Perspectives' Founder and his team get the same reception. When we liaised with HIU to bring a household biogas project for the first time to farmers there in Nov 2010 (see Page 14), a big number of people haven't understood how we really get things done; many think our means of giving a free digester installation subsidy of about \$280 to each eligible household is some big flexible fund managed by Organic Perspectives. So they easily presume we're only keeping our true resource disposition unnamed to them, than believe we are just volunteering to disseminate a service that otherwise would have not reached them (and is actually supported by another organization elsewhere in the country). These are communities with longtime accounts that not even their Parliamentarians have done anything on the social/environmental challenges they face.

Join us to change the lives of these people. Again, these are folks who already see our work as that of a redeemer—because rarely or actually never do they receive such outreach. Now, this is how they will never forget every little knowledge you will be able to equip them with—as volunteer.

**What you will be doing:** Volunteers may choose to spend all their time with our local Project Extension Committees providing supplemental technical training in any of our three integral project components—agroforestry, waste-to-energy (biogas) and organic gardening. Alternatively, you may be interested in sharing expertise with our Field Project Coordinators in any of those components. Prior to departure—where possible—groups of prospective volunteers may explore the possibility of running a local fundraiser in their home countries, to help us acquire transport facilitation with which our volunteers will be able to get around across the rather vast areas where we are working. Please contact us to discuss how we can work together. Email: [organic.uganda@yahoo.com](mailto:organic.uganda@yahoo.com)



## ONE - TWO MILLION TREES A YEAR: with 'Social-Forestry Entrepreneurship: Keep It Local'

### How close do we stand ...with reversing deforestation?

This question—in its entirety—is actually intended as: How close do we stand with reversing the deforestation being caused on our planet on a daily basis in present day? What do we need to do?

"40% of all the rainforests have been lost in the last 40 years. ...Experts estimate that the last remaining rainforests could be consumed in less than 40 years"<sup>17</sup>. As the socio-economic factors pushing forest-dependent communities into a sequence of forest-damaging practices are here today and tomorrow, we think the best immediate solution we can make now is to match our reforestation effort with present day deforestation—before we can expect getting back the forests lost in the past e.g. the last 40 years.

Also, incorporating social forestry approaches that give the local communities "more ownership and an increased role in the management of forest resources" is a pretty vital synergy alongside any other anti-deforestation plans. The two would mean that while communities continue to count on forest resources for survival—which essentially is inevitable—there will be a sustained interdependence.

What makes '**Social Forestry**' ideal is that, in many countries such as Uganda, public policy only applies to the protection of a few forest zones—those few gigantic natural rainforests—that bring in thousands of dollars everyday as government revenue through tourism. The relatively low-density community forests which actually cover the largest area—and which therefore host the biggest forest-dependent population—are left completely unchecked as to how the local people use or (un)sustain them.

Example: two of the biggest tropical rainforests in Uganda (Mabira and Bwindi) which measure 300 and 331 sq. km (respectively) are rigorously protected by the government because of their high revenue from tourism. In contrast, the two districts of Kamuli and Buyende—which make up 3,443.62 sq. km—do not have any local arrangement for sustained use of their community forests. In effect, the two districts have established themselves among the leading 10 charcoal producers (out of 112 districts) in the country. Folks there consider massive tree felling—not replanting—as a sign of being economically hardworking; men often have to count their success on the number of charcoal bags they can produce.

As for what could be done to project an equal and opposite (re)action to present day deforestation, the above once again underpins Organic Perspectives' growing efficacy on Social Forestry at the local level.

Also, does the world need about 20 reforestation projects, each replanting at least 1000 hectares with One Million trees per day—for 365 days a year—to match the size of global rainforests lost everyday? Well, we do not have an exact answer on this. However, the subject appears intriguing for us to look at, as motivated reforesters. The UN estimates that global deforestation currently accounts for "about 13 million hectares of forests lost every year and we're losing about 200 sq. km of forest each day."

A plantation (artificial) forest has about 1,000 trees per hectare. Similarly, each "hectare of rainforest may contain 1,000 trees with up to 300 species" besides a rich diversity of undergrowth. So, if the world loses 200 sq. km (20,000 hectares) of forests EACH DAY, this is equal to 20,000,000 trees lost per day. It is what gets us down to the abstract thinking that, if the size of the world's forests destroyed each day is to be counter-matched with a reforestation effort, it would need about 20 (different) reforestation projects, each replanting 1000 hectares—1,000,000 trees—per day. **How close do we stand (with this)?**

<sup>17</sup> <http://en.wikipedia.org/wiki/Deforestation>



**ONE - TWO MILLION TREES A YEAR:**  
*with 'Social-Forestry Entrepreneurship: Keep It Local'*

---

Raise \$1 and 20 trees shall be planted for you. You can contact us directly on the address [organic.uganda@yahoo.com](mailto:organic.uganda@yahoo.com) or through Trees for the Future (USA) on [info@treesftf.org](mailto:info@treesftf.org) and specify that you are supporting Organic Perspectives' '1 – 2 Million Trees a Year' in Uganda.

Better still, **Please Spread Word.** This enables anyone to raise awareness about our work even when our project location is not one of their program areas. This document is for an open audience.