

END OF TOUR REPORT

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FOR

SOIL AND WATER MANAGEMENT PROJECT
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EXECUTIVE SUMMARY

The Soil and Water Management Project became reality in 1978 when the United States Agency for International Development (USAID) entered into an agreement with The Government of The Gambia (GOTG). The purpose of the Project was threefold: (1) to establish a Soil and Water Management Unit (SWMU) within the Ministry of Agriculture and Natural Resources (MANR), (2) to develop technology for improved agricultural methods that are consistent with Gambian farming abilities and resources, and (3) to provide training for Gambian soil and water management specialists and other government officials.

The Soil and Water Management Unit was challenged to carry out several Project objectives: (1) to halt and reverse environmental deterioration due to the inadequacy of traditional farming practices, (2) to encourage the production of food, forage, wood, and other cash crops, (3) to reduce the drought susceptibility factors involved in the production of crops, and to (4) develop the institutional capability of the Unit to deliver technical, material, and educational/informational services to the rural population of The Gambia.

The Project was designed to be implemented in three phases. In the first phase (1978-1980) USAID provided commodities, personnel development training, and technical assistance through the United States Department of Agriculture's Soil Conservation Service (SCS). The Soil and Water Management Unit was established as an integral part of the Government of The Gambia.

During the Project's second phase (1981-83), staffing of the Unit with fully qualified personnel was to begin. Unfortunately, however, the Government was unable to provide such a staff. Personnel were thus selected and sent abroad for long-term academic training.

The third phase, initially to be a five year effort, was to be a period of institutionalization for the Unit. This phase began as qualified personnel began returning from training abroad and the Unit began implementation of its conservation program.

In 1988, the Soil and Water Management Project, to allow more time for institutionalization and to complete objectives that were not met due to setbacks encountered earlier in the Project, was extended until June 30, 1991.

INTRODUCTION

Since the Soil and Water Management Project was extended in 1988 there have been several significant activities and accomplishments. At the time the extension agreement was signed, it was recognized that the process of institutionalization of the Soil and Water Management Unit was in its initial stages, and that the Unit lacked both the institutional and material capabilities to deliver an effective and sustainable national conservation program. Government support of the Unit's activities was not sufficient and further personnel development was needed.

Since it first began implementing its conservation program in The Gambia, the Soil and Water Management Unit has developed into both a nationally and internationally recognized group of soil and water management specialists. The service of the Unit's engineering staff, soil scientists, agronomists, and resource planners have been in great demand by farmers and villages, and government and non-government agencies. Upon request the Unit's staff often provides engineering surveys and designs, soil survey information, project feasibility information, and training. Demands for these and other services are increasing. At the present time, the demand for the Unit's services far exceeds its ability to deliver them.

SUMMARY OF SWMU ACTIVITIES AND ACCOMPLISHMENTS

From April, 1989 until the end of the Soil and Water Management Project, June 30, 1991, the Soil and Water Management Unit (SWMU) was involved in a variety of activities. Many of these activities and accomplishments could not have been completed without the financial and/or technical support of the U.S. Agency for International Development (USAID), through the Soil and Water Management Project, and the German Agency for Technical Cooperation (GTZ) which, through a project agreement with the Government of The Gambia (GOTG), began supporting the Unit in 1988. Other donor organizations cooperating with the SWMU during the period included Action Aid and the Freedom From Hunger Campaign (FFHC).

The following is a brief description of many of the Soil and Water Management Unit's activities and accomplishments between April 1, 1989 and June 30, 1991. Although they do not represent all of the Unit's activities during this period, they do perhaps represent a measure of the Unit's productivity. And, although the effectiveness of many of these activities has yet to be determined, their implementation most certainly is reflective of the efforts of the Soil and Water Management Unit to inject into The Gambia an effective and sustainable soil and water management program. These activities and accomplishments are described in five general areas; conservation activities, staff development, operations, environmental education/information, and conferences and seminars:

Conservation Activities

As a result of much better planning and organization, the 1991 construction season was a banner one for the Soil and Water Management Unit. Five teams of technicians directed the construction of over 10,500 meters of dike. Over 70 dikes were constructed or rehabilitated for 29 villages. Some 2,200 people participated in dike construction. Construction at new sites benefited about 208 hectares.

Overall, during the three construction seasons from 1989-1991, the Soil and Water Management Unit was engaged in the reclamation or rehabilitation of about 473 hectares of land for rice production. Approximately 3,800 villagers participated in the construction or rehabilitation of anti-salt and/or water control dikes. Approximately 15,400 meters of new dikes were constructed. Thirty-nine villages cooperated with the Unit in these construction activities (See Appendix I). It should be noted that about 80 percent of the participants in SWMU activities were women.

In addition to these lowland conservation activities, about 750 hectares of upland cropland were improved by the application of about 10 kilometers of contour bunds and other conservation

practices. Also, about 40 farmers in the uplands participated in contour farming demonstrations and fertilizer trials in two watersheds.

In collaboration with researchers in the Department of Agricultural Research the Unit conducted field trials to screen rice varieties adapted for use in saline environments. Several salt tolerant varieties were identified. Other field trials were conducted to identify soil amendments and other cropping factors that can be used to alleviate the effects of saline toxicity.

In addition, the Soil and Water Management Unit operated a seed bank to encourage farmers to plant adapted rice varieties. In 1990, five and a half tons of seeds were distributed to farmers on a revolving loan basis.

The Unit began implementation of its first agro-forestry plan of action. This effort included the establishment of tree nurseries in 10 villages, the outplanting of about 3300 seedling trees for 450 participating farmers, and the training of villagers in the planting and care of their trees.

Also, during the period of this report, the Unit trained over 200 extension personnel in soil and water conservation procedures and methods. This training increased the competence of the trainees and improved their confidence in dealing with soil and water management problems.

Staff Development

In an effort to expand the capabilities of the Soil and Water Management Unit many of its staff members were sent abroad for formally organized short-courses and informal observational and participatory training (See Appendix II). In addition, several short-term technical advisors provided in-country, on-the-job training for selected Unit personnel.

Funds were transferred from the Project to the Human Resources Development Assistance Program (HRDA) to send six employees of the Government (four from SWMU, two from the Extension Service) to various institutions in the United States for two-year educational programs (Appendix III). Eight students, selected earlier to receive BS degree level training in the U.S., either returned to The Gambia after completing their academic studies or remained in the U.S. to complete them (Appendix IV).

Don Woodward, USDA/SCS hydrologist, was one of many technical advisors providing training and/or assistance to the Soil and Water Management Unit (Appendix V). During his second visit to The Gambia he assisted the Unit in developing a procedure for calculating peak flows for conservation practices. He also trained the Unit's engineers in the use of Chapter 2 of the "Engineering Field Manual."

Engineering technicians, Joe Brandon and Stanley Williams, USDA/SCS, provided the Unit's field staff with training in the fundamentals and techniques of conservation engineering. This training has expanded the capabilities of the field staff, including Peace Corps volunteers assigned to the Unit.

Charles Whitmore, USDA/SCS, provided in-country training to the planning staff in the resource planning process and assisted them in the development of the Unit's first watershed management plan.

Ingo Bennewerg (sponsored by GTZ) provided in-country training to selected staff members in agro-forestry. As a result of this training the Unit has begun implementation of its first agro-forestry action plan.

Operations

To strengthen the institutional capabilities of the Soil and Water Management Unit, to streamline its operations, and to improve the management capabilities of many of its principal staff members, several measures were undertaken. Among other things, these included the implementation of new operational procedures, personnel development, and organizational changes.

Major changes in the Unit's operations began in early 1989 when its headquarters were relocated. For several months, while the building was undergoing complete renovation, the staff found itself without office space. After the renovation was complete, however, the Unit began operating from a much improved facility.

In early 1989, also, the Unit embarked upon its first "logical framework" plan of operations. This activity, which established program priorities, identified goals and activities, and determined budget requirements, set the Unit on a multi-year course of action.

To expand the capabilities of the monitoring and evaluation section of the Unit, and to assist in the storage and retrieval of data, the Unit was given the capabilities of a computer system. This system also greatly improved the Unit's communications abilities. To make the system most effective staff members received training in its operation.

To improve their management and organizational abilities several principal staff members of the Unit were sent abroad for short-course training in management skills improvement and leadership development. In addition, John Fye, the Head of the Unit, received informal management training with the Soil Conservation Service.

To improve the Unit's ability to manage and utilize its material resources, a computerized inventory of its equipment, machinery, and other material assets was done. This inventory provides the Unit with a process by which it can better account for its assets.

To identify shortcomings in the Unit's operations the Management Development Institute was contracted to do an evaluation of its operations and management procedures. The Institute's final report identified deficiencies and made recommendations for improvement.

As with many organizations, records management is a problem at the Soil and Water Management Unit. To assist the Unit in dealing with this problem a more usable filing system was established. Also, new reporting systems and documentation procedures were instituted.

In an effort to decentralize and expand its operations the Unit opened an office in the Upper River Division at Basse. Staff members were posted to Basse on a permanent basis and two Peace Corps volunteers provided assistance. Because of inadequate institutional, financial, and program support, however, the Unit was forced to reduce its staffing level in that office. Staff members, though, still remain posted to Basse.

Gail Updegraff, USDA/SCS, assisted the Unit by conducting an economic evaluation of its activities. The evaluation covered the entire thirteen year period of the Soil and Water Management Project. It will provide USAID, other donors and organizations, and the GOTG with valuable information about the feasibility and sustainability of this and similar projects. He also provided training to the staff of the Unit's monitoring and evaluation section.

Perhaps most importantly, to give it a legislated mandate, to strengthen its position in the GOTG, and to provide the Government with a course of action to follow in the proper management of the natural resources of The Gambia, the Soil and Water Management Unit initiated the development of a national natural resources policy. Facilitated by Lawrence Clark, also of USDA/SCS, an ad-hoc multi-sectoral task force was assembled to develop this policy. The task force brought together representatives of five ministries and several non-governmental and private volunteer organizations. After several months of concerted effort the final policy document was developed and submitted to the Cabinet for approval.

During the period of this report, too, the Unit hosted several visitors from the U.S. Department of Agriculture. These visitors assisted the Unit in a variety of ways, the least of which was to serve as professional contacts (See Appendix V).

A concerted effort was made to improve the management and administration of the Soil and Water Management Unit. Through training, planning, and the implementation of management opportunities much of the "management by crisis" that once existed has been alleviated.

Environmental Education/Information

During the period of this report the Soil and Water Management Unit made an effort to expand its environmental education and information program. Several activities designed to reach a variety of audiences were carried out.

With technical assistance from the staff of the SWMU and the efforts of a Peace Corps volunteer assigned to the Unit, three supplemental readers, which include topics on the environment and natural resource conservation, were published for use by primary schools. These reading materials will support changes being made in the science and social studies curriculum to include such topics.

The Unit sponsored an exhibit at The Gambia National Museum entitled, "Our Natural Resources." This exhibit, which took almost a year to complete, was designed to increase the awareness of the 16,000 annual visitors to the Museum of the variety and importance of the nation's natural resources. Developed by two Peace Corps volunteers assigned to the Unit, the exhibit highlights the problems of natural resource degradation and the measures that can be undertaken to alleviate them. (For a complete list of Peace Corps volunteers assigned to the Unit see Appendix VI). Technical support and assistance was provided by the Soil and Water Management Unit and the technical staffs of other government agencies and donor organizations. Technical advice was also provided by two short-term advisors, including Dr. Kenneth Young of the Smithsonian Institute. In a ceremony to mark the occasion, the Vice-President of The Gambia officially opened the exhibit.

An informational video was developed to illustrate the history of the Soil and Water Management Project, and to highlight the success of the Soil and Water Management Unit. It describes the natural resources problems that The Gambia was (and is) experiencing that led to the creation of the SWMU. The video chronologically depicts the development of the Unit, its activities, problems, and constraints.

In August-September, 1990, the Soil and Water Management Unit sponsored and coordinated an environmental education workshop. Two technical advisors, Jacob Fillion and David Wood, conducted the workshop. Twenty three participants from various agencies and organizations took part. They learned how to plan and organize their own environmental education programs.

On several occasions, personnel from the Unit presented lectures on a variety of topics to students at Gambia College, Gambia High School, and local primary schools.

In addition to these activities, several informational materials were produced or sponsored by the Unit. These included a poster on the environment and a brochure entitled, "Assistance Available from the Soil and Water Management Unit."

Conferences and Seminars

Twice during the past two years the Unit hosted international seminars. The first was a seminar sponsored by the Food and Agricultural Organization of the United Nations (FAO). It brought together about twenty-five participants from seven English speaking countries to discuss the development and management of wetlands for rice production. The Unit, representing the Ministry of Agriculture, coordinated this week long seminar.

The second seminar was sponsored by the United Nations Environmental Program (UNEP) through the Soil and Fertilizer Network (SOFERNET), and FAO. Its purpose was to train participants from other West African English speaking countries in soil and water conservation. As the host for this training seminar the Unit provided the lecturers and resource personnel. Twenty-three participants from five countries attended.

PROBLEMS AND CONSTRAINTS

The constraints under which the Soil and Water Management Unit operated during this project period were perhaps more serious than any under which it had operated previously. During this period funds for the Unit's recurrent costs were no longer provided by the Soil and Water Management Project. The responsibility for such support was to be borne by the Government of The Gambia. The Government, however, for whatever reason, did not provide the Unit with adequate operational support.

At one point, USAID attempted to force the Government to provide the financial support needed to cover the Unit's operational and maintenance expenses by threatening to cease Project activities. In mid-1989 the Project stopped providing the Unit with funds for recurrent cost items such as fuel and vehicle maintenance. GTZ did continue to provide such funds, but only for activities located within its scope of work--western Gambia. The Unit's ability to carry out an effective nationwide program was thus not possible.

It was, and continues to be, the Government of The Gambia's lack of financial and institutional support that forced the Soil and Water Management Unit to limit its activities to those for which operational support could be provided by other donor organizations. Except for salaries and allowances, which are grossly and embarrassingly inadequate, and a limited amount of fuel provided by the GOTG, donor organizations provided almost all of the operational support for the SWMU. Because of the lack of financial support by the Government, the Unit was unable to effectively decentralize and expand its operations nationwide as planned.

In fairness, it should be mentioned that the Department of Agricultural Services, in which the Soil and Water Management Unit is located, contributed a fair, if not disproportionate, share of its resources to the Unit. The Department too, unfortunately, labors under the same constraint--inadequate funding.

For several years the Soil and Water Management Unit has strongly promoted the concept of "integrated watershed management." It has not been able to fully implement this concept, however, because of its inability to establish formal institutional linkages within the Government. Apparently, there is no mechanism within the GOTG that allows for such inter-ministerial and inter-departmental relationships to exist. Until the Government establishes this mechanism the Unit will be limited in its watershed management efforts.

Of primary importance to the Unit is a reliable and effective agricultural extension program upon which it can depend to spread the conservation message to the rural population. Herein lies another major constraint under which the Unit must operate. Not

only is the extension program in The Gambia ineffective (perhaps only a small percentage of the rural population can identify their local extension worker), it is basically non-functional. This is not necessarily to be construed as the fault of the Extension Service. Again, this is due to grossly inadequate financial and institutional support by the Government. Most extensionists, because of inadequate salaries and poor working conditions, lack motivation, and are, at best, inadequately trained, particularly in soil and water conservation principles and techniques, and most importantly, they are immobile. Without adequate support the agricultural extension program is indeed ineffective. Without an effective extension program the Soil and Water Management Unit finds itself limited in its ability to implement and sustain an effective, nationwide, soil and water conservation program.

In October, 1989, six American manufactured vehicles, purchased by the Project, arrived in Banjul. The difficulty in getting these vehicles extricated from the port authorities proved to be much more of a problem than expected. Because of the origin of their manufacture, the Ministry of Agriculture refused to accept them. It was not until March, 1991, that the Unit finally took possession of these much needed vehicles. Since these vehicles were critical to the operation of the Unit this proved to be a frustrating and quite unnecessary situation.

Because of its location within a department (the Department of Agricultural Services) the Soil and Water Management Unit is not authorized an executive officer. This is unfortunate because without such an individual the Unit will continue to operate under a serious operational constraint. At the present time, the duties normally associated with an executive officer are strategically assigned to various members of the Unit's professional staff. These "extra" duties certainly reduce the staff's effectiveness because it prevents them from fully exercising their professional expertise. Unless, and until, this situation is alleviated, the Soil and Water Management Unit will continue to operate at a less than desirable level of efficiency.

RECOMMENDATIONS

Based on my experience with the Soil and Water Management Unit I am making the following recommendations. Although many more can be made, I am limiting these recommendations to those that have the greatest impact on the future operations of the Unit:

1. The Soil and Water Management Unit is not self-supporting. Strong and continuing support, both technical and financial, must therefore be provided by USAID and/or other donors if the Unit is to expand its current program to a scale that will have a nationwide impact.

2. Developmental training of Soil and Water Management Unit personnel should, and must, continue. In-country training is most effective, but taking advantage of opportunities for training abroad should also be encouraged.

3. For the Soil and Water Management Unit to continue to develop new conservation technologies that are appropriate for use in The Gambia, and consistent with the development of a national conservation program, there should be a continuing effort by USAID to fund the assistance of short-term technical advisors to the Unit. This assistance can be very important in the continuing development of the Unit, particularly in the establishment of "professional linkages." These associations with other professionals are not only valuable in the transfer of new technologies, but they also improve the morale and confidence of those involved. Short-term technical advisors to the Unit should include a variety of technical specialists, especially those who have had prior experience with the Unit and are most familiar with its operations, personnel, and activities. The use of the general PASA between USAID and USDA as a mechanism to facilitate this kind of support is encouraged.

4. In order for those agencies in the GOTG charged with natural resource management responsibilities to be able to make proper decisions concerning the use and management of The Gambia's land resources, they must have the necessary information. Much of this information can be provided by a detailed soil survey. A feasibility study for such a survey should be promoted by the GOTG and USAID. A soil survey, with a level of detail adequate for watershed based resource planning should be considered.

5. As a young organization the Soil and Water Management Unit operates fairly well. If it is to be strong institutionally, however, it must continue to become more efficient. It can do this by establishing and implementing management procedures and techniques that will improve the use of its resources.

Water Management Unit and the success of its activities, USAID should evaluate the future of the Unit as an agency of the GOTG. The question of whether or not the institutionalization of the Unit has been successful should be seriously addressed. After thirteen years of the Soil and Water Management Project the Government, apparently, is still unable (or unwilling) to provide an adequate level of support for the Unit. Of course, this makes it doubtful that the institutionalization process has been fully successful.

7. Finally, the Unit, in order to insure sustainability of its program in rural Gambia, needs to give more credence to the development and expansion of its environmental education/information program. Special attention needs to be given to the training of villagers and farmers in the merits of soil and water conservation.

CONCLUSION

In a relatively short period of time the Soil and Water Management Unit of the Department of Agricultural Services has risen to a high level of prominence in the Ministry of Agriculture. It has reached this prominence because of its visibility and effectiveness in the rural countryside of The Gambia. It has reached this prominence because of the foresight of its creators, the dedication and perseverance of its staff, and the commitment of its many supporters.

The achievements of the Unit are remarkable considering the many constraints and restrictions under which it has had to operate. It has come to be recognized for its efforts not only at home in The Gambia but throughout the continent and abroad as well. Yes, it has its weaknesses, many of which can never be overcome, but it also has its strengths. Perhaps among the most important of its strengths is its ability to muster several hundred villagers to participate in conservation construction activities that take several days, even weeks, to complete. It is this strength and others that must be exploited if the Unit's activities are to remain visible and be sustainable.

For the people of The Gambia to capitalize on the strength of the Soil and Water Management Unit, they must continue to demand its services and support its efforts. Without such, the Unit's effectiveness will be limited. It will disintegrate and soon disappear. Considering the natural resources problems that exist in The Gambia, that must not be allowed to happen.

The Government of The Gambia must be constantly reminded that the future of the country depends on the conservation and proper use of its natural resources. Without such measures, the country's resource base, upon which all Gambians must depend for their standard of living, will continue to decline at an alarming rate. Most assuredly, the legacy of allowing this to occur, is not one in which the Government wishes to bear the responsibility.

During the last two years the SWMU has indeed done an incredible amount of work. It has matured a great deal. In some respects, it has grown from adolescence to adulthood. The Unit has the experience, the expertise, and the vision, to carry out a national natural resource conservation program. This is a great challenge, but if given the political, financial, and institutional support it so greatly deserves it can do just that.

APPENDIX I

PROGRESS SUMMARY

SOIL AND WATER MANAGEMENT UNIT

SWAMP REHABILITATION AND UPLAND CONSERVATION ACTIVITIES

YEAR	SWAMP REHAB (Ha.)	UPLAND CONS (Ha.)	VILLAGES* (No.)	POP (Est.)
1984	25	373	5	1000
1985	124	280	14	2800
1986	150	158	14	2800
1987	130	50	15	8000
1988	75	520	14	2800
1989	140	---	14	2800
1990	125	250	8	1600
1991	208	500	11	2200
TOTAL	977**	2131	95	24000
GTZ (prior to 1989)	278	---	15	3000
GRAND TOTAL	1255	2123	110	27000

*Represents 'new' villages only. In 1990 and 1991 services were also provided for 20 former village clients.

**An additional 240 hectares benefitted from the upgrading of existing dikes and/or structures in 1990-1991.

APPENDIX II

PARTICIPANTS IN SHORT-TERM TRAINING

NAME	SUBJECT	DATE
Stanley Adams	Geographic Information Systems	May 89
Fatou Jasseh	Drainage and Salinity Control	April 89
Ebrima Sonko	Drainage and Salinity Control	April 89
Kebba Bojang	Land Use Planning	June 89
Saul Secka	Project Implementation	July 89
Matarr Cham	Agro-Forestry	July 89
John Fye	Mgt./Administration	Sept. 89
Mustapha Sonko	Conservation Application	Sept. 89
Jungkung Ceesay	Soil Survey	Sept. 89
Ebrima Senghore	Conservation Application	Sept. 89
Famara Badjie	Soil Conservation	Sept. 89
Dodou Jallow	Soil Conservation	Sept. 89
Kabir Sonko	Resource Planning	May 90
Ebrima Sonko	Management-Team Building	July 90
Fatou Jasseh	Management-Team Building	July 90
John Fye	Management Skills Development	Sept. 90
Ebrima Senghore	Agric. Survey Methods	Sept. 90
Saul Secka	Agric. Survey Methods	Sept. 90
Matarr Cham	Ecology Farming (China)	Oct. 90

In addition, 6 GOTG officials participated in an observational tour of conservation and natural resource activities in the U.S. in August-September 1989.

APPENDIX III

PARTICIPANTS SCHEDULED FOR MEDIUM-TERM ACADEMIC PROGRAMS
(Project Funds Transferred To HRDA Program)

NAME	SUBJECT	TARGET DATE
Saikou N'jie	Engineering	1991
Sadat Yaffa	Engineering	1991
Siaka Jarju	Engineering	1991
Joseph Jatta	Soils	1991
Ensa Colley	Agronomy	1991
Lamin Jaiteh	Agronomy	1991

APPENDIX IV

PARTICIPANTS IN LONG-TERM ACADEMIC PROGRAMS

NAME	SUBJECT	COUNTRY	DATE OF RETURN
Kebba Manka	Engineering	USA	Aug. 1992
Kebba Kahn	Engineering	USA	Aug. 1992
Babou Camara	Soil Science	USA	June 1990
Ebrima Saidy	Soil Science	USA	June 1991
Ebrima Jallow	Agronomy	USA	June 1991
Lamin Sanyang	Agronomy	USA	June 1991
Jonko Fofana	Agronomy	USA	June 1991
Alasan Bah	Agronomy	USA	June 1991

APPENDIX V

SHORT-TERM ADVISORS/VISITORS TO THE SWMU
(Sponsored by the Soil and Water Management Project)

NAME	SUBJECT	DATE
Lawrence Clark	Policy Development	Oct.-Dec. 1989
Charles Whitmore	Resource Planning	Jan.-Feb. 1990
Lawrence Clark	Policy Development	Feb.-March 1990
Stanley Williams	Conservation Technician	Feb. 1990
Jerry Hammond	Internat'l Cons. Div., SCS	Jan. 1990
Robert Wilson	Tech. Assist. Div., OICD	Jan. 1990
Robert Shaw	Deputy Chief for Tech., SCS	Jan. 1990
Joe Brandon	Conservation Technician	April-May 1990
Don Woodward	Hydrology Training	May 1990
Lawrence Clark	Policy Development	May 1990
Pamela Ansley	Envir. Educ. Spec.	May 1990
Kenneth Young	Museum Technician	May 1990
Jacob Fillion	Envir. Educ. Spec.	Aug. 1990
David Wood	Envir. Educ. Spec.	Aug. 1990
Gail Updegraff	Economic Evaluation	Aug.-Sept. 1990
Ron Jones	Dev. Resources Div., OICD	Sept. 1990
Lawrence Clark	Policy Development	June 1991
Gail Updegraff	Economic Evaluation	May-June 1991

APPENDIX VI

PEACE CORPS VOLUNTEERS

NAME	DATES OF SERVICE
Daniel Hiel	1988-1989
Mary Novotny	1988-1991
Mary Alexander	1989-1992
Mark Michelson	1990-1992
John Divine	1989-1991
John Haldeman	1991-1991
Penny Chase	1990-1992
Beverly Wiczek	1990-1991