

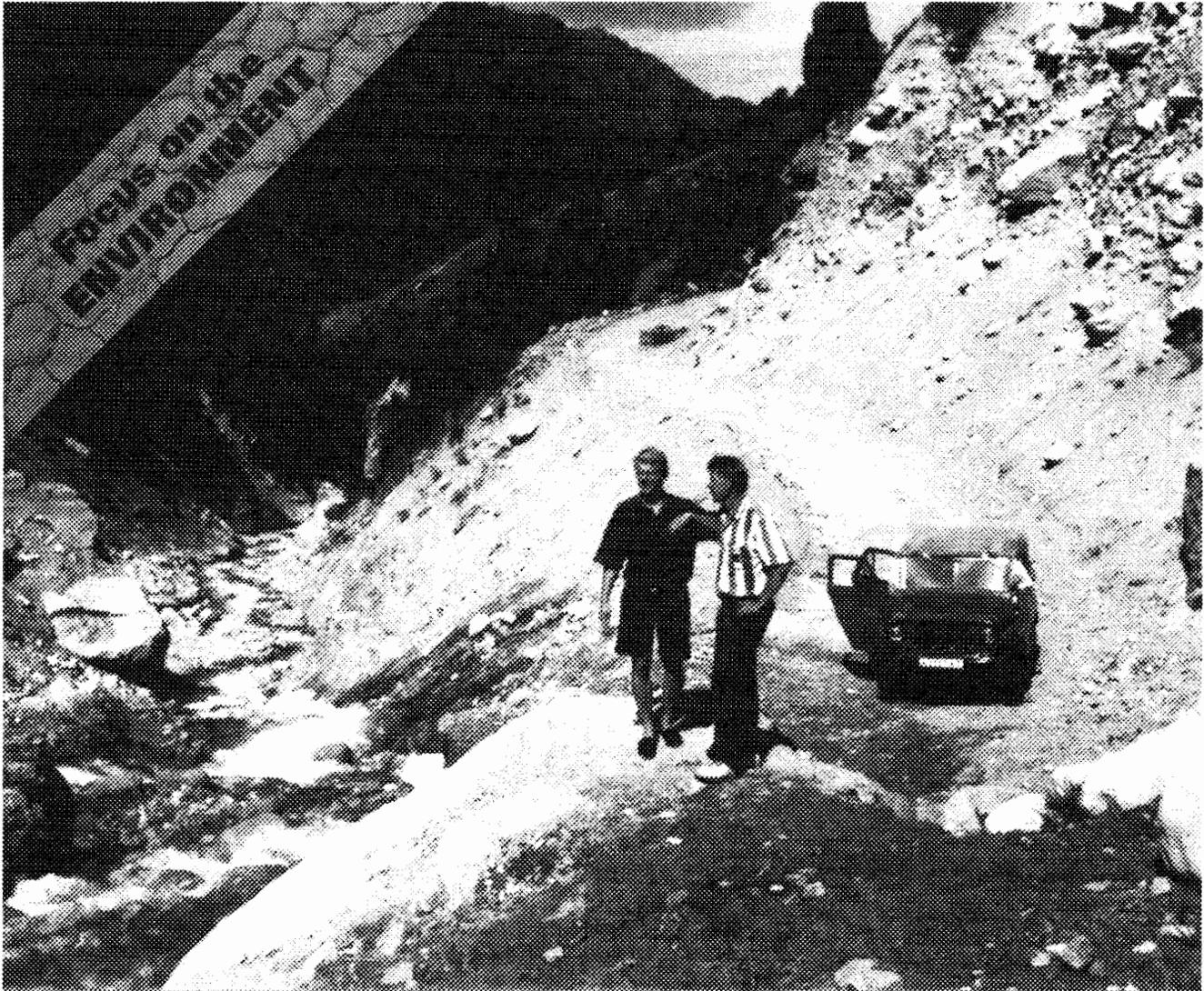
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# Front Lines

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

JUNE 1996

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**JUNE 1996**

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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**USAID Hot Shots**

**Getting to know us . . .**



Agency employees were on hand to greet visitors at the USAID booth during Public Service Recognition Week on the national mall in Washington, D.C., from May 9-12. Vice President Gore opened the festivities, which featured displays from numerous civilian agencies and the Department of Defense. USAID employees (center and right) Millicent Muschette, M/HR, and Rolanda Savoy, LPA/MC, provided information about the agency to the public. USAID's popular video, "Global Connections," was shown continuously throughout the week.



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**Cover artwork:** Kazakhstan's new national park will help protect endangered species and provide recreational opportunities. Developing the area as a park, however, will involve reengineering roads and bridges. See story on page 12.



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# Front Lines

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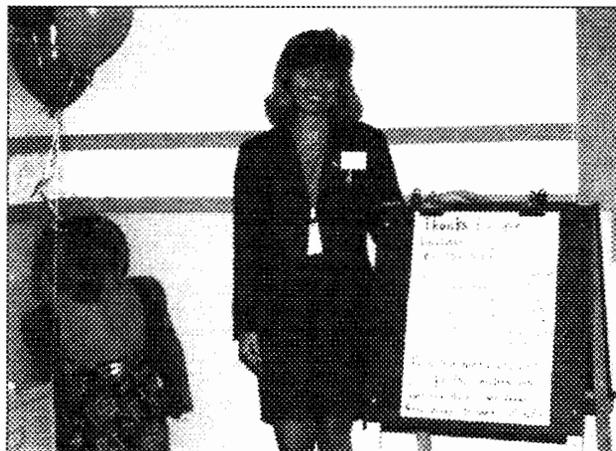
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# USAID oral histories: now it can be told

**D**id you meet with Tanzania President Julius Nyerere?" Vern Johnson, USAID director in Tanzania in the 1960s, was asked during his oral history interview.

"Yes, we talked about village assistance and the whole business of different approaches to development," Johnson replied.

"Did you accept the Ujamma policy?"

"No, as we saw it, [villagization] suggested force to relocate people. Therefore, we did not accept it, but we tried to be diplomatic. Our projects—training, agriculture, university assistance, health care—would be helpful notwithstanding ideological preferences."

These oral histories include familiar lessons based on hands-on experiences. Bob MacAlister, a former USAID officer who managed a rural development program in Senegal, commented in his oral history interview that "to have a successful project, the people who were supposed to be involved with the project had to really want the project. It had to be their project rather than something imposed from the outside."

The oral histories recall, for example, the art of telling a government that assistance is being phased out; development assistance on the front lines of the Cold War in Afghanistan in the late 1960s, with the Americans and the Soviets mounting major development programs side-by-side; the origins of

primary health care programs in Africa at the Point 4-supported Gondar Public Health College in Ethiopia in the 1950s and the experience with the first program loans for education and agriculture in Latin America. Also featured are views about working with government officials in developing countries, testifying before congressional committees and meetings with heads of state and with former USAID administrators. Some of the most interesting parts of the histories are the early years of the USAID officers and how and why they became involved in interna-

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## ***Some of the most interesting parts of the histories are the early years of the USAID officers and how and why they became involved in international development.***

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tional development.

These are but a few of the oral history topics now being recorded for USAID that reveal the excitement of international development work.

Last July, USAID's Center for Development Information and Evaluation (CDIE) gave a small grant to the Association for Diplomatic Studies and Training to complete 120 oral histories of former USAID officials. Through this program, USAID staff, scholars and students have the opportunity to learn from those who were there—"I was there when . . ."

The U.S. Foreign Assis-

tance Oral History Program is the most recent of several oral history activities of the association. The program was started in 1988 by Charles Stuart Kennedy, a retired Foreign Service officer. Since then, more than 800 former U.S. foreign affairs officers, including career and noncareer ambassadors, have been interviewed. Among the 800 are Foreign Service officers (political, economic, consular, administrative), labor affairs and agricultural attaches, U.S. Information Service officers, and spouses. Some of these groups have started their own

oral history programs.

The interviews touch on events from the 1920s to the present and cover work in over 200 foreign posts and the U.S. government's foreign affairs agencies in Washington. The transcripts are available in the National Foreign Affairs Training Center and the Special Collections Room of the Lauinger Library of Georgetown University. The USAID oral histories also will be located in these libraries and in CDIE's library.

The program is based in the association's office at the National Foreign Affairs

Training Center in Arlington, Va.

"I was delighted," Ambassador Steve Low, president of the association, pointed out, "when USAID Administrator Brian Atwood expressed an interest in the program and CDIE moved to provide the grant. We now have a number of U.S. foreign assistance oral histories in process. They are fascinating accounts."

CDIE in its grant agreement presented a number of topics that it wanted covered in these interviews. Among them were biographic information, program issues, major successful and unsuccessful programs, unusual operations experiences and personal observations of memorable people and colleagues.

The interviews take an average of eight hours. They are taped, transcribed, reviewed and then placed in the libraries. Plans are under way for putting the transcripts on CD-ROM. The interviews are unclassified, and the interviewee signs a release allowing the transcripts to be used by the public. Program Director Haven North and Program Assistant Jan Fischer Bachman work part-time at the association managing the program. They can be contacted at the association by calling (703) 302-6990. ■

—By Haven North, a retired USAID Foreign Service officer.

# State Department opens first child care center

**S**ecretary of State Warren Christopher cut the ribbon on May 22 to officially open and celebrate the State Department's first child care center. The center, located in Columbia Plaza, houses six attractive classrooms for infants, toddlers, preschoolers and kindergarten-age children.

For the first time, families of the foreign affairs agencies have their own child care center. The center, open Monday through Friday from 7 a.m. to 6 p.m., features a curriculum focused on the children's individual skills and interests. Learning for the children is also enriched through music, computers, creative movement and foreign language. The center's program will be nationally accredited and will be subject to routine safety, health, program and other inspections.

Children's fees include not only tuition, but two nutritious snacks (breakfast and afternoon) and one hot lunch daily. Meals

meet the nutritional requirements of the U.S. Department of Agriculture Child Care Food Program.

Spaces in the center's program are still available for 3- and 4-year-olds and kindergarten children. Also available are spaces for school-age children, ages 6-12, for the center's summer program. The summer program features a variety of activities including field trips, arts and crafts, sports and special events.

Prodigy Consulting, a private child care provider, manages the center's program and daily services. Prodigy Consulting was founded in 1988 by its Chief Executive Officer Gene Eidelman and his wife, Dawn, after an unsuccessful search for acceptable high-quality care for their own children. The Eidelmans recognized the need to raise the standards of child care by offering parents a child development program along with a nurturing environment for their children. They selected Jean

Feldman, a recognized expert in the field of child development, to create a program to meet the needs and development of the entire child—physically, socially, emotionally and cognitively.

All Prodigy-managed centers are based on the accreditation standards set by the National Association for the Education of Young Children (NAEYC). Within two years of opening, every Prodigy center is committed to attaining NAEYC accreditation. It is the only child care management company in the country that has made this commitment.

Prodigy has been responsible for developing and operating high-quality corporate-sponsored child development centers for six of the top 21 Fortune 500 companies.

In 1992, Prodigy received the Blue Chip Enterprise Initiative Award honoring the company for its "exceptional resourcefulness, resilience and determination."

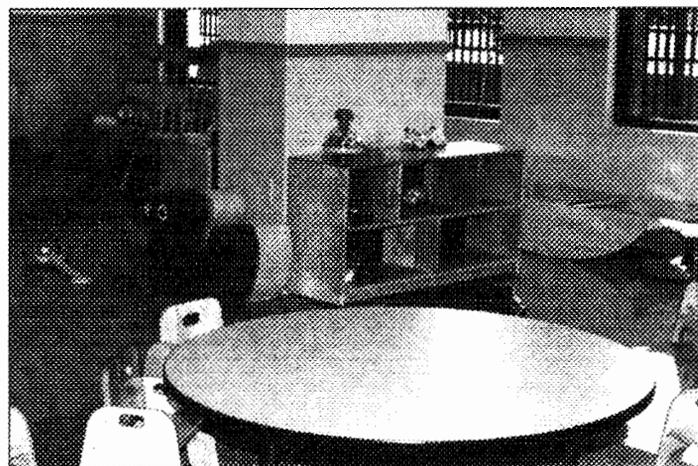
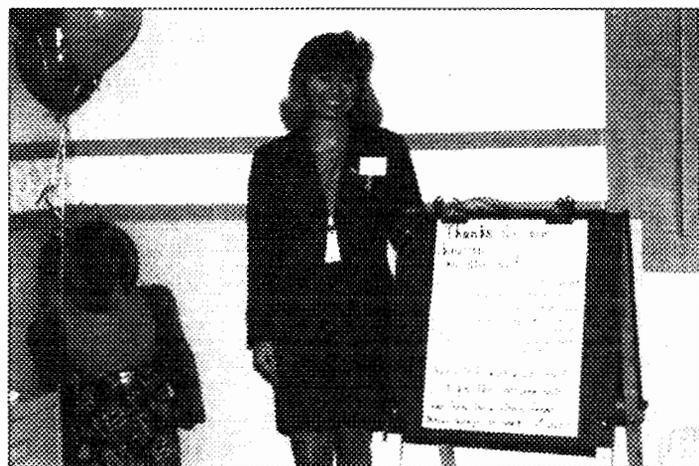
Prodigy's mission statement

pledges to:

- Delight customers by continually exceeding their expectations.
- Offer exceptional quality programs, loving relationships, challenging experiences and happy memories to children.
- Provide staff with job satisfaction, professional development and personal security.
- Play an active role in the communities that it serves by increasing the standards in child development.

The center is conducting a series of fund-raising events to assist parents with tuition costs. Volunteers are needed. If you are interested in helping, please call (202) 663-3566. Diplotots Inc., the governing board, would like parents to know that tuition assistance funds are available.

To obtain more information about the center and to enroll your children, call Pam Marshall, the center's director, at (202) 663-3555. ■



**Pam Marshall, child care center director, greets visitors at the center's gala open house. Posted for all to see is a list of donations needed by the center. A portion of one of the large attractive classrooms is shown at right.**

# Interviewing the administrator

On April 26, members of the Quality Council's Communications Steering Group (Torun Willis, M/ROR; Richard Byess, M/ROR; and Chris Phillips, DAA/LPA) held a discussion with Administrator Brian Atwood about his trip to USAID/Senegal, reengineering and other topics. Excerpts are printed here and in the June issue of *On Track*.

**Q:** You recently visited the Senegal mission, one of USAID's 10 country experimental laboratories. What were your impressions?

**A:** I was very excited about the dynamism I witnessed among the staff. There is great enthusiasm for the new method of operating.

I was really impressed by the extent to which the Foreign Service Nationals [FSNs] are now equal participants under this new system. They felt they were working on our programs on a much more equal basis with the direct-hire Americans. With their long-term knowledge of their own country, we can't do our work without them.

A couple of the team leaders—they are called team coaches—were FSNs and had direct-hire Americans on their teams.

The equally important aspect of what I saw in Senegal was the way in which the mission relates to the government and to outside partners. That's what's really exciting, so much so that in Senegal the president, who spoke to me in French, used the word reengineering—the English



**On his visit to Senegal, Administrator Atwood planted a tree at Soby Ponty with a young women's General Interest Group, under USAID's former Senegal Reforestation Project. The successful project mobilized large-scale popular participation in tree planting with local and private resources.**

word reengineering. He was aware of what we are doing, and the government ministers were aware of it. There is apparently not a French word for reengineering that translates perfectly so they use the English word.

The reason that they're aware of reengineering is because we took the results packages that we developed in-house and laid them out before the ministers. And the ministers basically negotiated contracts. This is such a revelation to

people who have been dealing with donor agencies over the years and were too often treated in a patronizing way.

I asked at the all-mission meeting if anyone wanted to go back to the old system. The response was that if we were to go back to the old system, there would be a revolution. The staff really like what they're doing. They think it works, they think it's the way to do business. And, as has been true of USAID in the past, I think we're going to once again be teaching other

donor agencies around the world how to do development work through this process.

**Q:** Where do you think State is in terms of understanding what we're doing with reengineering?

**A:** I have been speaking to ambassadors' seminars—the last two classes—and I always make a pitch. In fact, in the first class I showed the training film on Senegal. In the last class, I spent a lot of time talking about what reengineering is and why they should support reengineering. Ambassador Mark Johnson in Senegal is very enthusiastic about it; he sees the benefits. And I think when other ambassadors make themselves more aware of what it is we're doing, they will be enthusiastic as well.

What we've tried to do is to make sure that reengineering is a product of the career people at this agency, that it is institutionalized, so that reversal of the way we do business would not be possible. And I think we're at that stage, or we'll certainly be at that stage by November or January.

I think that USAID career professionals have sufficiently taken on reengineering as the best way to do development work. And no matter what happens in any election, I think either party will depend greatly on the professionals of this agency to get the job done. So I'm really pleased that people now feel that they own this process.

**Q:** Another important player in the agency's reengineering is Capitol Hill.

How do you see the USAID-Hill relationship evolving, and in particular when it comes to obligating by strategic objectives (SOs)?

**A:** Just yesterday I learned that the chief staff person for the House International Relations Committee visited Egypt and has written a very glowing report about what our results approach means. As congressional people go out to the field and see this working, they're going to become converts. However, the current situation is that the appropriations committees in particular want to hold on to the old congressional presentations by project so that they can understand where every penny goes. They're a little nervous about our giving our field missions more control over moving money within activities under an SO. And then we have the congressional

notification process, which gives Congress a great deal of power and authority over the executive branch. And they are feeling that if they lose that, then they will lose control over our programs.

I've told them that if they hold us accountable for results, they will be doing the taxpayer a bigger favor than looking at these small issues that really don't tell what we're doing or what we're accomplishing with the money the taxpayers give us.

We have an educational job to do. I think anyone who thought this was going to be easy or that this was going to happen overnight now understands that isn't the case. But once we begin to show the benefits of doing work this way to the Congress, and as they get out into the field to see it, we will gain converts.

**Q:** Many of the outside observers of reengineering within USAID don't understand where reengineering leaves off and downsizing begins. Is it possible for you to say in a few words what the purpose of reengineering is if it isn't to downsize and if it isn't to eliminate staff?

**A:** In a sentence, the purpose of reengineering is to improve the quality of our work. It has nothing to do with downsizing. It has to do with the way we organize ourselves to get the job done. It has a lot to do with the relationship we have with the people who are our partners in the development business.

The problem stems from the fact that we are going through the worst time the agency has experienced in terms of budget cuts. People have recommended that our agency be abolished,

merged with the State Department, and on and on. We have had to put in place extraordinary controls over the way we spend money because of the budget cuts. We got less money in fiscal '96 for operating expenses than the GAO said we should get in order to get through the year. We've had to keep expenditures down by putting freezes on personnel and travel.

We have had to exercise a lot more central control over the expenditure of funds than we would in normal times, and most certainly under reengineering. If we can gain some equilibrium in this agency and stabilize our condition, then I think we will see a real decentralization of the way we do business. ■

## USAID's Web page wins awards

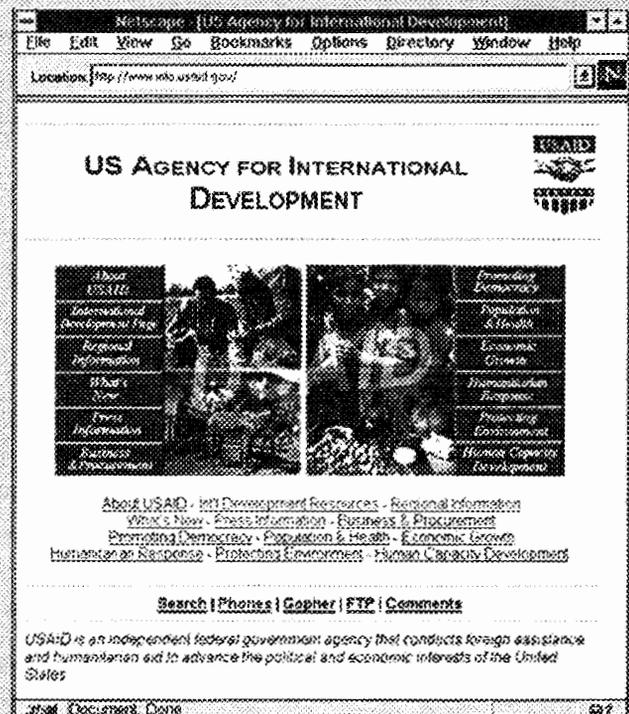
The USAID Internet "home page" recently won major awards. The commercial Internet company Point, which annually publishes ratings of top World Wide Webs, ranked USAID in the top 5 percent of all U.S. Web pages dealing with government and politics.

Using a rating system of 0 to 50, with 50 points being the highest score, Point scored USAID's home page at 40 for content, 30 for presentation and 32 for experience.

The review states that USAID's Web site is "bottom line: a good resource" and that it "...offers a detailed look at how American tax dollars are spent overseas." USAID scored just one point below the much-publicized White House Web page for presentation.

Point is a division of Lycos Incorporated. The USAID citation can be found at: "[http://www.pointcom.com/gifs/reviews/1\\_26\\_035.htm](http://www.pointcom.com/gifs/reviews/1_26_035.htm)" accessible through the Netscape browser installed on most USAID computers.

The second award was a "top 5 percent of the Web" from Magellan Communications—a Web indexing group like Lycos.



# Donor nations set development goals

**F**or the first time in the 34-year history of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), member nations agreed on May 7 on a single set of goals for the next 20 years, which will serve as a basis of a "new global partnership."

In a communique that has been negotiated intensively over the past year, the donor community placed a premium on achieving global results.

"This is an extraordinary achievement," said USAID Administrator Brian Atwood. "As the result of this report, the overall donor effort will be more focused in the future. We expect that it will encourage coordination as never before."

The DAC members endorsed the report's action agenda composed of a limited number of indicators of success. They proposed a global development partnership effort through which they can achieve together the following ambitious but realistic goals:

- a reduction by one-half in the number of people living in extreme poverty by the year 2015;
- universal primary education in all countries by 2015;
- demonstrated progress toward gender equality and the empowerment of women by eliminating gender disparity in primary and secondary education by 2005;
- a reduction by two-thirds

in the mortality rates for infants and children under age 5 and a reduction by three-fourths in maternal mortality, all by 2015;

- availability to all couples of safe and reliable family planning methods by 2015; and,
- the current implementation of national environmental plans in all countries by 2015.

The report also stresses critical objectives in the areas of democracy, human rights

international agencies and nongovernmental organizations at international fora, including U.N. conferences over the last five years. This DAC effort ties the recommendations of these conferences into one document setting common targets for achievement.

"OECD nations will now link their development efforts not only to humanitarian relief and poverty alleviation goals,

development in a globalizing world; and,

- the impressive record of development in the past 50 years showing aid as an essential factor in achieving the Green Revolution; reducing population growth, poverty and disease; and improving basic physical and social infrastructure.

"Those responsible for public money are accountable

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***"OECD nations will now link their development efforts not only to humanitarian relief and poverty alleviation goals, but to a better understanding of worldwide economic well-being . . . There is a new agreement on approaches, creating new partnerships with developing countries—underscoring recognition of the need for international cooperation and participation."***

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and popular participation in development.

Until the approval of this "Exercice de Reflexion," donors have focused on input targets, measuring the volume of aid provided. Emphasis on "results" implies the existence of clearly articulated performance targets against which donors can measure results. Additionally, it implies that donors and host countries are jointly committed to specific achievements and that performance in reaching goals should be jointly measured.

Many of the goals set have been discussed and agreed upon by donor countries,

but to a better understanding of worldwide economic well-being," said Atwood. "There is a new agreement on approaches, creating new partnerships with developing countries—underscoring recognition of the need for international cooperation and participation."

Approved at the DAC high-level meeting in May in Paris, the new report, titled "Shaping the 21st Century: The Contribution of Development Cooperation," briefly sets out:

- the basic shared values and interests underlying development cooperation investment by OECD countries;
- the wider importance of

for its effective use," said Atwood. "The report states clearly that donors have a duty to state the results we expect and how we think they can be achieved."

The report was submitted to the annual OECD ministerial meeting, held May 21-22, for endorsement and will be offered to the G-7 Economic Summit in Lyons in June, where development will be a major topic of discussion. ■

—By Ann Kittlaus, senior press officer, LPA.

## Reflections on the RIF

*Oh what a dreadful time it is,  
when first we are told, a RIF might be.  
But not as bad as when we know  
a RIF is now to take its toll. . . .*

*Yet, as we wait for all to know,  
whose job, or staff, is bound to fall,  
we hope for miracles or for reprieves  
and yet we know, no special act  
will save us from its hellish path.*

*So we begin to lose some sleep  
as we all think, will it be me?  
and as we fret, and toss and turn  
questions abound—what happens now?  
Should I have stayed with AID this long?  
at home? abroad? should I have known?  
given my best? any regrets?  
No matter if I'm in or out,  
has it been worth it? did it count?*

*Deep down we know no matter what,  
our work has made us what we are.  
As we have practiced our beliefs  
to help those who are in need,  
we have contributed in our way  
to make this world a better place.  
And yet we know the greatest gift  
is the one we have in turn received.*

*The child who did not die at birth;  
the one who made it to first grade,  
the woman whose life has been spared  
'cause she received prenatal care.  
The drought we fought in many ways,  
the food relief when all else failed.  
The school rooms built to accommodate  
the teachers that we helped to train.  
As we all know, this barely says  
what we have done at USAID.*

*Through it all, we have been paid  
by smiles and songs, a warm embrace,  
a touch from one too shy for words.  
Long-lasting friendships we have formed  
with special people we have known.  
Sometimes we partied through the night  
and drank the local beer and wine  
for we have helped to celebrate  
a wedding, birthday or a football game;  
and then, sometimes, no great occasion,  
just a break from life's frustration.*

*Wonderful memories we all do have  
of counterparts who worked so hard;  
and then we know that we've been blessed  
beholding sights in far-off lands:  
of forests and of waterfalls, oceans and  
lakes, rivers that flow, of deserts under*

*moonlit nights, and songs we sang  
as embers grew from dying camping fires;  
for we've been fortunate indeed  
a harvest of rewards to reap.*

*There have been problems we all know,  
oh! we have been so far from home  
when way too late into the night,  
we got that special call,  
with the sad news that someone dear  
is ill—or worse, that death is near.  
But the most heartbreaking call of all  
is the one that came too late for us  
to say goodbye to those we love,  
express regrets for hurts we caused.*

*So if tonight we cannot sleep  
due to the thought, will they RIF me?  
Instead of lingering in fright  
we'll all do well to realize  
that life is tough but yet somehow  
it was all worth it. No shame for us,  
the shame is theirs who cannot see  
the good we've done for those in need.  
For it's not we who turned away,  
Americans may cry some day.*

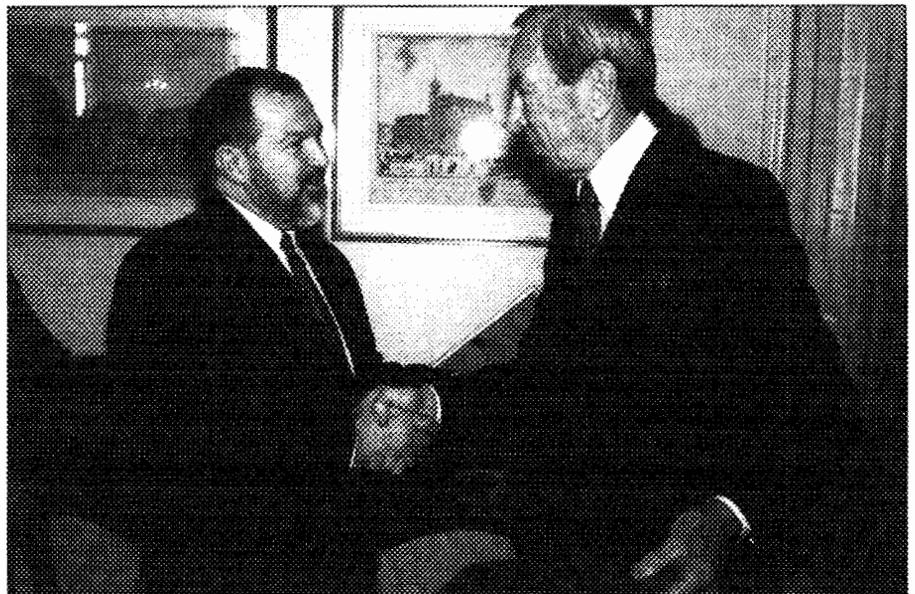
*—By Leticia Diaz, deputy mission director,  
USAID/Uganda.*

Certificates for USAID/Czech Republic's group award arrived just in time for Secretary of State Warren Christopher to present the award at a ceremony in March in Prague with the ambassador, USAID and embassy staff.

The citation reads: "For outstanding achievement in implementing a successful transition assistance program that is a model of a demand-driven, focused program that is effectively delivered by a small American well-integrated, well-trained and talented staff."

Christopher commented in presenting the award to USAID Representative Jim Bednar, "You've done so well, you put yourselves out of business!"

## Secretary Christopher presents USAID award



# June highlights world environment

To help celebrate U.N. World Environment Day, *Front Lines'* focus this month is on the environment. The following four articles are representative of USAID's efforts to improve the global environment.

**P**eople around the world celebrate U.N. World Environment Day on June 5 every year. Individuals and governments recognize that degradation of the global environment—loss of biological diversity, global climate change, air and water pollution—ultimately endangers the well-being of everyone. No borders or oceans can stop the spread of disease and pollution. Clean air and water are essential to meeting people's basic human needs.

Secretary of State Warren Christopher, in a speech at Stanford University on April 9, launched a major initiative on the environment, identifying sustainable development as a top priority in American foreign policy.

"The United States is providing the leadership to promote global peace and prosperity," Christopher said. "We must also lead in safeguarding the global environment on which that prosperity and peace ultimately depend . . . This year, we will begin negotiating agreements with the potential to make 1997 the most important year for the global environment since the Rio Summit [the U.N. Conference on Environment and Development held in Rio de Janeiro in 1992]."

Christopher noted that since Rio the United States has intensified global efforts, with an agreement leading to phasing out the remaining substances that damage the ozone layer; banning ocean dumping of low-level radioactive waste; and achieving a new consensus on stabilizing global population growth.

"Protecting the environment . . . is a crucial element of sustainable development," said USAID Administrator Brian Atwood on May 15, as he accepted the National Wildlife Federation's award to the agency for conservation. "It is inextricably linked with USAID's other goals: broad-based economic growth, population stabilization and health, democracy and humanitarian assistance."

USAID's environmental strategy seeks to mitigate global environmental threats and to promote sustainable development by pursuing five objectives: conserving biological

diversity; reducing the threat of global climate change; promoting sound urban and pollution management; increasing the use of environmentally sound energy services; and promoting sustainable natural resources management.

Last year USAID provided \$700 million in environmental technical assistance and training in Asia, Latin America, Africa, Central Europe and the New Independent States of the former Soviet Union. The agency's programs seek to enhance awareness of environmental challenges and build local capacity to address a wide range of needs, including: industrial pollution prevention, energy efficiency and renewable energy, sustainable agriculture, forestry and coastal zone management, preservation of biodiversity and improved urban infrastructure services, such as water and solid waste management.

The broad range of USAID assistance also includes expert

advice to governments on strengthening resource management policies, forging alliances between the private and public sector for environmentally sound economic growth, and capacity building within local governments and communities.

For USAID, promoting environmental technology is a key strategy to advance sustainable development worldwide and to create markets for American goods and services.

The world market for environmental goods and services is currently \$295 billion and is expected to grow to \$600 billion by the year 2000.

By 1997, more than 60 percent of the global market for environmental goods and services will lie outside the United States. In Asia, for example, the market for environmental goods and services is growing by 17 percent per year. In Latin America annual growth is estimated to be 12 percent.

"Solving these countries' environmental challenges will present 'win-win' opportunities for private firms and investors," said Glenn Prickett, chief environmental adviser and deputy assistant administrator for the Policy and Program Coordination Bureau.

To meet this growing demand, USAID's programs are brokering partnerships worldwide between U.S. and foreign firms for trade and investment in environmental technologies. ■



Undisturbed tropical forest on the left and colonization activities on the right in Ecuador.

# Conservation and development: a partnership

**U**SAID studies show that a healthy economy and healthy environment go hand in hand. Poverty is conservation's worst enemy. Without economic development, people have no choice but to use up natural resources. Yet, development that depletes the resource base is not sustainable.

Agricultural growth can complement conservation. And responsible forest management can preserve forests while serving economic development needs—providing fuelwood and timber products as well as hydroelectric power, watersheds for irrigation and urban water supplies.

Two evaluations by the Center for Development Information and Evaluation examine programs that promote sustainable land use. *Forestry and the Environment: An Assessment of USAID Support for Forest Stewardship*, by Phillip E. Church, assesses social forestry projects in Costa Rica, the Gambia, Mali, Nepal, Pakistan and the Philippines. *Agriculture and the Environment: A Synthesis of Findings*, by Donald G. McClelland, looks at five sustainable agriculture programs in the Gambia, Jamaica, Mali, Nepal and the Philippines.

## Forestry and the Environment

The forestry assessment examines four strategies: building institutional capacity to promote local involvement in forest stewardship; introducing technologies and practices for forest management and refore-

station; improving education and awareness of local individuals involved in forest stewardship; and reforming policies to provide a legal, economic and social environment that supports local forest stewardship.

The evaluation found that in four of the countries, USAID contributed directly to planting trees and not cutting them down so soon. For example, in Pakistan, saline and waterlogged soils are being reclaimed by planting eucalyptus, a thirsty, salt-absorbing evergreen. In Costa Rica, adverse effects from tree harvesting have been reduced by promoting adoption of selective tree harvesting and careful logging practices. Tree harvesting must follow strict environmental practices or be subject to fines. In the Philippines, local groups and individuals receive certificates of stewardship that allow access to public forests for up to 25 years if agreed-on management and use practices are followed. In the Gambia and Mali, however, climate and the governments have hindered progress. In Mali, for example, the government owns all the trees, so people are afraid to do anything to them for fear of fines. Because of the government's bureaucracy, approvals for treework don't get made often and, consequently, the trees go untended.

Overall, evaluators observed, local groups are willing and able to manage forest resources they depend on for their livelihood in a sustainable fashion. Nepalese groups, for instance, have formed regional associations and are petitioning the government for a policy

change that will allow them to engage in a broader spectrum of forestry activities, such as sawmill operations.

Farmer-to-farmer training has worked well for disseminating technology and skills, in contrast to government agency training. And farmers have found new sources of income, selling tree seed or setting up their own nurseries.

## Agriculture and the Environment

Land degradation claims significant amounts of land, while population growth demands increased agricultural production. The four main causes of soil degradation are deforestation, inappropriate agricultural activities, overgrazing and overexploitation—stripping land of vegetation, leaving it open to erosion.

The agriculture evaluation looked at four interventions designed to promote soil and water conservation: appropriate technologies; environmental education and awareness; training and institution building; and an appropriate policy environment.

USAID introduced specific conservation technologies in each of the five countries to increase agricultural production and reduce soil erosion. Both economic and environmental benefits were impressive in most countries, though in some, benefits did not surpass costs.

In the Gambia, for example, rice yields increased by 108 percent one or two seasons after constructing dikes to prevent saltwater intrusion and dams to

retain freshwater.

In the Philippines, farmers who planted hedgerows on steep sloping uplands increased their yields more than 300 percent after several years of cultivation. The hedgerows stopped erosion, improved fertility and reversed degradation of the soil. In Mali, millet and sorghum yields increased by at least 10 percent in fields where rock lines were constructed, a technology that was easy to learn and understand and offered a rapid yield response.

There was little evidence that educational campaigns such as exhibits and posters increased adoption of new technologies. However, site visits, word of mouth and farmer-to-farmer training were crucial.

USAID encouraged local participation in the Gambia and the Philippines. There, local groups proved to be important vehicles for disseminating new technologies, building conservation infrastructure, distributing inputs and marketing outputs. However, even with strong institutional development, the sustainability of the programs is in doubt because of insufficient local funds.

These evaluation studies will be available this summer from USAID's Development Information Services Clearinghouse (DISC), 1601 N. Kent Street, Suite 200, Rosslyn, Va. 22209-2404; telephone (703) 351-4006, fax (703) 351-4039; Internet: docorder@disc.mhs.compuServe.com. ■

—By Laurie Denton, project manager for Conwal Inc.

## USAID approaches to coastal management prove successful

The concept of "sustainable development" rose to worldwide center stage in 1992, following the U.N. Earth Summit in Rio de Janeiro. In Rio, the international community made a commitment to work toward development that would maintain and expand their economies without compromising environmental integrity and well-being, in a document titled *Agenda 21: The United Nations Program of Action from Rio*.

The Commission on Sustainable Development (CSD) was created by the United Nations to monitor the progress of *Agenda 21*. The commission has held annual conferences since 1992 to review *Agenda 21* chapter by chapter, measuring the progress of nations toward sustainable development.

*Agenda 21* identified as major challenges sustainable development in coastal areas and protection of the oceans. These challenges were addressed at CSD's fourth annual session held this year from April 18-May 3 at the United Nations.

There are good reasons why integrated coastal management (ICM) has gained increased attention globally since the Earth Summit. In 2025, three-quarters of the world's people will be living in the 50-mile strip inland along the world's oceans, seas and great lakes. By then, their numbers will be as

great as the entire world population was in 1990. The problems that this inexorable migration toward the world's coasts will mean will impact every facet of life—social, environmental and economic—and demand careful management and wise use of the ecosystem's resources.

Anticipating the pressing need for managing coastal resources, USAID made a commitment more than 10 years ago to promote ICM in developing countries.

"We have learned that effective ICM does not occur overnight," said David Hales, director of USAID's Center for Environment. "If coastal

management initiatives are to provide for sustainable development, they must carefully build a foundation that incorporates all stakeholders in a process that can stand the test of time."

A USAID overview of its international coastal management efforts distributed at CSD IV, *Learning from Experience: Progress in Integrated Coastal Management*, emphasized this commitment. It featured case studies of Coastal Resources Management Program (CRMP) initiatives that ranged from the Caribbean to Kenya, and the Red Sea to Sri Lanka.

The long-term experience from one USAID project site was recently summed up in

*Eight Years in Ecuador: The Road to Integrated Coastal Management*, published in December 1995. It noted that one indication of sustainable development achieved by the Ecuador program is the decision by the Inter-American Development Bank to fund the upcoming implementation phase that follows the USAID-sponsored groundwork toward integrated coastal management.

Presentations made during CSD IV reflected the international expansion of coastal management initiatives. The variations in scope and the amount of progress made by different countries showed the difficulty of creating an



An example of sustainable development in its most basic form in Ecuador is shown above. Beginning with a new push net design and a few innovative fishers, the new technique of net construction spread rapidly. The design made the net easier to use, less costly to construct and protected the larvae caught.

integrated management approach to coastal resources, as well as foreshadowing the effort that sustainable development and resource use will require.

Damien Houeto, director of Benin's Ministry of Environment, spoke of the severe problems his country faces, such as coastal erosion and contaminated water. These are exacerbated by pollution from offshore shipping and activities in neighboring countries.

Brazil provided a much different scenario. Brazil has made progress in dealing with the impacts created by its five large urban economic centers along its South Atlantic coast and is engaging in successful, concerted efforts to preserve its remarkable biodiversity.

One notable example of sustainable development in Brazil involves traditional turtle fishers. In what are now turtle conservation areas, the fishers have become tour guides to the habitat, while others make T-shirts and handicrafts for sale to tourists. "Now the turtle fishers are the main defenders of the species," commented Haroldo Mattos de Lemos, Brazil's secretary of Coordination for Environmental Issues. This is the type of small-scale project promoted in USAID's approach to ICM.

Distinct contrasts also were offered in the plenary reports of South Pacific small island developing states and Canada. In the South Pacific, virtually all island residents are coastal dwellers and stakeholders. At the heart of the region's report

was the need for ICM measures to proceed island-by-island, "the Pacific way," citing the many cultural differences between that region's traditions and the West's. In the South Pacific, the people own the land and sea, not governments. It is critical that absolute buy-in from local leaders and communities be obtained if any sort of sustainable ICM programs could succeed.

"Most tribal leaders don't know what coastal management is," Chalapan Kaluwin, senior climate change officer for the South Pacific's Regional Environmental Program emphasized. "We need educational programs. We are trying to work with governments to help them work with communities."

Canada is the other side of the coin. Despite Canada's coastline being the longest in the world, only 1 percent of the population are coastal dwellers, and Canadians do not view themselves as a maritime nation. This has resulted in limited public and governmental support for ICM.

Canada is hoping its new Oceans Act and National Program of Action will help undo the current bureaucratic logjam at the federal level, while ICM measures are now being tried at a very locally focused, grassroots level. This "two-track" approach, which combines simultaneous work at the community and central government levels, is at the heart of USAID's philosophy for viable ICM and sustainable development programs.

One of the biggest challenges presented was that of a regional effort to manage effectively the Baltic Sea coastline. A dozen nations border the Baltic, including former Soviet states such as Estonia and Latvia. The new Joint Cooperation Program brings together countries with little past history of cooperation, highly diverse economies and includes some nations, such as the ex-Soviet states, that have paid scant attention to environmental protection measures. Here, basic, proven-effective ICM measures employed by USAID's CRMP projects have also shown their adaptability to a unique set of circumstances. By using incremental ICM projects that target pollution hot spots and create coastal setback zones for development, some initial progress already has been made in the Baltic Sea region.

From the reports at CSD IV, it was obvious that key features for sustainable development that USAID has implemented through its CRMP partnership with the University of Rhode Island's Coastal Resources Center have been embraced by many countries and adapted to their individual needs and resources.

Despite the many formidable hurdles faced in reaching the goals of *Agenda 21*, sustainable development via ICM continues to hold the attention of the international audience. Support for its implementation at CSD IV is summed up nicely by Benin's Environment Director Houeto: "We think ICM will end the

disorder and confusion and give us a better environment and living conditions."

Enough reason for hope. ■

---Young is communications liaison, Coastal Resources Center, the University of Rhode Island, Narragansett Bay campus. For copies of either "Learning from Experience" or "Eight Years in Ecuador," write to: Learning from Experience, Coastal Resources Center, University of Rhode Island, South Ferry Road, Narragansett, R.I. 02882 or phone (401) 874-6224, fax (401) 789-4670.

## An invitation to the Afghanistan reunion

All Afghanistan Old Hands/Scorpions are invited to a reunion on Saturday, July 13, at Tysons Corner Westpark Hotel, 8401 Westpark Drive, McLean, Va.

The cost is \$28 per person for dinner and the program. There will be a cash bar at 6 p.m., followed by dinner at 7:30 p.m.

Checks should be made payable to the "Afghanistan Reunion" and mailed to Sadie Goodman, 2500 Wisconsin Avenue, N.W., Apt. 501, Washington, D.C. 20007. For additional information, call (202) 338-8932.

## Promoting conservation in Kazakhstan

**T**he mountains of Zailisky Alatau provide a magnificent backdrop for Kazakhstan's capital city, Almaty. The mountain region lies just south of the capital and covers 600,000 acres. Its rich biodiversity includes many endemic species of flora and fauna. History, too, marks the area. The centuries-old Silk Trail that linked Europe with China crosses along the base of the mountain range. The health and intrinsic beauty of the area's ecosystem, however, have been threatened by overgrazing, illegal woodcutting, poaching, urban growth and stress from excessive human use.

Recently, the prime minister of Kazakhstan, Akezhan Kazhegeldin, signed a legislative decree to help preserve the mountains and surrounding region as a park subject to national management and regulation. The legislation officially established the Zailisky Alatau National Park on Feb. 22, 1996. It represents the culmination of years of legislative efforts and launches a new environmental era for the country. Zailisky Alatau is only the second park in Kazakhstan to receive this designation and protection. The park will protect endangered species such as the Tien Shan bear, the golden eagle, the barbary falcon and the snow leopard.

Park supporters hope that the legislation can help reverse destructive trends in the region

by adopting and enforcing strict rules concerning park use.

"In addition to providing recreation for Almaty's 1.3 million people, the park will protect the ecological heart of the region," said Ben Steinberg, country representative for Volunteers in Overseas Cooperative Assistance (VOCA). "The accessibility of the park guarantees that hundreds of thousands of people will visit the park and will learn about environmental issues."

VOCA, a U.S. private voluntary organization funded by USAID, has worked in Kazakhstan since 1992 and has played a lead role in advocating the park's protection. In 1994, Sergei Kuratov of the Green Salvation Ecological Society sought VOCA's assistance in

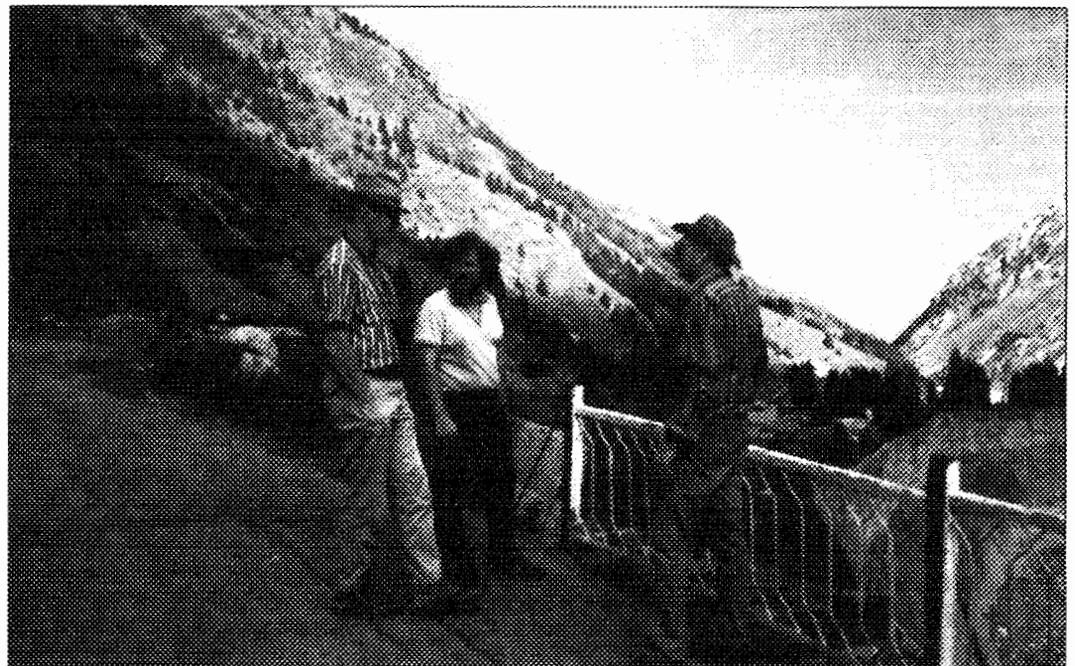
advocating the national protection of the Zailisky Alatau mountain region.

Founded in 1990, Green Salvation was the first nongovernmental organization in Kazakhstan to protest the government's environmental policies. Under Soviet rule, which lasted until 1991, Kazakhstan was a major site of extensive atomic testing. This caused severe health problems for the people of Kazakhstan and resulted in considerable environmental damage throughout the country.

VOCA enlisted two volunteer experts from Oregon to support Green Salvation in conducting an evaluation of the proposed park and promoting the creation of the national park. They also assessed how best to

manage the forested areas. The VOCA volunteers—William Leavell, an environmental specialist who had previously served as director of Oregon's Bureau of Land Management, and John Butruille, a retired regional forester with the U.S. Forest Service—surveyed the park grounds. In addition to endorsing the area for preservation as a national park, they made recommendations that Green Salvation could undertake to promote, protect and develop the area as a park.

Recommendations included ratifying a park management plan; advocating entrance fees to support the park's operating budget; promoting the concept that the public has a right to a clean and healthy environment today and in the future;



Sergei Kuratov (center) of the Green Salvation Ecological Society discusses ways to improve the Zailisky Alatau National Park with VOCA volunteers John Butruille (left) and William Leavell.

establishing a "Friends of the National Park" club to represent the general public in park management decisions; and organizing a core group of volunteers to help clean up and operate the park.

The VOCA team also met with national, state and city government leaders and parliamentary officials directly involved in ratifying the legislative effort. "We pointed to the value of claiming the area as a national park and stimulated the interest of people involved in approving the legislation," said Leavell. "We also discussed the economic benefits of preserving the habitat of endangered species living in the mountain area—like the snow leopard—for long-term ecotourism value."

Leavell noted that those who were against the national designation of the park were

concerned for those who used the land for livestock grazing. Living as their ancestors have for centuries, Kazaks are nomadic shepherds who venture to the high pastures, setting up camp where they graze their herds.

"We explained that even as a national park, grazing could continue on the land but that it would be regulated," Leavell said, adding that he described how the United States manages land use for its reserves and parks.

There were other competing interests for the land as well. City administrators wanted the buffer-zone region for housing and business developments. After the fall of the communist government, city officials were selling land surrounding the park without much planning or regulation. To resolve land conflicts, Leavell and Butruille

recommended that government officials hold a public meeting for all land users.

Butruille helped Green Salvation finalize the reserve's design. He also began an inventory of the rare and vanishing species of vegetation and wildlife that inhabit Zailisky Alatau. Butruille and Leavell advised Green Salvation to provide supplementary studies and services for the park director. Those activities included conducting a market analysis to assess the needs and desires of local, national and international visitors to the park; determining the appropriate level of development for roads, trails, parking and camping; developing a media-public information package; and encouraging private sector investment.

VOCA/Kazakhstan picked up where the volunteers ended.

Steinberg continued to work with Green Salvation and with numerous government officials and even arranged the first meeting with Green Salvation and the minister of the environment and bioresources.

Now that the region has been officially designated a national park and is under national protection, VOCA is working with Green Salvation to register the area as a U.N. World Heritage site. VOCA also plans to send another volunteer expert in park management to Kazakhstan. ■

—Long is the communications coordinator for VOCA.

## WHERE

In The  
World  
Are  
USAID  
Employees?



## Moved On

Bowlsbey, Rebecca Ann  
Chisim, Tamara  
Cooke, David  
Dannenberg, Aaron  
Diedrich, D. Thomas  
Feezle, Brian  
Lowe, Felicia  
Rose, James III  
Stuart, Edward  
Vellenga, Thomas

## Promoted

Adams, Tiffany  
Amin, Sandra  
Dewitt, Ruby  
Ellis, Mildred  
Hailstorks, Sherrie  
Jaouad, Sherry  
Keel, Kathie Pett  
Kefauver, Barry Andrew  
Lam, Linh-Chau  
Mckinney, Anne  
Miles, Sandrica  
Russell, Ranta  
Turner, Connie  
Verser, Sally Elizabeth

## Reassigned

Baker, Murl, COMP/FS/  
REASSGN, project development  
officer, to program officer, AFR/  
SA

Birgells, Edward, Central Asia,  
project development officer, to  
supervisory project development  
officer, Cambodia  
Brazier, Donna, COMP/FSLT,  
financial management officer  
budget/analyst, to supervisory  
financial management officer, Peru  
Daniel, Ronnie, Haiti, agricultural  
development officer, to project  
development officer, AFR/SD/SA  
Fanale, Rosalie, Bangladesh,  
supervisory project development  
officer, to program officer, West  
Bank/Gaza  
Golla, Thomas, IG/A/PA, auditor,  
to RIG/Budapest  
Johnson, William, G/HCD/BELS,  
agricultural economist, to program  
analyst, PPC/CDIE/PME  
Lehman, James, BHR/FPP/DP,  
supervisory program analyst, to  
democracy specialist, ENI/DG/PSP  
Miller, Frank, ANE/ENA,  
supervisory program officer, to  
foreign affairs officer, COMP/FS/  
REASSGN

Moh, Kermit, Romania, private  
enterprise officer, to RCSA/OPI  
Morse, Wendell Jr., M/HR/TD/  
PMF, educational development  
officer, to agricultural development  
officer, G/EG/AFS/AEMD  
Pangle, Mable, IG/A/FA, auditor, to  
RIG/Pretoria  
Picard, Eric, M/OP/TRANS, traffic  
management specialist, to program  
analyst, BHR/FPP/ER  
Stephens, Judith, A/AID, executive  
assistant, to AFR/SD/SA

## Retired

Alli, William  
Eidet, Gary  
Hjelt, John  
Kramer, Howard  
Miller, Duncan  
Spangenberg, Barbara  
Tomasi, Myron

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