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# USAID LIBRARY

## Mission Histories: Examples

This bibliography presents links to examples of Mission histories and Mission history pages on USAID Mission websites. The last section has resources on USAID program legacies. Documents not available on-line can be ordered for delivery to your office. Place a document order with USAID's Development Experience Clearinghouse (DEC) at: <http://dec.usaid.gov/>.

If you have suggestions for additional material for this bibliography, please send the information to [cdie\\_info@usaid.gov](mailto:cdie_info@usaid.gov)

### Mission Pages

USAID/Sri Lanka

[http://www.usaid.gov/lk/news/press\\_releases/press20060713.html](http://www.usaid.gov/lk/news/press_releases/press20060713.html)

USAID/Pakistan. Background USAID in Pakistan

<http://www.usaid.gov/pk/mission/background/index.htm>

USAID/Philippines. History of USAID Assistance in the Philippines

[http://www.usaid-ph.gov/about\\_1phils.php](http://www.usaid-ph.gov/about_1phils.php)

USAID/Jordan. About Us/History/Legacy

[http://www.usaidjordan.org/aboutus\\_subsub.cfm?id=71&section=History](http://www.usaidjordan.org/aboutus_subsub.cfm?id=71&section=History)

Summary of USAID/Jordan Achievements 1951-2004

<http://www.usaidjordan.org/upload/keydocs/Five%20Decades.pdf>

USAID/India. History

[http://www.usaid.gov/in/about\\_usaid/history.htm](http://www.usaid.gov/in/about_usaid/history.htm)

USAID/Madagascar. Mission History

<http://www.usaid.gov/missions/mg/about/history.html>

USAID/Morocco. Mission History

<http://www.usaid.gov/ma/about/history.html>

USAID/Nepal. Mission History

<http://www.usaid.gov/np/programs/>

Achievements by Decade

<http://www.usaid.gov/np/programs/decade.html>

Half-a-Century of Development : The history of U.S. assistance to Nepal expands upon these accomplishments since 1951.

<http://www.usaid.gov/np/pdf/Half-A-Century.pdf>

USAID/Cambodia. Mission History

[http://www.usaid.gov/kh/history\\_usaid\\_cambodia.htm](http://www.usaid.gov/kh/history_usaid_cambodia.htm)

USAID/Egypt. Historical Overview

<http://egypt.usaid.gov/Default.aspx?pageid=6>

USAID/Egypt. Program Overview

<http://cairo.usembassy.gov/usaid.htm>

US Embassy Paraguay. About the Embassy/USAID Paraguay

[http://paraguay.usembassy.gov/paraguay/Copy\\_of\\_offices-40853be5e8824.html](http://paraguay.usembassy.gov/paraguay/Copy_of_offices-40853be5e8824.html)

## **USAID Public Website**

USAID/Poland. History

<http://www.usaid.gov/pl/decadeof.htm>

USAID Poland. List of Projects

<http://www.usaid.gov/pl/listof1.htm>

Lavelle, June. USAID and the Polish Decade  
(includes a link to a Timeline)

<http://www.usaid.gov/pl/close-ou.htm>

USAID/Lithuania. Program Overview page  
(with links to impact documents for sectors/projects)

[http://www.usaid.gov/locations/europe\\_eurasia/countries/lt/index.html](http://www.usaid.gov/locations/europe_eurasia/countries/lt/index.html)

USAID/Lithuania. Early Years of Assistance

[http://www.usaid.gov/locations/europe\\_eurasia/countries/lt/pdfs/earlyyears.pdf](http://www.usaid.gov/locations/europe_eurasia/countries/lt/pdfs/earlyyears.pdf)

USAID/Slovakia

Mashammer, Robert J. Slovak-American Development Partnership 1990-2000.

[http://www.usaid.gov/locations/europe\\_eurasia/countries/sk/legacy\\_report.html](http://www.usaid.gov/locations/europe_eurasia/countries/sk/legacy_report.html)

## **USAID Mission Histories**

*[USAID/Macedonia] results, 1993-2005.* USAID. Mission to Macedonia, 2005. [PD-ACF-743;

[http://pdf.usaid.gov/pdf\\_docs/PDACF743.pdf](http://pdf.usaid.gov/pdf_docs/PDACF743.pdf)]

*History of USAID in Ghana.* USAID. Mission to Ghana, October 2003. [PD-ACA-464;

[http://pdf.usaid.gov/pdf\\_docs/PDACA464.pdf](http://pdf.usaid.gov/pdf_docs/PDACA464.pdf)]

Lippe, Michael, Andrzej Rudka and William A. Rich. *Local government partnership program mid-term assessment : [and history of activities achieved]*. USAID. Mission to Poland, June 2000. [PD-ABS-454; [http://pdf.usaid.gov/pdf\\_docs/PDABS454.pdf](http://pdf.usaid.gov/pdf_docs/PDABS454.pdf)]

Ludwig, Rudel. *U.S. economic assistance program to India, 1950-1980 : an evaluative history*. USAID. Bureau for Program and Policy Coordination. Office of Evaluation, June 1980. [PN-AAU-972; [http://pdf.usaid.gov/pdf\\_docs/PNAAU972.pdf](http://pdf.usaid.gov/pdf_docs/PNAAU972.pdf)]

Kopstein, Kenneth. *USAID assistance program to Poland in local government and housing sector reform : a history and assessment from 1990-2000*. Management Systems International, Inc. (MSI); USAID. Mission to Poland, June 2000. [PN-ACH-990; [http://pdf.usaid.gov/pdf\\_docs/PNACH990.pdf](http://pdf.usaid.gov/pdf_docs/PNACH990.pdf)]

Kaiser, Joyce. *Training for central and eastern Europe and New Independent States : a history of USAID-sponsored training, 1989-1998*. Aguirre International; USAID. Bureau for Europe and the New Independent States. Office of Democracy, Governance and Social Reform. Human Resources Development and Social Reform Division, June 1999. [PN-ACE-279; [http://pdf.usaid.gov/pdf\\_docs/PNACE279.pdf](http://pdf.usaid.gov/pdf_docs/PNACE279.pdf)]

*Graduating countries and closing down programs : excerpts from the U.S. foreign assistance oral history program*. Association for Diplomatic Studies and Training (ADST); USAID. Bureau for Policy and Program Coordination. Center for Development Information and Evaluation (CDIE), 1997. [PN-ADD-553; [http://pdf.usaid.gov/pdf\\_docs/PNADD553.pdf](http://pdf.usaid.gov/pdf_docs/PNADD553.pdf)]

Acedo, Andres. *History of USAID/Senegal*. USAID. Mission to Senegal, June 1995. [Vol I: PN-ACE-376; [http://pdf.usaid.gov/pdf\\_docs/PNACE376.pdf](http://pdf.usaid.gov/pdf_docs/PNACE376.pdf), Vol. II: PN-ACE-377; [http://pdf.usaid.gov/pdf\\_docs/PNACE377.pdf](http://pdf.usaid.gov/pdf_docs/PNACE377.pdf)]

*USAID/MALI : history and program, 1961-1993*. USAID. Mission to Mali, 1992. [PD-ABG-923; [http://pdf.usaid.gov/pdf\\_docs/PDABG923.pdf](http://pdf.usaid.gov/pdf_docs/PDABG923.pdf)]

Turner, James M. *United States foreign assistance to Afghanistan : a history by sector, 1952-1979*. Academy for Educational Development, Inc. (AED); USAID. Bureau for Program and Policy Coordination. Center for Development Information and Evaluation (CDIE), August, 1988. [PN-ABB-114; [http://pdf.usaid.gov/pdf\\_docs/PNABB114.pdf](http://pdf.usaid.gov/pdf_docs/PNABB114.pdf)]

## **Mission Histories**

These are available in paper only and can be ordered from the Development Experience Clearinghouse.

*Program close-out plan : U.S. assistance to the Czech Republic, 1995-1997*. USAID. Mission to the Czech Republic, March 1995. [PD-ABP-658]

*History of the United States economic assistance to Paraguay, 1942-1992 : fifty years of cooperation in development*. USAID. Mission to Paraguay, 1993. [PN-ABT-916]

Hoskins, Elizabeth. *USAID/Mali : program history, 1961-1987*. USAID. Mission to Mali, 1987. [PN-ABK-545]

Grosz, Lynn Elizabeth. *History of the USAID program in Rwanda, 1962-1985*. USAID. Bureau for Africa. Office of Regional Affairs, April 1986. [PN-AAW-653]

*History of the USAID program in Tanzania*. USAID. Mission to Tanzania, 1984. [PN-ABD-762]

Kranz, Margaret. *History of U.S. economic assistance to Bolivia, 1942-1980*. USAID. Mission to Bolivia, May 1980. [PN-AAM-935]

*United States of America assistance to Chile, AID and Predecessor Agencies, 1943-1980*. USAID. Mission to Chile, 1980. [PN-AAJ-651]

Koh, Harold. *Early history of U.S. economic assistance to the Republic of Korea, 1945-1955 : an annotated bibliography*. Harvard University. Harvard Institute for International Development (HIID); USAID. Mission to Korea, September 1975. [PN-ABI-008]

## Legacies

*Bulgarian : participant training program : legacy assessment*. USAID. Mission to Bulgaria; USAID. Bureau for Economic Growth, Agriculture and Trade. Office of Education, November 2004. [PN-ADD-161; [http://pdf.usaid.gov/pdf\\_docs/PNADD161.pdf](http://pdf.usaid.gov/pdf_docs/PNADD161.pdf)]

Ellsworth, Lynn. *Road to financial sustainability : how managers, government, and donors in Africa can create a legacy of viable public and non-profit organizations*. Abt Associates, Inc.; USAID. Bureau for Africa. Office of Sustainable Development, January 1998. [PN-ACC-383; [http://pdf.usaid.gov/pdf\\_docs/PNACC383.pdf](http://pdf.usaid.gov/pdf_docs/PNACC383.pdf)]

The degree of an organization's dependence on foreign aid is the degree of its non-sustainability. This paper provides a conceptual framework and a course of action to create more effective, financially sustainable organizations in Africa, where 80-95% of an organization's budget may come from foreign sources. Natural resource management and agricultural research and transfer organizations are used as examples throughout the paper, but the framework, which emphasizes the importance of competition and the proper incentive environment to nurture organizational performance, is applicable to many kinds of organizations, including universities and non-profit organizations. At the heart of the paper is a 10-step Road to Sustainability that managers of organizations can follow to gain credibility with stakeholders and enhance their competitiveness in a new environment of funding scarcity. The Road to Sustainability encourages organizations to embark on a program of rehabilitation of four kinds of capital: physical and financial; social; intellectual; and organizational. Since organizations do not exist in a vacuum, the success of these organizations in becoming sustainable will also depend on how African governments and foreign aid donors restructure the incentive environment in which the organizations can operate. Hence, parallel roadmaps for these two players are also proposed. The key points are the establishment of continent-wide performance standards for organizations, the introduction of large-scale continent-wide and regional competitive funding mechanisms that pool donor funds, and greater reliance on these mechanisms to allocate partial endowments for organizations that have successfully traveled the Road to Sustainability. Includes bibliography and brief appendices providing guidance for assessing financial systems, financial accounting standards, organizational diagnosis, governance of public-interest organizations, and oversight boards in Africa. (DEC abstract)

Ellsworth, Lynn. *Road to financial sustainability : a report of the sustainable financing initiative (SFI)*. Abt Associates, Inc.; USAID. Bureau for Global Programs, Field Support and Research. Center for Economic Growth. Office of Agriculture and Food Security, September 1997. [PN-ACB-543; [http://pdf.usaid.gov/pdf\\_docs/PNACB543.pdf](http://pdf.usaid.gov/pdf_docs/PNACB543.pdf)]

Dependence on foreign aid for 80%-95% of their budgets puts the long-term sustainability of publicly supported research, teaching, extension, and natural resource management organizations in Africa seriously in question. In response to this problem, this paper advocates creation of continent-wide performance standards and proposes a model for a regional and continent-wide competitive funding mechanism to reward the realization or surpassing of those standards. At the heart of the paper is a phased series of activities, called the Road to Sustainability, that managers of organizations can implement to gain credibility with stakeholders and enhance their competitiveness in a new funding environment of scarcity. Since organizations do not exist in a vacuum, the success of these organizations in becoming sustainable will also depend on how African governments and foreign aid donors restructure the incentive environment in which organizations are embedded. Hence, parallel roadmaps for these two players are also proposed. Organizations are encouraged to embark on a program of rehabilitation of their four kinds of capital: physical and financial, social, intellectual, and organizational. Enabling actions recommended for African governments range from reform of the legal codes around public-interest organizations to opening up the infrastructure of communication and public debate so that interest groups can flourish and better participate in the governance activities of organizations that affect them; other suggestions include participation in regional initiatives to establish organizational performance and accountability standards, streamlining the regional Research and Development sector, and supporting new competitive funding mechanisms in partnership with foreign aid donors. Donors are advised to: pool limited resources into competitive funding mechanisms that function on a continent-wide and regional basis; help define standards for accountability and organizational performance; and use new competitive funding mechanisms to reward good performance. Donors can also channel more of their declining foreign aid budgets to these funding competitions and use them to award partial endowments to the best performing organizations across Africa. (Author abstract, modified)

*IESC Lithuania : an American legacy*. International Executive Service Corps (IESC); USAID. Mission to Lithuania, 1998. [PD-TAZ-534; [http://pdf.usaid.gov/pdf\\_docs/PDTAZ534.pdf](http://pdf.usaid.gov/pdf_docs/PDTAZ534.pdf)]

*Synthesis of four legacy/impact studies of USAID assistance to Cameroon*. USAID. Mission to Cameroon, 1994. [PN-ABT-364; [http://pdf.usaid.gov/pdf\\_docs/PNABT364.pdf](http://pdf.usaid.gov/pdf_docs/PNABT364.pdf)]

After the closing of the USAID Mission to Cameroon in 11/93, four impact assessments were conducted to document the achievements and the legacy of more than 30 years of USAID development assistance in the areas of health and population, economic policy reform, agriculture and natural resources, and participant training. This report synthesizes the impact assessments, detailing specific achievements and highlighting more than 30 lessons learned.

In summary, the report finds that thousands of Cameroonians -- farmers, students, professionals, women, and children -- have benefited from USAID projects to promote private sector-led markets, improve health care, finance long- and short-term training,

and support agricultural and environmental research and education.

Mores specifically, USAID made substantial headway in liberalizing the arabica coffee market and introducing a marketing information system for arabica farmers; coffee farmers have been rewarded with significant income gains. In the health arena, USAID helped to reorient primary health care by promoting (1) the decentralization of planning and management to the district level, (2) co-management and co-financing, and (3) the full integration of preventive with curative care and of family planning into public and private health facilities. USAID also supported a model program in HIV prevention through social marketing of condoms. In agriculture, USAID's longstanding commitment to research in staple crops resulted in improved varieties and production increases; USAID was also instrumental in training hundreds of personnel in agriculture and other sectors. To support the environment, USAID fostered local NGO environmental policy advocacy and helped to fund research in Korup National Park, one of the oldest rainforest ecosystems in the world. (DEC abstract)

Hartmann, Peter A. and Peter W. Wyeth. *Legacy and impact of USAID/Cameroon's agricultural and natural resources programs, 1987 to 1994*. USAID. Mission to Cameroon, 1994. [PD-ABJ-894]

This report assesses the legacy and the impact of USAID's agricultural and natural resources management programs undertaken in Cameroon since 1987. The need for this assessment came about following the Agency's decision in November 1993 to close the USAID Mission in Cameroon.

The study takes the term legacy to mean any accomplishment that remains after a program has ended. Impact is taken to mean the measurement of change, usually the number of years after a program has ended. However, for the special purpose of this assessment, attempts are made to detect such change even while most of the programs are still ongoing. For a few of the programs it is too early to attempt an impact assessment.

During the period of observation, the 1980s, the bulk of USAID's agriculture and natural resource portfolio, reflecting food security and productivity concerns, was in research and institution building. This focus was consistent with USAID's Strategic Objectives (1982) and also those of the Development Fund for Africa (DFA). The DFA objectives are particularly appropriate for judging impact for this group of projects.

In their totality, the research, education, and cooperative programs leave behind a strong legacy of increased capacity for research, management, and networking. Impressive facilities for education and research are also part of the USAID legacy, although the difficult economic position of the country raises serious questions about the sustainability of this legacy. cursory observations would indicate that sustainability appears to be excellent for the cooperatives, good for the university, and fair to poor for the research capacity. However, even for the latter, in recognition of its impressive capacity, forces are at work in the United Nations, the World Bank, and other donors to address its sustainability. If this effort is successful, the sustainability of the research capacity would improve dramatically.

Looking at the impact of these USAID activities, there can be no doubt as to very substantive and far-reaching contributions to Cameroon. The success of USAID's

research, education, and cooperative work is indisputable. Yet the good news is still to come. The benefit stream of U.S. investment in Cameroon is only in its infancy. The research results, already changing the food scene in Cameroon, are continuing to show effects at an increasing rate. One USAID-assisted farmer, for example, was extending her knowledge to fifty other farmers. A handful of national and international organizations are using USAID-generated research to extend it to local farmers and to Tchad, Mali, Burkina Faso, Niger, Senegal, and the Central African Republic.

On the educational front, USAID's contribution leaves behind a greatly improved national philosophy of education, and a more manageable system. The reforms replace a decrepit system based on rote learning that had compromised the potential of young minds since the beginning of formal educational systems in Cameroon. A statist perspective of education cut off interaction, and was oblivious to issues of relevance. The United States leaves behind an appropriate capacity for self education and technical innovation in the food system, agriculture, and natural resources.

The cooperative assisted by USAID is an important economic player in Cameroon. It is an important intermediary in the financial market and has provided an important cushion to its members during Cameroon's economic decline. Over 75,000 people belong to this cooperative. It is a self-sustaining operation. (Author abstract)

Harris, Thomas S., et al. *Legacy of USAID support to agricultural research in Zaire*. South-East Consortium for International Development (SECID); USAID. Mission to Zaire, September 1992. [PN-ABU-615]

The termination, in early 1992, of USAID development assistance to Zaire threatened the loss of a 16-year U.S. investment in food crops research and outreach in that country, an effort that was to have culminated in the \$45.9 million Applied Research and Outreach Project II (RAV II -- 660124), begun in 1991. The present report documents the accomplishments of RAV II and its predecessor projects in order to preserve a record of USAID's agricultural assistance to Zaire and document lessons that would prove useful in case such assistance resumed in the future.

Chapter 1 presents a brief overview of food crops research activities and institutions in Zaire over the past 16 years, focusing on programs and projects supported by the U.S. government and placing them in historical perspective. Chapter 2 discusses the economics of food crops research and outreach development programs in Zaire.

Germplasm development and conservation for the major crops -- cassava, maize, and the grain legumes (beans, peanuts, cowpeas, and soybeans) -- are covered in Chapter 3. The chapter treats the germplasm development research planning processes, including selection of breeding objectives, breeding and selection methods and the germplasm materials used, and variety multiplication methods and cooperators in variety diffusion. It includes a presentation of results, descriptions of varieties released and other important germplasm, an assessment of the methods used, and the outlook for further progress.

Chapter 4 reviews plant protection program strategies and research in Zaire, including crop-specific research, cropping systems, and integrated pest management research. The chapter discusses the relationship of plant protection research and plant breeding

programs, and documents the development and release of pest-resistant and pest-tolerant plant materials.

Research in soil, agroforestry, and alley cropping is described in Chapter 5. Research objectives and the criteria used for selecting appropriate tree species and cropping systems for each agro-ecological zone are detailed. The participation of SENARAV, the Zairian counterpart agency, in international agroforestry and alley-cropping networks is also reviewed.

A summary of suggested priorities for any future U.S. involvement in agricultural programs in Zaire is contained in Chapter 6. Included in this final chapter are lessons learned, programs and activities showing the most promise for future impact, and recommendations for retention or modification of particular activities. (Author abstract, modified)

Compiled by Christina Blumel

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