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# FutureGenerations

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Practical Solutions for Equitable Change and a Sustainable Future

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Letter from the President  
Travel+Leisure Art Auction  
Program Briefs  
Results from Research, An Update

The Green Long March, 2008  
Blended Learning is Applied Learning  
A South-to-South Exchange  
New Members of our Global Team

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## Newsletter, Autumn 2008

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# Letter from the President

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Dear Friends:

This newsletter is full of powerful examples of the role of communities. But, communities cannot work alone. Future Generations encourages partnerships between the government, the private sector, and non-government organizations.

Community-government partnerships could not be more important than in Afghanistan, from where I have just returned. The growing insecurity is largely a result of the enormous gap between what communities are experiencing on-the-ground and what the national government and international community has promised to deliver.

Working among the most insecure provinces in the country, Future Generations links communities with national government support services. Through village councils and community development committees, remote villages are:

- asserting their priorities for health, education, and activities for youth,
- solving immediate problems with locally-available resources, such as literacy and health classes being held in mosques and homes, and
- reaching out when necessary to government agencies for support.

I welcome, as you read this newsletter, to reach out to Future Generations with any questions you may have. And, also, please join us online at [www.future.org](http://www.future.org).

Cordially,



Daniel Taylor  
President

Future Generations and the Future Generations Graduate School

*Cover Photo:*  
Chinese youth  
raising environmental  
awareness along the  
Grand Canal as part of  
the Green Long March  
photo by: Frances  
Fremont-Smith

## Travel+Leisure Art Auction for Future Generations



S.D.Mack



S.D.Mack



Eric Boman

Travel+Leisure sponsored an art auction exclusively for Future Generations, raising \$93,000 along with an associated \$35,000 contribution from the Prince Albert II of Monaco Foundation. Eighteen artists and designers, including Maya Lin, Fred Wilson, Rebecca Riley, and Manolo Blahnik, donated items that were sold as part of an online and live auction held at the Chelsea Arts Towers in New York City on September 18, 2008. The limited editions of several pieces, including a \$300 *pistillo* pendant by Monica Castiglioni, are available for sale—for a few weeks only—at: [www.tlprojectglobe.com](http://www.tlprojectglobe.com).

This generosity of support follows a Global Vision Award that Travel + Leisure presented to Future Generations in 2007 for its work in protecting the Four Great Rivers region in Tibet, China, an area the size of Washington State that provides water for 20 percent of humanity. Auction proceeds will be used to promote community-based eco-tourism and conservation along one of these four rivers, the Brahmaputra.

Top Photo: Auctioneer George McNeely of Christie's donates his services to lead the bidding.

Side Photos: Future Generations President Daniel Taylor with acclaimed artist Fred Wilson, whose piece below, *The Human Spill*, sold for \$32,000.



## Program Briefs

### Afghanistan

#### Local Governance for Local Solutions

Future Generations works on-the-ground with communities in some of Afghanistan’s most insecure provinces. The purpose is to restore local governance, help communities improve conditions based on their own priorities, and strengthen linkages with national government support systems.



Duaine Goodno

*Training of community development committees: Future Generations strengthens capacity for local governance to bring immediate benefits to the people.*

In four provinces (Ghazni, Nangarhar, Zabul, and Uruzgan), 389 village councils and community development committees have worked with Future Generations to establish:

- 803 literacy, health, and tailoring classes for 21,728 women and girls in homes and mosques
- agricultural training for 500 farmers
- youth and sports offerings with nearly 5,000 boys and girls participating
- 64 completed community development plans that prioritize local reconstruction projects, such as wells and springs, to be completed with support from the Ministry of Rural Rehabilitation and Development

### China

#### Tibet, Conservation and Community Development

More than 600 Tibetan volunteers known as *Pendebas* spread conservation concepts and improve health and income among families living within the remote reaches of the Qomolangma (Everest) and Four Great Rivers protected areas. *Pendeba* coordinator, Nawang Sing Gurung, spoke with Patrick Brown, Asia Correspondent for the Canadian Broadcasting Corporation, last fall about the role of *Pendebas* and Future Generations approach to conservation in Tibet:

*“Our main objective is bottom-up conservation...most Pendebas are women...we talk about health issues, economic issues, environmental issues, these if you think about it are of the concern of women, in their daily life...”*

The full interview is available at: [www.future.org](http://www.future.org)

#### The Green Long March

The Green Long March is a Chinese youth movement for the environment hosted by the State Association of Forestry and supported by such companies and organizations as: Goldman Sachs, Suntech, Swire Pacific Limited, Adrian H.C. Fu, and the Zeshan Foundation. In 2008, youth from 32 universities marched along ten routes, surveying communities and businesses for environmental successes. Key lessons will be expanded through “model eco-communities” being piloted in 40 villages. See the full article and [www.greenlongmarch.org](http://www.greenlongmarch.org) for more detail.

## India

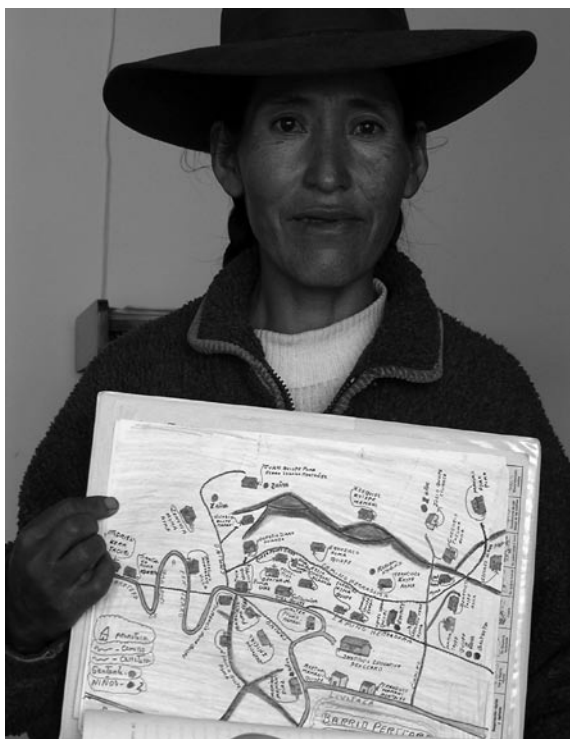
### Community Action Groups Transforming the State of Arunachal Pradesh

On the border of where China and India meet, three major tribal groups of Arunachal Pradesh, India (the Adi, Apatani, and Nishi) have mobilized volunteer community action groups that are working with Future Generations to promote the statewide extension of social development and nature conservation.

Future Generations Arunachal, a locally-registered affiliate organization, works with more than 800 volunteers who serve as members of women's groups, farmer's clubs, environmental youth groups, and local coordinating committees. These action groups promote home-based health care, educate women in family planning, discourage child marriage and alcoholism, encourage kitchen gardens for self reliance, improve family income through self-help groups, and promote community-based eco-tourism and conservation initiatives.

## Peru

### Strengthening Local Governance and Household Health Practices among Indigenous Communities of the Andes Highlands



Laura Altobelli

*Displaying her village map:* A local woman volunteers as a community health agent to monitor pregnant mothers and at-risk members of her village. She provides families with basic home-care and sanitation skills, meets regularly with a nurse from the nearest primary health care clinic, and refers patients with illness to the clinic. Also, she serves as a community motivator to organize local workplans that address community priorities beyond health.

Machu Picchu inspires upwards of 400,000 tourists a year, but living in these mountains can be rough, especially for women and children. The remote Quechua-speaking communities of rural Cusco suffer from among the highest rates of maternal and infant mortality and chronic child malnutrition in Peru.

Although primary health facilities exist in these remote highlands, the indigenous communities do not utilize them due to distance and poverty combined with language and cultural barriers. According to Dr. Laura Altobelli, Country Director of Future Generations Peru, "The need is to strengthen the linkages between the existing primary health care system and these dispersed, remote communities."

With a Child Survival and Health Grant from the U.S Agency for International Development, Future Generations works with volunteer community health agents, community associations, health facility personnel, and the Cusco regional health ministry to transform 28 primary health care facilities into outreach centers to improve health in the poorest, remotest homes.

# Blended Learning is Applied Learning

## *Master's Degree in Applied Community Change and Conservation*

by Traci Hickson, Director of Communications

Future Generations created a new institute of higher education, the Future Generations Graduate School, to train locally-based professionals able to lead communities, governments, and institutions through more effective and sustainable processes of social change and conservation.

Under the leadership of Dean Pierre-Marie Metangmo, the Graduate School offers a Master's Degree in Applied Community Change and Conservation, graduating a class of students every two years. These graduates, from 17 countries, represent a wide range of professions and cultures and include the staff of such institutions as: the Afghan Ministry of Health, BRAC, World Relief, and the Heiltsuk Tribal Council.

The program's comprehensive curriculum in such areas as health, conservation, governance, peacebuilding, and leadership is made relevant to the specific needs of each student through a two-year cycle of "blended learning" that includes:

- Interactive Online Learning (in-country)
- Four, One-month Residentials (out-of-country, 4 months of 24-month program)
- An Applied Practicum (in-country)

"It's not immediately obvious why blended learning is different from online learning and traditional teaching," says professor and Director of Research, Dr. Lysanna Anderson. "You really have to look at the detail."

Dean Metangmo explains that blended learning goes way beyond just online teaching. "Courses delivered through interactive online learning are not just the posting of assignments or the traffic of email, but an opportunity for student-to-student mentoring. Also, the faculty learn from the students." The online component also allows students to remain on-the-job for 20-months of the two-year program and draw lessons from their own local context.

"The residential is another core component," says Dr. Metangmo. "It's a life-changing opportunity for students to learn first-hand from world-class examples of community-based change. Our students have opportunities to learn directly from the Peru Ministry of Health, the Comprehensive Rural Health Program in Jamkhed, India, and the community management committees of Sagarmatha National Park in Nepal. These experiences not only spark their enthusiasm and ideas, but give them opportunities to ask the critical questions, conduct surveys, and evaluate programs."

The third element, the applied practicum, brings all of the learning together in a tangible way to fit the needs and questions of each student. The practicum is a two-year assignment that challenges each student to complete either a research-oriented or hands-on oriented project that responds to a core question or need.

"The practicum helps students think through how their learning applies to real situations," says Dr. Metangmo. "Every student comes to the program having worked in

a certain way. In the beginning, they assess their context, working environment, and institution to identify what needs to change to move their work to a higher level of effectiveness. And, at the end of the day, every student will be able to say, I'm doing this differently because of what I've learned."

To guide the practicum, each student is assigned a faculty advisor with experience in the student's area of interest. And, to help students access the knowledge specific to each country, an in-country mentor provides direction for identifying relevant, local learning resources.

As a practicum advisor, Dr. Anderson understands the challenges and great learning opportunities presented by the practicum. "It's hard to go from the theoretical to an implementable action that makes a difference," she says. "What we're trying to do as advisors is help our students go from thinking at the 10,000 foot level to achieving real on-the-ground outcomes. Our students get there with the help of faculty who have had, in some cases more than 40 years, on-the-ground experience in some of the world's most hard to reach places."

Students in Class III work every day in some of these hard-to-reach places in very different circumstances. They are using their practica to answer tough questions needed to identify and implement solutions.

### *Two Examples of Student Practica*



Tshering Lham Tshok

Hermenegildo with his practicum advisor, Dr. Dan Wessner.

Hermenegildo A. Mulhovo —MOZAMBIQUE. Hermenegildo of the Community Development Foundation was struck by the widespread public violence that erupted in the streets of Maputo City in early 2008. Thousands of people spontaneously formed large groups to protest, in some cases violently, the doubling of costs for public transport. His practicum research hypothesizes that a) the violence showed popular anger against symbols of economic power; b) this responded to underlying, unaddressed social trauma; and c) non-conventional methods to mobilize people could be useful for non-government organizations in the region committed to positive social development.



Christie Hand

Tshering Lham pauses to look at butterfly specimens at a museum in New York's Adirondack State Park, a focal site of the M.A. program's U.S. residential.

Tshering Lham Tshok —BHUTAN. Tshering Lham Tshok of the Royal Society for the Protection of Nature has designed a research project to assess the factors influencing the depletion of ringshoo, an endemic local species of wild bamboo, that has declined in villages where it is being harvested for handicrafts. The depletion of ringshoo underscores a larger challenge in Bhutan: how to conserve nature while improving the livelihoods of a growing and modernizing population. Lham is focusing her research in the village communities of Kangpara, known for the finest bamboo crafts in Bhutan. She's currently collecting data on the: 1) ecological conditions in healthy and depleted stands of ringshoo, 2) changing value of ringshoo to local people, and 3) current management practices. She aims to provide evidence-based recommendations that will improve ringshoo management.

## Research for Results, An Update

### Engaging People in Peace

Jason Calder, Director of the Engaging People in Peace project, a research project of the Future Generations Graduate School supported by Carnegie Corporation, has been working with local researchers in five countries (Afghanistan, Burundi, Guyana, Nepal, and Somaliland) to evaluate and learn from cases where widespread citizen and community action has helped avert violence or achieve peace on a national level.

In Guyana, Jason works with researcher Roxanne Myers to understand the role of citizens in preventing violence around the 2006 national election. From 2002 to 2004, political polarization and criminal violence fueled ethnic tensions, leading many to fear that the 2006 elections would bring ethnic-violence on a scale not seen since hundreds were killed in rioting in the 1960s. In advance of the 2006 elections, government, international partners, and civil society mounted extensive peacebuilding efforts that averted violence, resulting in the most peaceful elections of the last 15 years.

In Nepal, 2006 marked the end of King Gyanendra's direct rule, the reinstatement of parliament, and a Comprehensive Peace Agreement (CPA) ending the decade-long Maoist insurgency. Working with researcher Bandita Sijapati of Social Science Baha, this project seeks to understand how communities and citizen groups at multiple levels (local, regional, and national) were mobilized across class, caste, ethnic and religious divides to help bring an end to the ten-year conflict.

The next phase of the project seeks to bring researchers together and translate this learning into field-testing and more widespread dissemination.

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### Community-based Primary Health Care

A Working Group on Community-Based Primary Health Care of the American Public Health Association (chaired by Future Generations Senior Health Advisor, Dr. Carl Taylor, and co-chaired by Dr. Henry Perry, a faculty member of the Future Generations Graduate School) has completed a systematic review of all the published and grey literature documenting the impacts of community-based primary health care approaches in improving child health.

The Expert Review Panel met on March 27-28, 2008 at UNICEF Headquarters in New York City to consider the preliminary findings. Pre-release findings are conclusive.

- Community-based approaches are among the most effective in delivering effective interventions for improving child health
- Increased attention and support for these types of programs is needed
- Documentation of the impacts of integrated community-based approaches under routine field conditions is needed as a basis for expanding the use of these types of programs.

Based on this, a conceptual framework will be developed within which large-scale programs for improving child health can be implemented and evaluated.

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# The Green Long March, 2008

by Frances Fremont-Simth, Executive Director, Future Generations/CHINA

The Green Long March began in 2007 as a way to involve Chinese youth in creating a more sustainable China. Students from 22 Chinese universities, with core leadership from Beijing Forestry University, marched (and rode trains and buses) along ten routes covering ten distinct ecosystems across 26 Chinese provinces. As they marched, students surveyed 505 communities to identify green successes that are now part of a national database. From solar and wind power projects to reforestation and bio-gas, many on-the-ground successes provide some practical next steps for creating a greener future.

In 2008, the Green Long March was so well received by government partners that it was elevated to a program under the China Youth League. This past summer, students from 32 universities marched a total of 2008 kilometers along the same ten routes. This year's survey focused on green business practices and included visits to companies like Dell Computer's manufacturing center along the Gold Coast Route. In addition, students conducted a range of public education campaigns.

As they marched, students used journal writing to reflect on their experiences. Here is one excerpt from a student who participated on the National Treasures Route through the earthquake-affected region of Sichuan.



FutureGenerations/CHINA

Green Long March volunteer Wang Wei surveys post-earthquake food prices in Mianzhu as part of student activities in Sichuan along the National Treasures Route.

*I have a special feeling for the farmers because my parents are farmers, and I am also a farmer, one of more than 700 million farmers in China.*

*After an introduction by the student environmental organizations and Future Generations, I understand that the purpose of our going to villages in the disaster area is to promote the idea of environment protection and, if possible, help the locals find environmental, energy-saving modes of development.*

*In the disaster area, people's lives have been completely disrupted. Everyone is busy with post-disaster reconstruction. On the other hand, this is a good opportunity to change people's production methods. We go to the rural areas to promote environment-related knowledge, and then give environmental education to the villagers. If possible, we will find a sustainable development method applicable to the local area, and help them improve and implement it.*

See [www.greenlongmarch.org](http://www.greenlongmarch.org) for more details, including video footage from the 2008 march.

# A South-to-South Exchange

by Alex Vargas and Traci Hickson



The Manager of the Community Health Association of Las Moras explains how volunteer community health agents are assigned to each sector of the community. This guarantees that every family, especially the poorest and most at-risk, has a direct link to the health center.

\* See Peru, Program Brief in this newsletter

Future Generations initiated and funded a south-to-south learning exchange between Ministry of Health officials in India and Peru to share experiences in primary health. This visit has since motivated officials in the Health Ministry of Arunachal Pradesh, India to consider a new approach to increase community participation in health system management.

The idea was proposed by Dr. Tage Kanno, Executive Director of Future Generations Arunachal. As a student in the Master’s Degree program, Dr. Kanno participated in the one-month Peru residential and upon returning to Arunachal Pradesh, he advised the state Ministry of Health to send a delegation to Peru.

“In Peru,” he said, “the national Ministry of Health has turned the management of more than 2,000 primary health facilities over to community associations, known as CLAS.\* These associations manage their budgets, reinvest funds to improve their facilities, and outreach into the communities. This approach is similar to what Arunachal is trying to do with its Public Private Partnership, but you must go see for yourself.”

In April 2008, the Deputy Director of Health and the Director of India’s National Rural Health Mission for the State of Arunachal Pradesh were part of a delegation of three officials who traveled to Peru. For eight-days, they held intensive discussions in Lima and visited community co-managed primary health centers in Cusco and Huánuco.

The delegation learned and saw how CLAS are working to improve the quality of care within facilities. They also learned about the role of community health agents (CHAs), who explained:

*“We are volunteers from the community...as community health agents, our principal concern is to prevent illness and teach the population how to maintain their health. We refer people with illness to the Health Center. Also we make plans to improve our communities. In that planning, everyone participates, the leaders, the health personnel, the municipality, and other institutions. Now all of us are working to develop the community.”*

-Sra. Noemi Guevara - President of the CHA Association of Las Moras

Perhaps the most notable presentation was by a group of youth leaders who explained the steps used to create neighborhood workplans as part of a comprehensive approach to health and well being.

## Introducing New Members of Our Global Team



### **Lysanna Anderson, Director of Research**

Lysanna has a combined background of academic research in global climate change and applied experience in the business and management of large scale agriculture. Dr. Anderson's paleoclimate research was based on field and laboratory work focusing primarily on the Patagonia region of southern South America and funded by NSF, NOAA, and NATO. Prior to joining Future Generations, Lysanna owned and operated a cattle ranch in rural Montana that integrated modern animal husbandry science and methods with traditional practices gleaned from the community.



### **Vic Arrington, Executive Vice President**

Vic Arrington is responsible for all NGO operations. He combines experience from the private sector at Citibank, McKinsey, and the international cable television and cellular telephone industry, with several years experience serving the CEOs of major NGOs such as Save the Children and Mercy Corps. He has experience developing private sector partnerships with the extractive industry in Azerbaijan and Kazakhstan.



### **Aziz Hakimi, Afghanistan Country Director**

Mr. Hakimi brings distinguished experience bridging the humanitarian, business, public sector, and media realms. He most recently directed the expansion of independent media to cover Afghanistan's five main urban centers, forging further partnerships with 30 community radio stations. He also served as deputy director of the policy management unit in the Office of the President and as a human rights officer with the United Nations office in Afghanistan. He holds a Master's Degree in Conflict, Security and Development from King's College London.



### **Casey Mallinckrodt, Vice President of Advocacy**

Casey Mallinckrodt is located in New York City, focusing on development, cultivating a broader awareness of Future Generations, and working closely with regional board members. She has worked for over 15 years in not for profit management. She is also a visual artist and has worked in art conservation and as a radio producer.



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# Communities in Action

Future Generations recognizes the extraordinary achievements of local people worldwide working toward a more equitable and sustainable future.



Photos top to bottom, left to right:

1. *Peru* In one of Peru's poorest districts in the upper Amazon, the people of Umari formed a Local Health Administration Association (CLAS) to maintain the budget and improve the quality of their health clinic, which serves 27 distant rural villages. With support from Future Generations, the health center started an outreach program that links the poorest homes to the primary health center by training local women from each village as volunteer community health agents. Photo by Alex Vargas

2. *India* These young women from Arunachal Pradesh, India are among 800 volunteers who work with village action groups to improve life for tribal communities in one of the most culturally and biologically diverse states in India. Photo by Daniel Taylor

3. *Afghanistan* Across 13 of the 19 districts in Ghazni Province, communities have worked with Future Generations to establish 231 sports activities for youth with 4,866 participants, including 168 girls playing on 11 separate football (soccer) teams. Photo by Duaine Goodno

4. *China* In the Tibet Autonomous Region, *Pendebas* (volunteer workers who benefit the village) help communities implement solutions to improve family income and well-being in the home, such as this micro-hydro electricity unit made by a village in the Four Great Rivers protected area. Photo by Daniel Taylor