

FutureGenerations

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Newsletter - Autumn 2010

Hunting Grounds now a Sanctuary

In the subtropical forests of Arunachal Pradesh, India, tribal hunters and school teachers learn skills to monitor and protect wildlife in the Talle Wildlife Sanctuary.

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Friends:

It is a great pleasure to share with you news from around the world about the achievements of our community partners. These results are the outcomes of a deliberate approach that enables communities to learn from and sustain their successes.

This principle of building upon success drives the accomplishments highlighted in this newsletter:

- Communities in Afghanistan meet their security and development needs in the midst of war and disseminate this learning with others
- The Apatani people of Arunachal Pradesh create and use a conservation strategy for their natural resource rich region by reviving traditional practices of forest stewardship and cultural reverence for wildlife
- Volunteer Fire Stations in West Virginia gain knowledge and expertise in broadband use, training others in their communities, now becoming the community hubs to increase educational and economic opportunities
- Mothers in rural Cusco, Peru volunteer their time as Community Health Agents, linking the primary health care centers with remote communities and increasing prevention and referrals to improve maternal and child health

These results illustrate a dynamic approach to social change that draws together local energies and shares the approaches and result with others. As communities achieve successes that they know have emerged from their own efforts, their confidence in their own capacity to sustain results takes hold. The most powerful fuel for change in this world is human energy inspired by success.

Thank you for your ongoing support in making possible this innovative path for community-powered social change.

Yours sincerely,



Jason Calder
Interim President and Director, Engaging People in Peace.
Future Generations
Future Generations Graduate School

Throughout insecure areas of Afghanistan some communities have managed to protect themselves from violence while meeting their security and development needs. These are cases of “positive deviance” that offer examples of good practice for wider application. With funding from the United States Institute of Peace and the Carnegie Corporation of New York, in July 2010 Future Generations Afghanistan and the Future Generations Graduate School began a collaborative action-learning project to identify these resilient communities, learn from them, and apply findings to improve peacebuilding policy and practice.

In the view of many Afghans, the majority of international assistance has been inefficient, wasteful, externally driven, and not locally accountable. The advantage of the positive deviance approach is that it illuminates contextually- and culturally-relevant strategies and therefore avoids the pitfalls associated with externally conceived solutions.

With an emphasis on collaboration, a steering committee of Afghan public sector and nongovernmental organizations will guide the project with training and technical support from Future Generations Afghanistan. These partners, who met at the first steering committee meeting in September 2010, will help to ensure that the objectives and methodologies of this project are widely shared and that the project partners benefit from the project’s learning process.

The first phase of this initiative—training—is underway. Teams of local researchers, nominated by steering committee partners, will complete an intensive curriculum on social science research methodologies and the ethics of research in conflict zones. These researchers will then form research teams that will undertake survey research in communities that have been selected and screened through secondary data analysis and discussion with project partners. Communities that share their experiences and strategies with the project during the research phase will have the opportunity to share their stories with other communities.

As Future Generations Afghanistan Country Director, Aziz Hakimi, notes: “The ‘clear, hold and build’ paradigm of counterinsurgency is meeting stiff resistance, whereas building from local strengths is largely untried. With this opportunity, Future Generations is in a unique position to influence the nature of the development and peacebuilding debate in Afghanistan.”



Community Development Councils Prioritize Water

Nangarhar Province
Khogyani District,
Afghanistan



More than 175 families now benefit from the leadership of their Community Development Council (CDC), which partnered with Future Generations and the National Solidarity Program (NSP) to construct safe drinking water reservoirs, wells with hand pumps, an irrigation canal, and a flood retaining wall.

Prior to this community-led project, families had no easy access to clean drinking water, but traveled great distances for “red-dusty water” from the Surkh Road River. Only families with donkeys could safely and easily transport this water. Also, food and income from agriculture was limited by either the lack of water or heavy flooding. One farmer said: “I usually lost my profit when when the heavy rain flooded my fields, but now the NSP retaining wall has protected my crops and I get profit from what I cultivate.”

Although funds were provided through the NSP, community members contributed most of the labor themselves. The village head of the CDC points out another sustaining benefit of the program: “Now we learned how to make decisions when we want to do anything for the prosperity of our community, as we learned how to lead our people to live and cooperate with one another.”



Rene-Claude participates in a community change and conservation course during the India residential held in February 2010.

In 2010, Future Generations Master's Degree student, Rene-Claude Niyonkuru, received a \$10,000 Davis Project for Peace award to build relationships and trust for peaceful elections and cohabitation in his home country of Burundi. Rene-Claude's proposal surfaces at an important time as recent elections were marked with violence. This follows 12 years of civil war in Burundi fueled by ethnic divides between the Hutu and the Tutsi. Rene-Claude's project seeks to foster dialogue among communities to promote peace.

Although Burundi's situation has improved since the 2005 elections, civilians and the opposing political parties share distrust with a long history of deep-seated fears and violence along ethnic lines. Tensions flared this summer as five opposition candidates withdrew from the elections leaving the incumbent as the only candidate.

This summer, Rene-Claude coordinated and was involved in activities that trained community members in conflict resolution, organized dialogue sessions, signed a pact for non-violence, and used the local media to share their commitment to peace during the summer elections.

This project facilitated dialogue between leaders of two districts in Busiga, an area that has seen peace during wartime, and Mwumba, deeply affected by the 1993 civil war, in order to draw lessons about methods and strategies that work in resisting violence and political manipulation. Project implementation was based upon partnerships and community involvement and closely collaborated with the Association for Peace and Human Rights and the local community councils.

Each year Davis Projects for Peace awards 100 college students from 90 campuses worldwide with funds to implement grassroots peace projects. The prize, established by Kathryn Davis, a 103-year-old philanthropist, motivates college students to create and implement their ideas for building peace. Executive Director of the Davis United World College Scholars Program Philip O. Geier, says that, "Kathryn Davis was motivated to establish Davis Projects for Peace because she felt a great sense of urgency about an elusive goal: peace in the world. She felt frustrated that older generations had failed in that great quest. Kathryn's vision has motivated young people." For more details, visit davisprojectsforpeace.org



Last year Future Generations Graduate Student from Uganda, Joy Bongyereire, received a \$10,000 Davis Project for Peace Award to reduce conflict among local farmers and Uganda's wildlife agencies over the management and protection of endangered mountain gorillas. In six months, Joy implemented a strategy that has increased community involvement in nature conservation, leading to more protection for gorillas and more benefits for local people neighboring the parks.

Joy worked with the communities and local governments of Kisoro District bordering Mgahinga Gorilla National Park and Bwini Impenetrable National Park. Combined, these parks provide habitat for an estimated 350 of the world's remaining 720 mountain gorillas.

Communities bordering the parks were not receiving an adequate share of the tourism revenue, especially for gorillas located on community lands. And, local farmers complained that mountain gorillas routinely raided their crops. While the national policy and legal framework of Uganda encourages community participation in wildlife protection and management, Joy recognized that partnerships needed to be strengthened and that communities needed to benefit from conservation.

Joy's strategy, emerging from her lessons as a Future Generations Master's Degree student, was to train local volunteers as village peace trainers to foster good relations and solutions among villages and wildlife agencies. In addition, Joy worked closely with the Kisoro District Local Government and provided them with tools, ideas, and skills to be more involved in park management, tourism, and conservation activities. Joy's

other activities included baseline surveys to assess attitudes toward gorillas and park management, workshops for native Pygmies (Batwa) and non-Batwa, and awareness programs and dialogue on the local FM radio station.

One new plan of the Kisoro District Local Government was to encourage tea planting in the national park's buffer zones. Since tea is not part of gorillas' or other animals' diets, it is an easier cash-crop to manage and protect. Joy describes this as one of the first projects to benefit local livelihoods since the parks were created in the early 1990s.

Another sign of success is increased community participation in various organizational and agency stakeholder meetings regarding park management. Joy notes that, "It is excellent for the community to take creative initiatives. This can lead to great success in conservation, just like our Master's Degree class observed in Nepal during our visit to community forests." Communities are also investing some of their tourism funds into the upkeep of stone buffer walls and growing Mauritius thorn, which deter gorillas from raiding farms.

Joy continues to work in Kisoro District as a Program Officer of Africa 2000 Network-Uganda. She will continue working with her village peace trainers. This year she also registered a new community-based organization, Biodiversity Conservation for Rural Development. For more information visit her blog: <http://bcrduganda.blogspot.com/> Contact Joy Bongyereire at bonjoys98@yahoo.com or bcrd.uganda@gmail.com.





Tribal communities photographed this Mainland Serow using an infrared camera trap.

In the subtropical forests of Arunachal Pradesh, India, communities and former hunters monitor rare and endangered wildlife within the Talle Wildlife Sanctuary. This initiative of Future Generations Arunachal, which began in 2009 with funding from Critical Ecosystem Partnership Fund (CEPF) and Ashoka Trust for Research in Ecology and Environment (ATREE), partners with the Apatani people, including tribal elders and hunters, to monitor wildlife populations with infrared camera traps. The Mainland Serow (above), Barking Deer, and Leopard Cat are among the species recently photographed. This visual data also encourages local people to participate in conservation activities.

While the Arunachal Pradesh government designated the Talle Valley as a wildlife sanctuary in 1976, the Apatani considered it as an extension of tribally controlled forestlands. As a result, hunting activities increased following protected area designation and wildlife populations declined. Concern grew that the Talle Valley would become an “empty jungle,” as is so common in other protected areas in the region.

Future Generations Arunachal now takes an active role in involving local people in the management of the Talle Wildlife Sanctuary. This approach builds on the strengths of the Apatani people and their long tradition of conservation practices.

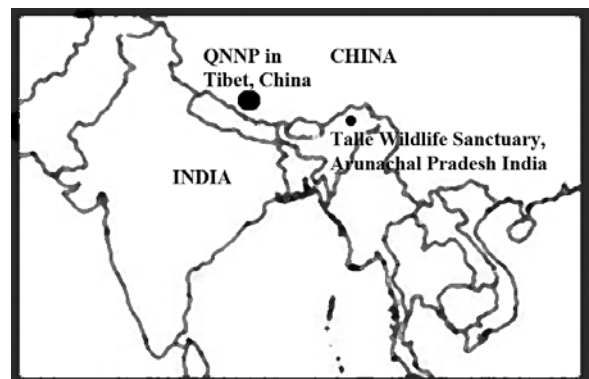
Historically, the Apatani are known for forest stewardship, the cultivation of bamboo in blue pine forests, and sustainable aquaculture practices. Culturally, the Apatani also have a deep reverence for leopards and tigers.

Initial activities in July 2009 began with a community survey to acquire basic information on: 1) Abundance of different species in the Apatani and Talle Valley areas, 2) Local people’s attitudes toward government controlled protection, and 3) Role of local people in conservation management.

Sixteen hunters learned skills to carry out simple but scientifically valid surveys using camera traps and GPS units. Nine of these hunters are actively participating and have stopped hunting. Five schoolteachers were trained to assist the hunters in collecting and recording field data. As of September 2010, ten rounds of field surveys have been conducted using data sheets and camera traps.

In addition to nature conservation, Future Generations Arunachal works with the Apatani to improve health and livelihoods. Visit the Future Generations Arunachal Blog at <http://fgarunachal.blogspot.com/> to stay up-to-date on progress with this project.

In 2001, an earlier initiative of Future Generations in the Talle Valley used infrared camera traps to take the first photograph of the Clouded Leopard ever recorded in the wild. See *National Geographic*, “In Search of the Clouded Leopard,” April 1993.



Project areas in India and China.



Tibet, China: Nearly 1,000 Pendebas (community service workers) learn skills to improve livelihoods among people living within protected areas.

In the Mount Everest and Four Great Rivers regions of Tibet, China, 974 community volunteers known as Pendebas (Tibetan for “workers who benefit the village”) participated in recent training programs to learn skills that will improve life in remote villages within protected areas.

The Pendeba Society, a non-profit organization registered in Lhasa, Tibet, partners with the people and government to build local capacity for meeting basic needs while protecting the environment. This past year, the Pendeba Society hosted two major training programs to build skills in health, ecotourism, and conservation.

Training in ecotourism aims to reduce poverty among the villages within the Qomolangma (Everest) National Nature Preserve, which has seen an influx of tourists in recent years yet still remains one of the poorest regions in all of China. With new skills, Pendebas will train others in their communities to create a network of community-based ecotourism businesses and opportunities.

Founder of the Pendeba Society, Tsering Norbu, stated: “This year’s training turned out to be a success, largely because work is conducted through three-way partnerships with the community, local government, and experts. This follows the Future Generations philosophy of involving all parties, but

first allowing the local people to identify its successes, to better meet community needs.”

With the support of Future Generations, the Pendeba concept originated in 1994 to ensure that local people living within protected areas benefit from nature conservation. Tsering Norbu, a graduate of the Future Generations Master’s Degree program from Nyalam County within the Qomolangma National Nature Preserve, established the Pendeba Society in 2009 to create a support network for Pendebas and expand training from health and conservation concepts to ecotourism and sustainable livelihood skills. As a result of the Pendeba’s efforts, women and children are healthier, village and household income has increased, and sanitation has improved.

Visit www.pendeba.org for more information. The Pendeba Society accepts online donations through its partner organization, Future Generations.



Computer centers open for learning at 30 of West Virginia's volunteer fire departments, which also double as community centers.

Pearl S. Buck, the Nobel Prize winning author born in rural West Virginia, wrote the biography of Jimmy Yen, who founded a mass education movement that brought literacy to 46 million Chinese. Yen helped communities create "People's Schools" for literacy and health and promoted a neighbor-teach-neighbor approach. In Yen's biography, *Tell the People*, Buck shares her wish that someday the lessons of Jimmy Yen might also be used to make a difference in Appalachia.

Although Future Generations has been working internationally since 1992, the organization has a new opportunity to contribute to communities in its institutional home of West Virginia and apply global lessons at home.

A new initiative within the Future Generations Graduate School, known as the West Virginia Broadband Opportunities Program, works with the state's vast network of volunteer fire departments to address the "digital divide" and expand learning economic opportunities through broadband internet.

With a \$4.4 million grant from the American Recovery and Reinvestment Act through the Broadband Technology Opportunities Program, over the next three years the Future Generations Graduate School will partner with 60 volunteer fire departments to set up public computer and learning centers. Fire department volunteers, with the support of a local person trained as a computer mentor, will manage these broadband learning centers, offer training in basic computer skills, and keep the centers open for a minimum of ten hours per week. In addition, the project will refurbish and sell low-cost desktops and laptops.

To date, 30 fire departments are confirmed partners, with the majority located in West Virginia's southern coalfields. Additionally, the organization has trained 40 computer mentors from 20 of these communities. Other educational partners include the Monongahela National Forest (online mapping); Partnership of African American Churches (chronic disease self-management with online support groups and Project Alert, a substance-abuse awareness program for youth); Johns Hopkins University (disaster resilience), Adult Basic Education, community and technical colleges, and Mission WV (digital literacy and e-commerce academy).

In September, three regional grand openings and press conferences highlighted how others in West Virginia view the project.

State Fire Marshal Sterling Lewis said the computer labs "will help us return to the days when the fire department was the hub of a community." He said the labs also will help firefighters and rescue squad personnel take part in remote training programs now being developed by the state, saving thousands of dollars in travel costs to receive certification.

Vivian Livingood, computer mentor and Mayor of the City of Gilbert in Mingo County, called the project "wonderful"



Computer mentor Training Session

Neighbors Teach Neighbors about Broadband

and noted that: “This is a tool that will help people to use the internet at high speed.” She said elderly people can learn about health issues or use web cams to talk to family members in other states; young people can use the labs for educational purposes and firefighters and police can use them to take required tests and classes in their professions.

“The location of these computer labs will make them a success,” said Rep. Nick Rahall, D-W.Va. “Everyone knows where their fire department is. It’s a place people feel comfortable going to.”

Rahall said the program would help tear down “the digital divide that separates the quality of internet service in urban and rural areas.”



Circleville Fire Department Computer Center mentors promote their new computer center with a float in the 2010 Treasure Mountain Festival Parade

To better understand the data and evidence of the digital divide, Future Generations recently trained a team of eight community interviewers to conduct 780 door-to-door household surveys of computer and broadband use in 26 communities. Although 67% of households in program areas own a functioning computer, only 49% have access to broadband, with 21% using the resource to continue their education and 14% to run home businesses. A complete copy of the report is available online or upon request.

For more information, please visit the project’s new website: www.futurewv.org

Map of Computer Center Locations



1. Mathias-Baker
2. Moorefield
3. Maysville
4. Upper Tract
5. South Fork
6. Circleville
7. Beverly
8. Bartow-Frank-Durbin
9. Cass
10. Flatwoods
11. Gilmer
12. Grantsville
13. Meadow Bridge
14. Mount Hope
15. Bradley-Prosperity
16. Mabscott
17. Ghent
18. Summers Co.
19. Kimball
20. Upper Laurel
21. Wharton-Barrett
22. Buffalo Creek
23. Gilbert
24. Matewan
25. Parsons
26. Cora
27. Logan
28. Madison
29. Lincoln Co. EMS
30. Morrisvale



This program conducted baseline household surveys in 26 communities.



Said Habib Arwal - AFGHANISTAN - *Medical doctor and national coordinator of the Department of Community-based Health Care (CBHC) under the Ministry of Public Health in Kabul, Afghanistan.* This department is committed to preventative and sustainable health care in Afghan communities through the development of Community Health Committees and Community Health Workers.



Erin Blanding – UNITED STATES– *Program Director of the Arizona and Mexico Border Program called “Me to We” with Free the Children.* Erin spends much of her time in the border town of Agua Prieta, Mexico, coordinating educational, volunteer, and cultural programs and collaborating with other organizations to identify peaceful, healing responses to escalating border violence.



Shellon Eversley - GUYANA – *Coordinator for Home Based Care/ Orphan & Vulnerable Children with Agape Network, Inc, a faith-based organization in Guyana.* She works primarily with HIV/AIDS patients and their families, supporting them through counseling, remedial education, nutritional education, and homework assistance.



Travis Eversley– GUYANA - *Involved with the organization Partners for Peace and Development as a trustee and volunteer.* He works in the Buxton and Annandale areas outside of Georgetown to reduce crime, violence and apathy among youth.



Ramesh Khadka - NEPAL - *Founder and Executive Director of the NGO Share and Care.* Ramesh works with vulnerable communities in Nepal in the areas of women’s empowerment, education, primary health care, and poverty reduction.



Shahidul Mallick– BANGLADESH – *Founder and Executive Director of TREE (Training Research Education for Empowerment) in Bangladesh.* An anthropologist and an activist for social and environmental change, Shahidul feels that working through communities is the only way to bring about sustainable change.



Kim McLennan – UNITED STATES - *Haiti Project Coordinator for Whirlwind Wheelchair, Prosthetika.org, and Partners in Health curriculum design.* Kim used her skills as a physical therapist in the Comprehensive Rural Health Program in Jamkhed, India, and is currently active with the disabled population in Haiti, working to give them a voice in their own future.



Suzanne McRae-Munro - GUYANA - *Grants Coordinator for Conservation International in Guyana.* Suzanne works to protect Guyana's natural resources, particularly the tropical forests. Through her work, she has become convinced of the importance of involving communities in the management of development projects.



Angela Mutashobya – TANZANIA - *Project Coordinator for World Vision Tanzania.* She coordinates community involvement in the implementation of development projects focusing on women's empowerment, HIV/AIDS, and micro loans.



Rene Claude Niyonkuru – BURUNDI - *Executive Director of the Association for Peace and Human Rights in Burundi.* His vision is to promote peace through dialogue among communities affected by the civil war. He recently implemented his Davis Peace Project, building relationships and trust for peaceful elections.



Jacqueline Robertson-Wilson – GUYANA - *Probation and Social Services Officer for the Ministry of Labor in Guyana.* She works in a mountainous interior region near the Guyanese/Brazilian border. She sees herself as a change agent in an area with high unemployment, high substance abuse, and a lack of many social services.



Rohan Sagar – GUYANA - *Ethno-musicologist and founder of the Harpy Eagle Foundation.* Rohan uses music instruction to promote individual self-expression, community empowerment, and the preservation of the historical memory of Guyana's cultural groups. Rohan has worked with African, Indian and Amerindian communities in all parts of Guyana using music as a tool for peace.



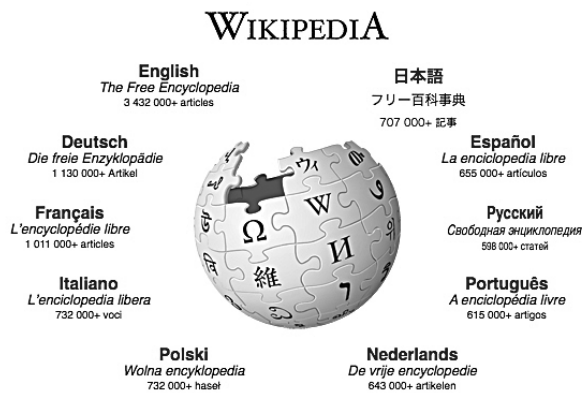
Goldie Luanna Scott – GUYANA - *Chief Executive Officer for the Volunteer Youth Corp in Georgetown, Guyana.* Goldie is committed to improving the lives of youth throughout Guyana. She was the institutional runner-up in the Davis Projects for Peace with her Build-a-Bike proposal, which teaches youth a valuable skill as an alternative to engaging in violence.



Ajmal Shirzai - AFGHANISTAN - *Director of the Afghanistan Institute for Rural Development under the Ministry of Rural Rehabilitation and Development.* Shirzai's expertise is in empowering rural communities which is critical to community health, capacity-building, and peace-building projects.



Xavier, Bertie – GUYANA - *Chief or "Toshao" (Amerindian word for chief) in his North Rupununi community of Wowetta.* Bertie teaches environmental programs in his village. He also works as a Bina Hill Institute Trainer and Project Manager, a nongovernmental organization dedicated to building the capacity of communities to preserve traditional knowledge systems, promote local economic development, and sustainably manage their natural resources.



Most internet searches will turn up information on Wikipedia, an online and interactive encyclopedia created by internet users. Future Generations Graduate School now uses Wikipedia in the classroom. As part of the course, Pedagogy of Place, Master's students create their own wiki pages to profile their communities.

Anyone can change or add content to a Wikipedia page (Wiki). According to Professor Daniel Taylor, "The beautiful thing about a wiki is that people, no matter who they are, can correct it if they have the evidence. It is one of the many informational tools available today that is allowing participatory involvement."

Introduced in 1995 by Ward Cunningham, Wikipedia has become increasingly popular in the last decade with people using this virtual encyclopedia as a reference and educational tool. The popularity has not come without controversy, as false information can result from the freedom of contributions and editing. The solution, however, is that wiki users correct errors as soon as they discover them, and a wiki article will be deleted if it does not have sufficient verifiable references.

Students were encouraged to write wikis relating to their practicum (thesis) or any other community-related topic. Suzanne McRae, one of seven students in the Class of 2011 from the South American country of Guyana, uses Wikipedia because it is an "accessible tool that is quite often the first place people look when researching via the internet."

Suzanne has posted her wiki on the Kanashen village. In her wiki, she explains that this village is, "Guyana's first community owned area that is legally protected and is primarily inhabited by the Wai-Wai indigenous group." You can view her wiki here: <http://en.wikipedia.org/wiki/Kanashen>.

Erin Blanding, a Canadian-American Graduate Student from Prince Edward Island, describes her wiki process: "I started small and linked to other wiki articles while adding more to it later. A wiki provides people with a networking encyclopedia online; however, with the vast amount of information available in cyberspace, it is important for people to distill the important information from it."

Another student from Guyana, Bertie Xavier, uses a wiki to profile his community in Wowetta, which he describes as an "indigenous village in the Upper Takutu-Upper Essequibo Region in Guyana inhabited by mostly Machushi people." Visit Bertie's wiki online at: <http://en.wikipedia.org/wiki/Wowetta>.

On Wikipedia's homepage, language options are displayed according to which languages have the most wiki articles. For example, English (3,413,000 articles), German (1,222,000 articles), and French (994,000) have the most entries.

Rene-Claude Niyonkuru from Burundi, experienced a language barrier while creating his wiki on community development and peacebuilding. He wrote his article in English, but discovered that he needed to link his article to other articles written in French. Since Wikipedia prohibits cross-linking to other wikis in different languages, Rene-Claude re-wrote his wiki in French, which will also allow locals in his village to read the page.

By adding their community and other community-related topics to Wikipedia, Future Generations students spread worldwide awareness of community change and conservation efforts, and in the process link their communities with the world.

In the Andes highlands of Cusco Peru, communities partner with the government to improve the quality of health services. In 2002, Future Generations Peru joined this partnership to provide training and technical support with the goal of improving maternal and child health. In 2005, the organization received funding from the United States Agency for International Development (USAID) and the Child Survival and Health Grants Program to work with primary health facilities and communities in rural Cusco.

A range of strategies and methodologies were implemented. One successful approach was to further define and develop tools for a Ministry of Health strategy called “sectorization,” which organizes outreach from health services into communities. All partners in primary health, including health staff, local governments, volunteer Community Health Agents, and community leaders, learned new technical skills and how to work together and leverage their resources to promote health in the home and increase confidence in using the primary care clinics.

Cusco evaluation data from 2005 - 2009 shows significant impacts:

- Chronic malnutrition in children 6-23 months of age declined from 38.0% to 29.8%
- Underweight children 0 – 23 months of age declined from 17.6% to 12.0%
- Diarrhea prevalence dropped from 27.6% to 17.4%
- Levels of exclusive breastfeeding increased from 78.9% to 87.9%
- Maternal mortality declined by 75% within the project area compared with 50% in the surrounding region of Cusco
- The percentage of mothers who know two or more danger signs in pregnancy rose from less than 10% to 59%

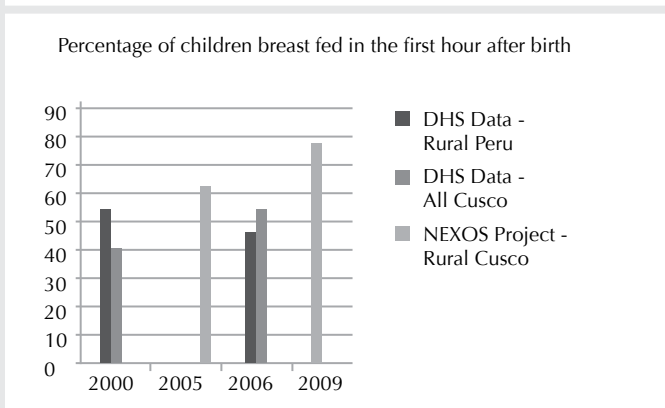
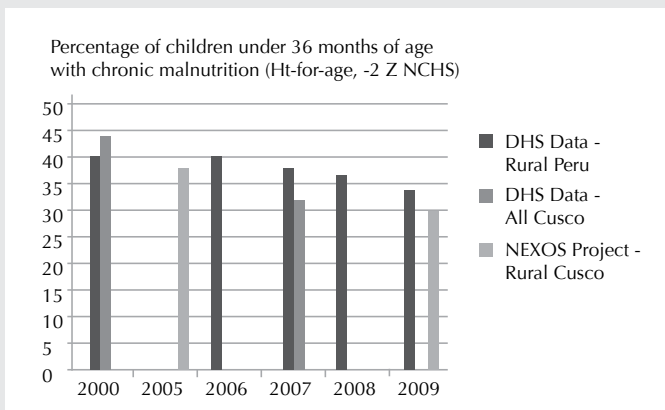
In 2010, this work in Cusco continues with a one-year subgrant from EngenderHealth, a recipient of funds from the Gates Foundation. Also, a second four-year grant (2010-2014) from the USAID Child Survival and Health Grants Program was awarded to expand the organization’s work in Huánuco. Both projects will use a new process for training women as community health agents developed by the late Senior Health Advisor of Future Generations, Dr. Carl E. Taylor.

For more information about a recent project, “Sharing Pregnancy Histories as Part of Community Education for Maternal and Neonatal Health,” please visit the blog at <http://maternalhealthtaskforce.org/discuss/wpblog/2010/women-leaders-in-peru/>

Project Leadership:

Dr. Laura Altobelli has served as Peru Country Director for Future Generations since 2002. With more than 30 years of experience, Dr. Altobelli is a recognized expert in the field of maternal and child health and nutrition issues and programs. Within this field, she has specialized in maternal-child health and nutrition matters that are of concern to developing countries, and in particular, to the poorest population segments. Dr. Altobelli has a Dr.P.H. from the Johns Hopkins University and more than 20 years of Peru country experience.

For a full copy of the Cusco impact report, visit www.future.org



*The dark gray denotes data from the Demographic Health Survey of rural Peru. The medium gray denotes data from the Demographic Health Survey of all of Cusco Department. The light gray denotes data from Future Generations surveys of the project area, including a baseline survey in 2005 and an end of project survey in 2009

■ ■ ■ ■ Standing on the Shoulders of those who came before us Remembering Carl Taylor and Dan Terry



Carl Taylor



Dan Terry

Future Generations remembers two extraordinary individuals who devoted their lives to the well-being and empowerment of communities.

On February 4, 2010, co-founder of Future Generations, Dr. **Carl Taylor** died at the age of 93. He was instrumental in the global movement of primary health care, having drafted the Alma-Ata declaration of Health for All in 1978. He said in a recent interview before his death that “we have an opportunity now to go back to the kind of thinking at Alma-Ata” and a community-based approach that enables the people themselves to take ownership of their own health care.

Dr. Taylor, perhaps most well known as the founder and a chair of the Department of International Health at the Johns Hopkins University Bloomberg School of Public Health, also served as a senior health advisor for Future Generations and at the age of 88 went to Afghanistan as the Future Generations Country Director. While in Afghanistan, Dr. Taylor co-designed with Dr. Shukria Hassan a new approach to training and sustaining rural women as community health workers, which led to a 46% reduction in child mortality. One component of the approach, the formation of Women’s (Family) Action Groups, was recently adapted by the Afghanistan Ministry of Health and according to Afghanistan Director of Community Based Health Care, Dr. Arwal, has now been expanded to ten districts.

Prior to his death, Dr. Taylor was working on an article for *The Lancet*, which was published posthumously and with permission from *The Lancet* is featured in this newsletter.

Future Generations would like to thank the more than 120 people from 10 countries who contributed more than \$20,000 to the **Dan Terry** Family Fund. This fund was set up in the memory of Dan Terry, friend and former Country Director of Future Generations Afghanistan, who was killed this past August in Afghanistan in an ambush along with nine other aid workers. Funds were used to help family members attend the funeral services in Kabul, host a memorial reception, and fund a community project that Dan would appreciate.

Friends and colleagues of Dan Terry came from across Afghanistan to attend his funeral services. Many describe Dan as being “big-hearted, ebullient, full of enthusiasm and kindness.” He loved nothing better than crawling underneath a broken-down vehicle with a couple of Afghan truck drivers to get things rolling again. It was Dan who made sure that 300 tractor-trailer loads of wheat were transported from Pakistan to the remote highlands of central Afghanistan during the intense and multi-year drought in the late 1990s. More than 100,000 people in Afghanistan survived the famine because of Dan’s wheat deliveries.

Dan worked and lived in Afghanistan for more than 30 years. He believed wholeheartedly that the road to peace was to listen intently and respectfully to the concerns of others, and to stand up for those in greatest need.

Jim Grant was a global advocate for children and an American foreign-aid expert. He was born in 1922 in Beijing, China, and died in 1995 in Mount Kisco, NY, USA. What would he say now about the child survival and development revolution he championed in the early 1980s? First at the US Agency for International Development and then at the Overseas Development Council, he nurtured the “Green Revolution as a means of assuring self-reliance and empowering small farmers”. Because of his leadership as Executive Director of UNICEF from 1980 to 1995, he is credited with saving “more lives than were destroyed by Hitler, Mao and Stalin combined.”

I recall his excitement, in the autumn of 1973, as he learned about the infant mortality reductions achieved when village health-workers in Narangwal, India, delivered an integrated package of health, nutrition, and family-planning services. He said, “Carl, we can start to talk about a child survival revolution!” In the 1980s, UNICEF’s initiatives about GOBI (growth monitoring, oral rehydration therapy, breastfeeding, and immunisations) and EPI (expanded programme on immunisations) led the global shift away from comprehensive health care to selective primary health care. Liberal funding for a few simple interventions evolved into global vertical programmes, greatly weakening the momentum for Health for All started at the 1978 Alma-Ata International Conference on Primary Health Care.

But it was a privilege in those years, as Jim’s close friend, to debate directions for this child survival and development revolution. One night on a train from Kunming to Xi’an, when I was UNICEF’s Representative in China, we argued so intensively that our wives moved to another compartment. (It did not help for me to quote his father, John B Grant, who pioneered the integrated community-based approach for the Rockefeller Foundation’s International Medical Board and others from 1918 to 1962.) Jim’s main argument was, “Since we have simple interventions, let’s use them to pick the low hanging fruit, and later we will make the child survival and development revolution sustainable.” We eventually agreed on the need to do both vertical and community based activities, but we never did agree on timing.

In a book about Jim’s successes, Jon Rohde’s chapter describes the rights approach Jim might use if he were here; he would challenge us to vigorously defend children’s right to survival and development, focus on communities, monitor disparities for excluded children, and bring new transparency and

public honesty to our current efforts. A development expert long before arriving at UNICEF, he felt “a simple, doable proposition” generates political will, but he also believed in “people’s organized participation.”

For the past two decades, I helped to develop Future Generations as a non-profit organisation and its associated graduate school to teach and empower communities. This work gave me a chance to understand the process by which interventions operate in three domains. First, technical, in which interventions can be applied almost mechanically. Second, behavioural, in which new patterns for change are learned. Third, empowerment, in which groups of people, especially women, develop a shared vision and commitment, making the ultimate change process sustainable.

In my experience, the third domain promotes the first two. Finding the right balance is not well understood or easily measured. However, I saw early success with remote and marginalised populations. In Tibet/China’s Qomolangma (Mount Everest) Nature Preserve, community workers promote both health and protection of fauna and flora. In India’s Arunachal Pradesh, a broader approach to development includes health, environment, and income generation. In Peru, local community leaders from committees of *Comités Locales de Administracion de la Salud* share management with health professionals. And in Afghanistan, community surveillance shows that women’s action groups can reduce infant mortality by 46% and sustain it for 2 years in the midst of conflict.

Jim and I both recognised that the hardest challenges in health and development are always sustainability and equity. Service-delivery programmes are unsustainable when implemented as silos. Vertical programmes might produce quick benefits, but sustaining them depends on more than professionals, money, and technical interventions.

Our greatest mistake has been to oversimplify the Alma-Ata vision of primary health care. Real social change occurs when officials and people with relevant knowledge and resources come together with communities in joint action around mutual priorities. The interplay between comprehensive (horizontal) and selective (vertical) approaches requires careful blending. It is my conviction that, if Jim were here now, he would champion this blending, adapted to the local context with a focus on communities, to ignite the next child survival and development revolution.

Communities in Action

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Photos top to bottom, left to right

1. India (Arunachal Pradesh) Women's Action Groups organize a community action day to repair the primary trekking path connecting local villages.

2. Afghanistan Community Development Councils in Nangarhar Province initiated tailoring courses for women as part of community workplans, funded in part by the National Solidarity Program.

3. Peru Community Health Agents in Cusco work with their community health centers to educate mothers on child nutrition, part of a Future Generations effort that reduced chronic child malnutrition from 38.0% to 29.8%.

4. China As part of the 2010 Green Long March, student environmental teams implemented 55 Green Seed Award projects that focused on solutions to mitigate and adapt to climate change, involving regional efforts to protect wetlands, restore forests, and conserve water.