

Programme, we had not one pound of their food commodities available for forestry operations, let alone any outside cash to give technical or capital assistance. When I left in 1969, I think we had a flow of about \$100 million a year. But it nearly killed me: in a [two-year] period ... I did more than 50 country missions, touching down in dozens of countries for formal negotiations or fieldwork.

"We had a fascinating program in Turkey. They had large forest resources in the south-central part [of the country]. Within an economic transportation distance of Antalya, the port on the Mediterranean, they had extensive resources of natural pine [that] had been chipped away at for centuries by itinerant herdsmen, people who wanted to raise a patch of wheat. The competition for land had, by the 1960s, reached the point where, if something was not done fairly soon, this forest area could not be brought under management[, nor] a large industry established that would be dependent on it. Once, of course, you have the demand for wood and the employment, then the management follows—and the protection of the forest. But this whole situation around Antalya seemed to be one of progressive deterioration.

"My director, a remarkable Austrian called Egon Glesinger, had planned a series of projects in the late 1950s and early 1960s in the Mediterranean, where he began to look at the impact of forestry on employment, and on social and rural development, in an integrated way. Forestry was for the first time no longer seen as a single-minded profession in a narrow context. Rather, its linkages were explored with agriculture, with grazing, with the use of water, with rural development, and even with such questions as tourism, health and education.

"So, when we went to Antalya in 1964, there was already a sketchy plan. But there was also something close to civil war between the forestry department and the local population. There had been several instances of forest guards being shot and killed, and of the local people being severely punished for illegal grazing or raising wheat within the forest boundaries.

"We sat down with a few village leaders and said, 'Isn't there something here that can be in everybody's interest? What would happen if we were to offer to those people, who are grazing animals and raising wheat, some kind of program over two or three years whereby they would agree at the end of the period to sell their animals and stop cultivation and we would agree to provide them with permanent salaried work in the forest for a guaranteed minimum number of days a year? In that way, we would provide the very people who are threatening the forest with an interest to protect it for their own future livelihood. And, if we can protect the forest, since we know [the] kind of annual removal of wood [that] we can make, then we can establish a major industry.'

"Well, we were asking them to change their way of life totally. Some of them said, 'Are you crazy? Trust the forest department? How can we trust them?' The other thing they were scared about, [was that] they were completely dependent on their livestock for some cash from the sale of milk, meat and skins, and on raising a bit of wheat for their protein. Asking them not to do that was basically seen as asking them to commit suicide. That's where we