

CALENDAR

FEBRUARY

27-March 9: Pre-departure Orientation Workshop for university faculty, administrators, and others involved in designing, managing or carrying out AID technical assistance projects in developing countries, sponsored by AID and the Board for International Food and Agricultural Development, Honolulu, HI. Contact: Harold McArthur, College of Tropical Agriculture and Human Resources, University of Hawaii, 3050 Maile Way, Honolulu, HI 96822; telephone (808) 948-6441

MARCH

5-30: U.S. Geological Survey course on geologic and hydrologic hazards, sponsored by U.S. Geological Survey and AID's Office of U.S. Foreign Disaster Assistance, Denver, CO. Contact: AID/OFDA, Room 1262 NS, Washington, DC 20523

6-8: Eleventh Vertebrate Pest Conference, Sacramento, CA. Contact: Richard W. DeHaven, Dixon Field Station, DWRC, 6924 Tremont Road, Dixon, CA 95620

7-8: Board for International Food and Agricultural Development (BIFAD) meeting, sponsored by AID, Washington, DC. Contact: John Rothberg, AID/BIFAD, Room 5318, Washington, DC 20523; telephone (202) 632-0228

12-21: Thirty-third meeting of the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research (CGIAR), Rome, Italy. Contact: CGIAR Secre-

tariat, 1818 H St., NW, Washington, DC 20433

14-15: Society for International Development (SID) Conference. The theme is "Trade and Development: Economic Realities and Political Risks." Sponsored by SID's Washington chapter. Contact: SID, 1889 F St., NW, Washington, DC 20006; telephone (202) 682-0238

18-21: Fifteenth annual meeting of the World Mariculture Society, Vancouver, British Columbia. Contact: John J. Manzi or T. I. J. Smith, Marine Resources Research Institute, PO Box 12559, Charleston, SC 29412

19-June 29: International Course on Applied Plant Breeding, Wageningen, The Netherlands. Contact: Director, International Agricultural Center, PO Box 88, 6700 AB Wageningen, The Netherlands

21-23: Transcultural Nursing Perspectives in Primary Health Care Workshop, sponsored by the National Council for International Health (NCIH), Salt Lake City, UT. Contact: Barbara Kohl, conference coordinator, NCIH, 2100 Pennsylvania Ave., NW, Suite 740, Washington, DC 20037; telephone (202) 466-4740

28-31: Seventh National Conference of the National Council for International Visitors, Washington, DC. Contact: NCIV, 1630 Crescent Place, NW, Washington, DC 20009; telephone (202) 332-1028

APRIL

2-8 June: "Appropriate Technology and International Development Strategies," a program sponsored by the

Farallones Institute. The course is designed for international development professionals and students. Contact: Glen Price, director, Farallones International, 15290 Coleman Valley Rd., Occidental, CA 95465

3-5: European Weed Research Society Symposium on Weed Problems in the Mediterranean Area, sponsored by Estacao Agronomica Nacional, Oeiras, Portugal. Contact: EWRS Symposium Secretariat, Ildio Moreira, Instituto Superior de Agronomia, 1399 Lisboa Codex, Portugal, or European Weed Research Society, 8, Avenue du Président Wilson, 75116 Paris, France

4-5: Board for International Food and Agricultural Development (BIFAD) meeting, sponsored by AID, Washington, DC. Contact: John Rothberg, AID/BIFAD, Room 5318, Washington, DC; telephone (202) 632-0228

15-17: The Association of Private Enterprise Education meeting in San Francisco, CA, on industrial policy, entrepreneurial management, and the Caribbean Basin Initiative. Contact: Calvin Kent, secretary-treasurer, Association of Private Enterprise Education, Hankamer School of Business, Baylor University, Waco, TX 76798; telephone (817) 755-3766

16-18: National Council for International Visitors Program Training Institute II, Atlanta, GA. Contact: NCIV, 1630 Crescent Place, NW, Washington, DC 20009; telephone (202) 332-1028

17-21: International Interdisciplinary Congress on Women, The Netherlands. Contact: C. E. Clason, Sociological Institute, University of Groningen, Grote Markt 23, 9712 HR Groningen, The Netherlands

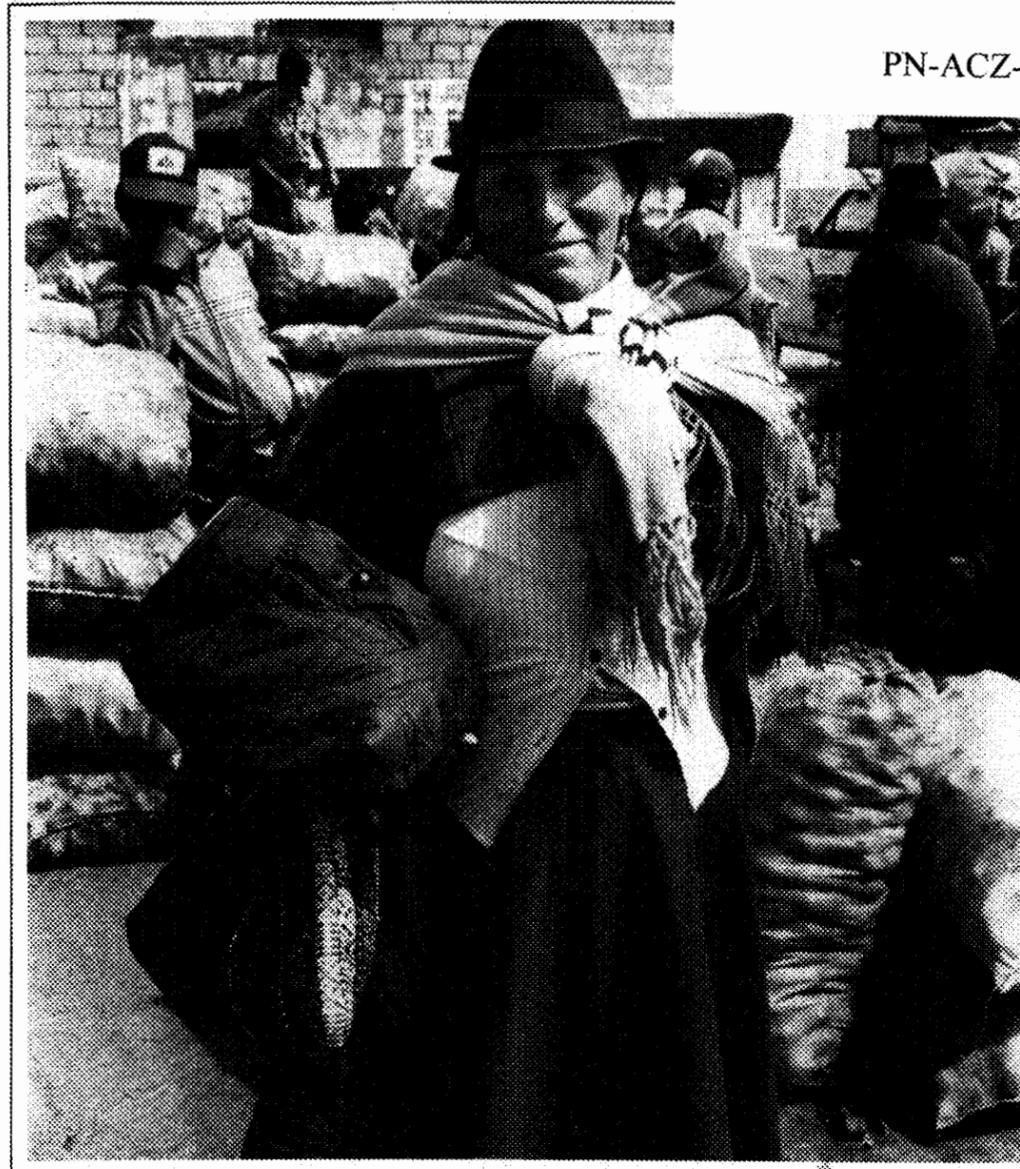
Any additions or corrections should be addressed to "Calendar," Front Lines, Room 4890 NS, Washington, DC 20523

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

FEBRUARY 1984

...the front lines of a long twilight struggle for freedom... John F. Kennedy



PN-ACZ-503

AID IN ECUADOR

USIA & AID Launch Exchange Agreement

Agency Funds PVO Efforts in Grenada

Morris Approves Executive Assignments

USIA & AID Sign Exchange Agreement



At a recent signing ceremony, Administrator McPherson and USIA Director Wick (right, seated) launched an exchange agreement between their two agencies. Standing are AID's Dennis Barrett (left) and USIA's Gordon Murchie who will develop and coordinate the joint effort.

An exchange agreement between AID and the U.S. Information Agency (USIA) was launched Jan. 26 at a signing ceremony between Administrator McPherson and USIA Director Charles Wick. The principal goals of this closer interagency relationship will be:

- To identify opportunities for the two agencies to assist each other and improve working communications between the agencies in Washington and in the field.
- To improve USIA coverage of U.S. economic assistance programs.
- To explore areas of mutual interest that could be cooperatively programmed to better achieve U.S. foreign policy objectives.

Dennis Barrett, who was director of the Office of the Philippines, Thailand and Burma Affairs in AID's Asia Bureau, was selected in the EPAP (Executive Personnel Assignment Panel) process to be assigned to USIA as senior adviser to the director. Gordon Murchie, who most recently was a senior inspector with USIA, has joined AID's Bureau of External Affairs as senior adviser to the Administrator for international information. They will develop and coordinate this joint effort.

Although the two foreign affairs agencies always have cooperated with

each other on a country-by-country basis, the re-emphasized relationship will give higher priority to working together to create and carry out plans, policies and programs which will help more widely publicize abroad the accomplishments of the U.S. economic assistance program.

The exchange should also provide a channel through which USIA can learn sooner of new AID initiatives and emphases so that such information can be incorporated in its planned public affairs activities, where appropriate.

At the signing ceremony, Administrator McPherson called attention to the "new dimension in our mutual effort to create an understanding of the U.S. government's continued commitment to economic development and our determination to assist those living in the less advantaged countries of the world."

Wick said that he looks forward to closer cooperation, "using your resources to complement ours and our resources to complement yours. We are terribly anxious to get our hands on any scrap of information on how we can help AID."

The new effort will focus first on Africa. Plans are already under way to include AID representation at two

(continued on page 4)

Plan Wants Aid Up in Central America

by Paul Olkhovsky

The Reagan Administration will send to the Congress a comprehensive plan for achieving the economic assistance objectives of the Kissinger Commission's final report, Administrator McPherson announced at a Jan. 17 press conference. Congressional allocation of the recommended increases in economic assistance over the next five years would dramatically expand U.S. programs in Central America.

Submitted to the President Jan. 11, the final report of the Bipartisan Commission on Central America (Kissinger Commission) calls for more than doubling U.S. economic assistance to Central America over five years.

The 132-page report is the product of a 12-person committee appointed by the President in July 1983 to reach a bipartisan consensus on U.S. Central American policy. "There is a crisis in Central America, it's acute and it requires urgent attention," said Commission Chairman Henry Kissinger in a news conference after presenting the report.

The commission recommends a \$400 million supplemental in fiscal 1984 in addition to the \$430 million in bilateral economic assistance now in the budget for Belize, Costa Rica, Honduras, El Salvador, Panama, and Central American regional programs. "The bulk of this additional assistance should be channeled through the Agency for International Development, with emphasis on creating productive jobs, providing general balance-of-payments support, and helping the recipient countries implement their economic stabilization programs," according to the report. With the increased funding, the commission

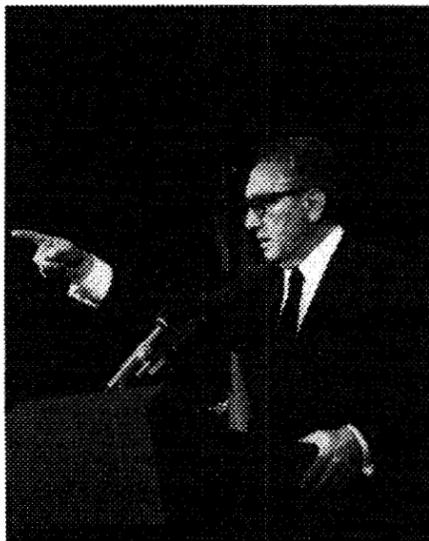
calls for a summit among leaders of Central America and the United States to "initiate a comprehensive approach to the economic development of the region and the reinvigoration of the Central American Common Market."

The medium- and long-term economic objective of the commission is at least a 3% real growth rate in the region. The commission urges Congress to consider a multi-year funding of this program to ensure firm commitment to economic reconstruction and to build confidence in the private sector.

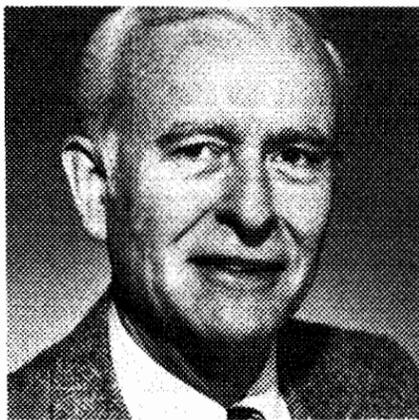
McPherson proposes a four-point program to implement the proposed increased funding:

- Economic stabilization.
- Restoration of long-term growth through the increase of jobs.
- Equity through increases in agriculture, health and education programs.
- Promotion of democratic government and human rights.

(continued on page 6)



Kissinger: "There is a crisis in Central America. It's acute and it requires urgent attention."



Gordon Murchie



Dennis Barrett

Investors Look at Grenada's Options

As a result of a five-day White House investment mission, more than a dozen U.S. companies are seriously considering investment projects in Grenada, according to Elise du Pont, assistant administrator of AID's Bureau for Private Enterprise (PRE) who was a member of the Overseas Private Investment Corp. (OPIC)-sponsored mission.

The encouraging situation in Grenada comes from a combination of an interim government which is fostering investment, AID representatives who understand the importance of promoting investment and are working actively with the government to set up a strategy for private enterprise, and the people of Grenada who are eager to begin rebuilding their economy, du Pont explained.

During the trip, mission members met with Grenada officials and U.S. Embassy personnel as well as with local businessmen interested in joint ventures with U.S. partners. The 20 American business executives on the mission represented a variety of commercial sectors ranging from agriculture and food processing to manufacturing and tourism.

"Grenada's private sector is very much in evidence, but unemployment is substantial," du Pont said. "If AID can coordinate with private enterprise in providing the Grenadians with a couple of hotels and a few light industries, AID will have a positive effect on unemployment." She emphasized that the OPIC mission found "all kinds of opportunities for investments" during their stay. PRE has investment

(continued on page 7)

Third World Blind Get Braille Watches

A Fiji warehouse worker, 36 Tunisian children and 17 Lebanese are among hundreds of blind people throughout the Third World who can tell time independent of others because of an ongoing program of Zale Corp.

During 1983, Gyan Mati, who wraps produce at a Fiji supermarket warehouse, was one of 564 recipients of a specially made braille watch. "The watch makes it possible for me to have a notion of time and to plan my daily work," she said. "I no longer depend on someone else to say when to take a lunch break."

“It's nice to do something out of the routine of government.”

Aloyse Doyle, AID assistant regional development officer in Suva, presented the watch to Mati in a brief ceremony at the warehouse in Nausori. She pointed out that being able to tell time without relying on a co-worker should enhance Mati's job performance.

Michael Romaine, vice president and the person in charge of the charitable program at Zale, said, "Years and years ago someone in the Zale family became interested in helping the blind and started giving braille watches to those in need."

Through the years, the method of distributing the watches and the number available have changed. Between 20-25 years ago, someone at Zale's worked with the State Department to find a method which would make sure the watches reached needy people who would know how to use them. The face of each watch is covered with a lid which lifts so that the wearer can feel, in braille, the time in hours and minutes.

Now, each spring the Deputy Assistant Secretary of State for Operations, Bureau of Administration, surveys Embassies to determine how many watches are needed. William Strawn, staff assistant, says with satisfaction, "It's nice for us to do something out of the routine of government and to assist a charitable enterprise." However, he emphasized that all requests for the free, stainless steel watches must come through the administrative office of an Embassy. Strawn then coordinates the requests with Romaine in Dallas, TX.

Romaine said, "It feels good to know for sure that needy people are really getting use from the donations."

Former AID Controller Sentenced to Prison

Leon Wight, former AID controller in New Delhi, India, was sentenced Nov. 4 to one year in the U.S. Penitentiary at Allentown, PA. The penalty also included a \$10,000 fine, 500 hours of community service and a three-year suspended sentence. Wight was charged after an investigation of his role in an arrangement to smuggle goods into India for resale without paying duty.

He pleaded guilty Oct. 7 to charges of accepting gratuities and failing to report income on his 1981 federal tax return. He was sentenced in the U.S. District Court for the Eastern District of Virginia.

According to AID's Office of the Inspector General (IG), Wight participated with an Indian in a smuggling operation, with Wight using his diplomatic passport to bypass customs officials. The goods were then resold on the local market. From the early part of 1981 to November 1982, IG reported that Wight allegedly carried hundreds of thousands of dollars worth of goods into India as a result of several trips to Hong Kong. For his part in the deal—largely a courier role—Wight reportedly was paid his travel expenses and more than \$70,000.

The operation was uncovered in November 1982 when Wight, with his wife who had a Philippines passport, attempted to re-enter India at the New Delhi airport under his diplomatic passport. He had declared "nothing of value" to Indian customs officials. However, the officials became suspicious at "the inordinate amount of luggage." Later, when a U.S. Embassy official was present, the bags were opened. Inside the luggage, local customs agents found watches, gold, television and electronic parts, and other goods whose importation is controlled by Indian law. The estimated street value of the articles was \$250,000.

After an investigation by AID's IG and Indian officials, Wight was relieved of his official duties and told to leave the country by Ambassador Harry G. Barnes Jr. During the investigation, Wight cooperated and gave statements and names to the Indian officials. It was during this investigation that 15-20 gold bars were found in his possession and were confiscated.

Wight, who retired from AID in September 1983, was a career AID employee with over 20 years service in Brazil, Laos, Thailand and other countries.

CONTENTS Vol. 23, No. 2

NEWS & FEATURES

- 4 SAHELIAN NATIONS, DONORS MEET IN BRUSSELS**
The overall economic situation in most Sahelian countries is characterized by serious budget deficits and severe balance-of-payments difficulties, Club du Sahel is told.
- 5 PERSONALITY FOCUS: VIRGINIA CORSI**
by Dolores Weiss
The number "2" has special significance for the executive director of the Executive Personnel Assignment Panel.
- 7 AGENCY FUNDS PVO EFFORTS IN GRENADA**
AID grants to two private voluntary organizations will help rebuild Grenada's labor leadership and strengthen the island's health system.
- 8 EMPLOYEES EXCEED GOAL, EARN CFC CERTIFICATES**
Employees, missions, bureaus and offices are recognized for their roles in helping AID exceed its Combined Federal Campaign goal by 22%.
- 9 SECURITY MEASURES INCREASED AT STATE**
Recently, steps have been taken to beef up security at Main State.
- 9 DELBUOY POWERS DESALINATION PROJECT**
by Edward Caplan
A status report on a desalination system powered by ocean waves and funded by AID's Office of the Science Advisor.
- 10 MORRIS APPROVES EXECUTIVE ASSIGNMENTS**
The Deputy Administrator okays Executive Personnel Assignment Panel recommendations for the 1984 placement cycle.
- 10 ROLLIS, LANGMAID RECEIVE SES PRESIDENTIAL AWARD**
President Reagan names Rollis a "Distinguished Executive" and Langmaid a "Meritorious Executive."
- 11 MISSION OF THE MONTH: ECUADOR**
by Raisa Scriabine

DEPARTMENTS

- | | |
|---|--|
| 13 Where in the World | 16 Asia |
| Are AID Employees? | 16 U.S. Foreign Disaster Assistance |
| 14 Board for International Food and Agricultural Development | 16 Africa |
| 14 Program and Policy Coordination | 17 Equal Opportunity Programs |
| 15 Science Advisor | 17 Management |
| 15 Near East | 17 Bureau for Private Enterprise |
| 15 Inspector General | 18 Science and Technology |
| | 19 AID Briefs |

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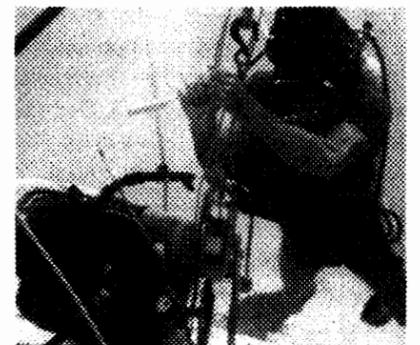
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Photo credits: page 1, former Secretary of State Henry Kissinger—by John Metelsky, Bureau of External Affairs; page 7, Concord Falls in Grenada—courtesy of Escalera Associates.



5



Cover Photo: Market day in Ecuador's Sierra mountains shows that potatoes are a prime crop in the area. Ecuador is Mission of the Month. Article begins on page 11.

9

Common Themes Stretch Aid Resources

Neighboring developing countries—or even countries in different regions—share many constraints to economic development. Research can help remove these constraints. But research is costly. Collaborative planning and research between countries can avoid duplication and make limited development assistance go further.

AID has spent considerable time identifying cross-cutting constraints, popularly termed “common themes,” amenable to a coordinated research approach. The next step is to establish collaborative research networks to reduce these constraints.

“An increasing proportion of AID’s research activities is going to be based on common themes,” according to Nyle Brady, AID’s senior assistant administrator for science and technology. Brady defines the terms as follows:

- A common theme represents an approach to a development problem that is common to a given sector, ecological zone, or other characteristic shared across national boundaries. A common theme network for AID, for example, relates efforts in a number of institutions in developing countries—and perhaps in the United States—to coordinate research on various aspects of the problem.
- Linking and backstopping the work on the common problem is an AID project funded through regional bureaus, the Bureau for Science and Technology (S&T), or both. A managerial convenience or device, this mechanism can be termed a “ribbon project.”

A common theme must be mutually agreed upon by AID missions and their developing country counterparts in consultation with the appropriate regional bureaus and S&T. Brady lists the essential elements for a common theme network as:

- A planning workshop involving staffs from the concerned missions, developing countries, regional bureaus and S&T develops a network-wide strategy to plan and carry out research on the common theme. Specific activities for each country and for an associated ribbon project are determined.
- Missions participate in the network through a mission project or through a formal link into the ribbon project. Mission projects have elements in common with projects in other countries. In turn, data from each mission project will directly benefit countries in the network.
- Annual reporting and planning workshops will maximize benefits from the network.

Research will be a network’s primary focus, but training and institution building needed to assure research quality also will receive attention.

Ribbon projects link and backstop common theme efforts. The guiding principle in developing a ribbon project is collaboration between central and regional bureaus, as well as missions in countries where much of the research will be conducted. Collaboration extends to design, management and funding.

Brady cites six elements to be ad-

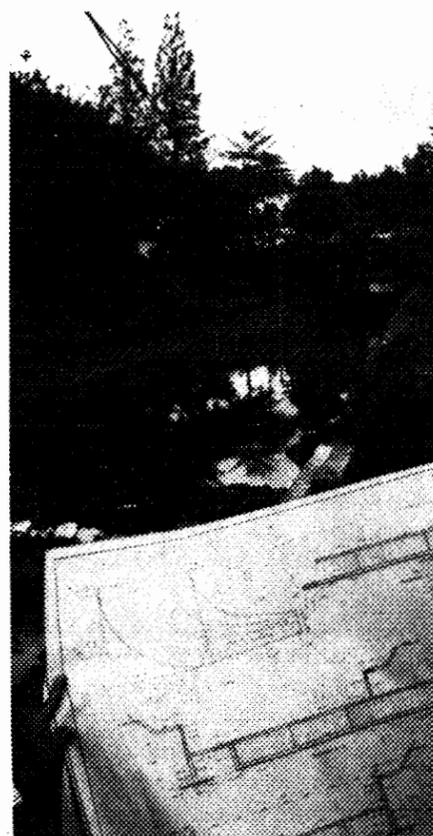
ressed in developing a ribbon project:

- The participating countries’ needs for technical backstopping and network coordination must be assessed.
- Communication and coordination must continue throughout the life of the project.
- Relevant institutions or ongoing projects must be linked.
- Necessary training and guidance for institution building must be provided.
- The role of the bureaus and each participating mission in managing and funding the effort must be delineated.
- Long-term funding by AID/W and missions must be assured.

Brady points out that some elements of the common theme network approach have been followed in planning and implementing several existing projects. Projects he cites: the Water Management Synthesis II Project, the regional program to improve sorghum and pearl millet in southern Africa, a project to strengthen national bean research in the highlands of eastern Africa, and collaboration between three AID missions in Southeast Asia to develop rainfed agriculture and supporting institutions.

Water Management Synthesis II was one of the earliest projects built around a common theme. The \$20 million, five-year project was planned and funded jointly by S&T’s Offices of Agriculture and Rural and Institutional Development, the Asia Bureau and Asia missions. The project provides for “buy-ins” by other bureaus and missions who want to gain access to extended services. S&T manages the project, but a Project Advisory Committee is composed of representatives of all regional bureaus and others interested or involved in the project.

A recent example of the kind of activity that AID wants to encourage is the regional sorghum and pearl millet improvement program for southern Africa. The program was developed under the leadership of the



Water Management Synthesis II is one of the earliest projects built around a common theme.



Research can help remove some of the constraints to economic development.

Africa Bureau’s Office of Regional Affairs, in collaboration with ICRISAT (the International Crop Research Institute for the Semi-Arid Tropics) and INTSORMIL (the Sorghum/Millet Collaborative Research Support Program).

ICRISAT, in cooperation with INTSORMIL, will recruit a team of seven to 10 scientists from disciplines related to problems in sorghum and millet production. The team will be stationed in Zimbabwe.

A wide range of agro-ecological zones are within easy distance of each other in Zimbabwe. Sorghum and pearl millet are important there, too, and a wide range of important problems of the two crops exists in the country. In addition, a good research infrastructure already is in place in Zimbabwe, enabling a more rapid take-off for the project. The country also has good communications with other southern African countries.

The research team will establish common-themes linkages with national, regional and international institutes to serve programs in other participating southern African countries. Appropriate facilities and support services will be provided.

INTSORMIL will complement ICRISAT’s experience and capabilities in conducting regional research by providing degree-level training, technical backstopping, specialty staffing, and at least one of the team members. Thus, an international agricultural research center and a Collaborative Research Support Program (CRSP) will cooperate closely with bilateral mission projects in serving country development objectives.

The Project to Strengthen National Bean Research in the Highlands Zone of Eastern Africa also is being developed under Africa Bureau leadership. The International Center for Tropical Agriculture (CIAT), with a mandate for worldwide research on beans, will attach three project scientists to existing national programs in Uganda and Kenya. CIAT-developed beans will be evaluated jointly in both

countries’ expanded national program nurseries. Uganda and Kenya offer contrasting ecological zones—principally in rainfall, temperature, disease and insects.

The beans will be distributed to other collaborating countries in the highland zone, and project staff members will work directly with institutions with national responsibilities for *Phaseolus* bean research. Neighboring bean-producing countries, or countries with a potential to produce beans—particularly Somalia, will be chief secondary beneficiaries of the project. But the results will be available to all interested bean-producing countries in sub-Saharan Africa.

The Bean/Cowpea CRSP, active in universities in Malawi, Tanzania and Kenya, will provide research complementary to the CIAT project. The CRSP concentrates on university research programs and can provide basic research results needed to advance the applied research more rapidly within the ministries of agriculture.

The heavy emphasis on degree training in the CRSP improves research capabilities and leadership at the national program levels. The CRSP will transfer research results to countries in which beans are important, but which are not directly a part of the CIAT project.

Another example of common theme collaboration is taking place in three Southeast Asia countries. AID missions in the Philippines, Thailand and Indonesia, together with the Asia Bureau and S&T, are discussing potential collaboration in developing rainfed agriculture and supporting institutions.

The three missions have existing or planned bilateral projects that address parts of the same problem. There are at least four projects in Thailand, six in Indonesia and three in the Philippines, for a combined contribution of \$150 million. The current S&T centrally funded portfolio addresses aspects of rainfed agriculture and local

(continued on page 4)

The overall economic situation in most Sahelian countries is characterized by serious budget deficits and severe balance-of-payments difficulties," Frank Donatelli, assistant administrator for the Africa Bureau, said upon returning from the recent Club du Sahel meeting in Brussels. Donatelli led the U.S. delegation to the meeting of Sahelian nations and other donors.

The U.S. delegation to the meeting included Jay Johnson, Africa Bureau deputy assistant administrator; Larry Dash, director of the Sahel development planning team in Bamako, Mali; Helen Soos of the Africa Bureau's Office of Sahel and West Africa; and John Hall of the Department of State.

The Club brings together international donors and recipients to coordinate implementation of the \$1.7 billion multidonor Sahel Development Program. It was the fifth conference in the seven years since the organization was formed to help promote food self-sufficiency.

In 1981, external debt averaged 50% of the Sahel's gross national product (GNP), with a debt service-to-exports ratio ranging from 16% to 50%. Furthermore, with the exception

Sahel Development Progress Examined

of Niger and Upper Volta, per capita food production and overall agriculture production have declined steadily in the post-drought years. While low rainfall has contributed to the decline, weaknesses in agricultural policies also have taken a toll. The Club has helped promote dialogue in cereals policies through analytical studies and seminars.

Noting that policy reforms requested by the International Monetary Fund, World Bank and others carry considerable political risk, Sahelian delegations asked donors to provide economic support to help offset those risks and ease the transition period.

Both Sahelians and donors recognize that the Sahelian economies must end their reliance on the statist/parastatal approach to economic management inherited from the colonial era. Economic liberalization was formally adopted by the Club as part of future development policies. The final conference communique stated that the

objective of donors and governments should be to provide Sahelian farmers and herders with an environment favorable to developing their own initiatives.

The U.S. delegation attributed the lack of progress in attaining food self-sufficiency to several factors: the present inadequate efforts of donors in agricultural development, the offsetting effects of food aid, inappropriate food policies, the absence of viable technical options for increasing rainfed agricultural production and low rainfall in recent years.

Donor commitments to both rainfed and irrigated agriculture amounted to only 15% of total assistance over the past eight years. Food aid and emergency food assistance accounted for over 10% of total aid and is reportedly sufficient to satisfy the urban consumption requirements within the Sahel. Under these circumstances, it is difficult to safeguard incentives for the local market, and farmers continue

to grow cereal primarily for their own use.

Citing the need for improved coordination, the U.S. delegation requested that host governments and donors carefully examine projects to ensure that they conform to strategies and priorities. The U.S. delegation also called for annual meetings between the donors and the Sahelian governments to assure coordination.

The conference showed that the Club and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) have succeeded in mobilizing resources for Sahel development. Donor commitments to Sahelian development efforts averaged \$1.7 billion between 1980 and 1982. This represents nearly a threefold increase in official development assistance since the post-drought, pre-Club period (1974-76) when annual commitments averaged \$636 million. Also, AID has become the fourth largest donor to the Sahel, providing about 8% of total assistance between 1975 and 1982. There are AID missions in five Sahelian countries and AID affairs offices in the three others.

—Helen Soos

Themes

From page 3, column 4
institutional development (including local participation) under several separate projects.

The proposed common theme collaboration would supplement or redirect portions of existing mission and central bureau resources to support comparative research and intellectual dialogue with the region. The goal would be to build regional and national capacities and a supporting knowledge base.

The major new dimension that characterizes each of these projects to some degree is that missions are taking

the initiative at an early stage in designing common theme collaboration. Mission technical people know what needs to be done at national levels, and it is encouraging that many efforts are originating in the field, Brady says.

Central and regional bureau resources are being used increasingly to supplement and complement mission resources where ribbon programming can make AID's overall effort more effective, Brady points out. Sharper and longer-term focus on high priority problems will make better use of the limited financial resources and personnel that the Agency can muster for important development activities.

African Nations Get Drought Food Aid

The Agency recently responded to urgent requests from seven African countries suffering from a two-year drought with \$32.7 million in emergency food aid.

"AID will provide over 73,000 metric tons of emergency food to several million people threatened by severe malnutrition and starvation in Somalia, Chad, Mozambique, Ghana, Sao Tome and Principe, Rwanda and Cape Verde," announced Administrator McPherson on Jan. 6.

"In basically the first three months of this fiscal year, \$73 million of emergency relief has been allocated for Africa alone. This is a speedy and significant response, not only by U.S. standards, but also when compared to the actions of the rest of the international donor community," said Assistant Administrator of the Bureau for Food for Peace and Voluntary Assistance Julia Chang Bloch.

The food is to be transported by ship and distributed by several international relief organizations including CARE, World Food Program, Catholic Relief Services, Seventh-Day Adventist World Service, and the International Red Cross.

The additional aid brings the total of P.L. 480 emergency food assistance to Africa in fiscal 1984 to 187,000 metric tons worth \$73.1 million. This is an increase over the 186,700 metric tons provided in fiscal 1983.

Describing a 10-year decline in African food production, McPherson said, "At least 22 countries are suffering from widespread food crises. In many of these countries, drought has seriously reduced agricultural output. We must try to meet these needs. However, Africa's long-term food shortage must be addressed by more productive agricultural and economic policy reforms."

Semerad Heads Bureau as OPA & EXRL Merge

Improving and enhancing the comprehensive management system of AID's external affairs has led to consolidation of the Office of Public Affairs and the Office of External Relations to form the Bureau of External Affairs (XA). As head of the newly formed bureau, Kate Semerad assumes the title of assistant to the Administrator for external affairs.

The Office of External Relations has been renamed the Office of Inter-bureau Relations and Special Projects. It will continue to coordinate communication between AID bureaus and offices and serve as liaison between the Agency and external organizations. The "special projects" designation includes planning and logistics for Administrator's Forums, swearing-in ceremonies, panel discussions and special functions. This office has developed a strong working relationship with the Office of Private Sector

Initiatives at the White House, and will continue to coordinate future projects, such as Partnerships in Education. In addition, the office is responsible for all non-career personnel functions.

The Office of Public Affairs has been dissolved and its functions divided into the Office of Publications, the Office of Public Inquiries and the Office of News and Media Relations.

Also under the auspices of the new bureau is the Communications Review Board, the Speaker's Bureau and the Administrator's scheduling and speech preparation.

The reorganization effectively consolidates the responsibility for communicating the Agency's diverse programs and the role of the U.S. economic assistance programs to the American public, other donor nations and the developing economies.

—Cynthia Johnson

AID-USIA

From page 1, column 4
upcoming USIA public affairs officers conferences in Africa.

Murchie, who joined USIA in 1958, has a master's degree from the Fletcher School of Law and Diplomacy and a bachelor's degree from the University of California at Santa Barbara. Murchie served as counselor for public affairs in Costa Rica (1976-80) and in other senior positions in Thailand (1960-69), Indonesia (1959-60) and the Philippines (1958-59).

Barrett joined AID in 1960. He was

deputy mission director in the Philippines (1978-81), AID representative to Seoul, South Korea (1971-76), and served in Nigeria (1965-71) and Pakistan (1963-65). He has a master's degree in public administration from the University of Southern California and a bachelor's degree from the University of Portland in Oregon.

Murchie can be reached in AID's Bureau of External Affairs, Room 4883NS, phone 632-4306. Barrett can be reached in USIA's Bureau of Programs, Policy and Guidance Staff, Room 858, phone 485-8650.

PERSONALITY FOCUS

Virginia Corsi

by Dolores Weiss

If Virginia Corsi has a lucky number, it most likely would be "2." The number two certainly plays a dominant role in her life.

At AID, Ginny (the name she prefers) wears two hats. She holds the position of executive director of the Executive Personnel Assignment Panel (EPAP) and chief of recruitment.

Working in Washington means that she has two homes. During the week, she lives at Columbia Plaza and, on Friday, she catches a plane and commutes to her other home in Albany, NY, to her family, which includes two teen-age daughters.

Meeting her in AID's Office of Personnel Management, one sees a dressed-for-business executive. When she heads home though, her second personality emerges—that of an athletic, "outward bound" type of person, complete with boots and plaid shirt.

However, instead of creating a dichotomy, she sees her two jobs, two homes and two personalities as forming a balance in her life—a needed balance that works.

She counsels people that they should know themselves. Corsi is a confident person with enough energy and humor to have a positive effect on those who work with her. She knows herself—the weaknesses and the strengths.

Work is a major part of Corsi's life. "My work reflects my self-esteem," she says. She believes that work is very important—"it gives balance to your world." She says few people believe that work can give pleasure.

Her philosophy of life stems from a "wrong" question. Corsi explains, "From the time you are old enough to talk, you're asked, 'What do you want to be when you grow up?' It supposes

“
I marvel at the dedication and stamina of the field officers and at what they are doing.”

that you'll only want to do one thing in life and that at a specific time, you'll be grown up. The question everyone should ask is, 'What are some of the things you would like to do as you grow older?'

Corsi's career has been diverse. "Some people have said that I spread myself too thin. I think too many people spread themselves too thick."

She counsels that the first 10 years out of college should be spent taking risks. "Fear strangles too many



Corsi: "Some people have said that I spread myself too thin. I think too many people spread themselves too thick."

people," she says. "Don't be afraid to take risks and to make mistakes (the fastest way to learn) and you'll find the work situation that is best for you," she emphasizes. "As you grow, you change your values and your interests and, consequently, your career will change. At 42, I have 25 more years to work. Where is it written that to be successful, you should only have one job, one career path?"

She says that she enjoys her work at AID. "I like making decisions and managing the Office of Recruitment. We're members of a team at AID. The team approach is very important for recruitment of professionals and for EPAP." Executive assignments come about only after many interviews and months of work in which the performance and skills of the candidates, preferences of executives, needs of the mission and specifications of the job are considered.

In five years, however, you may see Corsi as the head of her own business or institute for management. "I have many ideas; I'd like to act on my theories. I know they would work," she enthuses.

An AID program to which Corsi is dedicated is the targeted recruitment of minorities and women. She is working to increase the number of minorities and women at the executive levels of AID. Her directives range from advertising for qualified women and minorities, to networking among minority organizations, to identifying the talent in the field.

She says that women have to learn to delegate more to be successful. They also need to have a sense of humor, loosen up and feel it's acceptable

to make mistakes.

Tandem employment, the hiring of both husband and wife, is another issue of concern to her. It is a problem of the future that is with us today. She thinks that AID soon will be placing more emphasis on solving the problems of dual-career couples in foreign service.

The cliché that government is slow and unresponsive is not always true, according to Corsi. When she came here in 1982 from Bentley & Evans, an executive search firm in Manhattan in which she was a partner, she found "a system very open to change." She has brought about changes in recruitment procedures which include improving interview techniques and reinstating reference checks.

Corsi believes that the leadership at AID truly cares. "I marvel at the dedication and stamina of the field officers and at what they are doing. It's very inspirational," she says. "A wonderful sense of altruism exists here and beneath it all is dedication to public service. I like being a part of that."

Although Corsi has a bachelor's degree in history from the Maxwell School of Citizenship, Syracuse University in New York, she believes that experience is the best teacher. "You should never stop learning," she says, "and I learn best by doing."

Corsi's diverse background before government service includes leadership roles in both her career and community. She began her professional career as a history teacher in high school and college and, subsequently, worked as a daily newspaper reporter, freelance journalist, education consultant, chief of staff to the lieutenant governor

of New York, and corporate liaison in the executive seminar program with the Aspen Institute in New York and Colorado.

One of the appointments of which she is particularly proud is that of trustee at the Hurricane Island Outward Bound School, in Rockland, ME. Her lifestyle parallels the beliefs fostered in the Outward Bound programs. Corsi loves skiing, golf and other outdoor activities. She also loves a challenge.

One of her favorite anecdotes is of an experience she had with Outward Bound: she sailed for three days, slept on oars, completed a rope course and climbed up a huge, steep granite mountain. During the climb, she couldn't find a foot hold and said, "I'm coming down!" The group leader urged her to continue.

After deciding for herself that it was okay to fail, being told again to continue, becoming so angry she could hardly see—she found a toe hold and climbed straight up to the top. Afterwards, Corsi understood how far she could go beyond what she thought was her limit. There were times in her life when she had given up too easily. "People are easy . . . granite is hard," she laughs.

This attitude of knowing herself, of respecting people, of taking risks and of always testing herself makes her a unique person. She explains, "I have written my own script for my life personally and professionally. I'm convinced I'm on the right track . . . for me."

Weiss is assistant editor of Front Lines.

Kissinger

From page 1, column 2

"Deep recession is an immediate problem in the region," McPherson said. "The oil price increases of 1979 have meant more dollars were needed while commodity prices dropped in recent years, meaning less money coming in. Political instability and economic conditions have dried up short-term trade credit which was the lifeblood of importers.

"It is critical to stabilize this situation. A key component is a large trade credit or balance-of-payments program which will provide hard currency for necessary imports. This stabilization effort is intended to give breathing room for these economies to get about the business of economically restructuring their economies and dealing with poverty problems," the Administrator said.

Not only is economic stabilization critical, but the economic structure of the countries poses problems,

The 11 members of the National Bipartisan Commission on Central America, chaired by former Secretary of State Henry Kissinger: **Nicholas Brady**, New Jersey businessman and former Republican senator from New Jersey; **Henry Cisneros**, Democratic mayor of San Antonio, TX; **William Clements**, former Republican governor of Texas; **Carlos Diaz-Alejandro**, professor of economics at Yale University; **Wilson Johnson**, president of the National Federation of Independent Business; **Lane Kirkland**, president of the AFL/CIO; **Richard Scammon**, Washington political consultant; **John Silber**, president of Boston University; **Potter Stewart**, former Supreme Court justice; **Robert Strauss**, a Washington lawyer and a leader in the Democratic party; **William Walsh**, president of Project Hope.

McPherson observed. "In recent decades there has been a population explosion. About 250,000 new job seekers come on the market every year and about 500,000 will be looking for employment by the turn of the century. The program we intend to follow will help to change the economic structure and make people more productive. Countries must provide growth/export-oriented policies, such as adjusting exchange rates so as to encourage industry and export. Our goal is to achieve 3.5% real growth in per capita incomes within five years, and to generate \$1 billion in exports creating more than 250,000 new jobs per year," McPherson said.

"Poverty is a severe problem and must be tackled—there cannot be broad-based growth without the social investments that make people more productive. We propose a very substantial literacy and education-strengthening program as recommended by the report. Another major five-year goal is to get primary school enrollment above 95%. Adequate health and housing are also major tasks to accomplish. With the proposed increase in funding, our goal is to reduce infant mortality by 15%, have 500,000 new users of family planning services, increase water and sewage coverage by 25%, and provide support for better housing for 100,000 families in the region," said McPherson.

The fourth point of McPherson's program deals with democratic institutions and human rights. "These fundamental concerns obviously are critical to quality of life and also help to determine whether economic growth is in fact broadly based. For example, a democracy tends to foster the political, social and economic structure to make benefits more widely available. Our goal is to see progress in all countries toward democratic institutions, where individual rights are recognized, and where all strata of society participate in the political process," according to McPherson.

To give form and structure to the development effort, the commission suggests establishing a Central American Development Organization (CADO) that would consist of the



Pointing out that three-quarters of the region's population lacks adequate shelter, the commission urges expanding housing improvement programs. The panel also recommends a substantial literacy and education-strengthening program.

United States and the countries receiving assistance. Participation would be conditioned on acceptance of and continued progress toward defined political, social and economic goals.

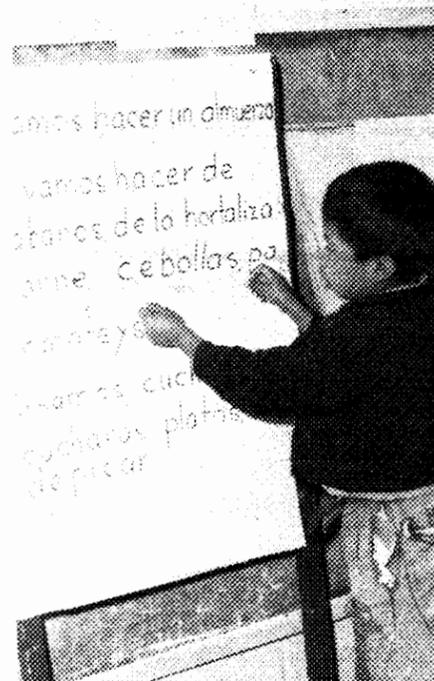
The commission urges that recipient nations be required to pledge a firm commitment to reforming tax systems, encouraging private enterprise and individual initiative, creating favorable investment climates, curbing corruption where it exists and spurring balanced trade.

The report also calls for an increase in P.L. 480. While specific figures are not given, the commission proposes an increase in food aid on an emergency basis.

AID's agreement with the International Executive Service Corps (IESC) was favorably reviewed by the commission. Expansion of IESC's program is urged with particular emphasis on training managers of small businesses.

In the area of health, the commission report recommends resumption of AID-sponsored programs to eradicate vector-borne diseases such as malaria and dengue fever. The report urges expanding oral rehydration therapy and immunization programs to reduce the incidence of childhood disease and mortality in Central America during the next five years. Overpopulation presents a serious threat to the development and health of the region, contends the commission: "We recommend the continuation of the population and family planning programs currently supported by the Agency for International Development."

Pointing out that three-quarters of the region's population lacks sufficient housing, the commission urges expanding housing construction and improvement programs. However, the commission states, "Central Americans, in both the public and private sectors, must inevitably bear the major part of the burden of providing adequate shelter to their people." The commission recommends supporting accelerated education and training of professionals in public administration to improve the capabilities of Central



Americans to design and carry out new programs.

"The time is right for the economic initiative described in the report of the Kissinger Commission for two reasons," McPherson said. "First, the economic trauma of the past several years has created a willingness in the region to act that has not existed before. Governments know that 'band-aids' are not enough, and are now willing to make major policy reforms necessary to make a new infusion of aid work. I stress that money alone will not improve the conditions in the region: sound economic policies are needed to make programs work.

"Second," the Administrator said, "the Caribbean Basin Initiative (CBI) has created an unprecedented opportunity for Central America. CBI will provide for a future increase of exports to the United States which, in turn, will create many of the productive jobs needed for new entrants into the Central American work force."

Copies of the commission report are available from the Office of Public Inquiries, Bureau of External Affairs, Room 2738NS.

Olkhovsky is staff writer in the Bureau of External Affairs.



One of the goals of the proposed increase in funding is to reduce infant mortality by 15%.

Agency Funds PVO Efforts in Grenada

AIFLD Helps Train Union Leadership

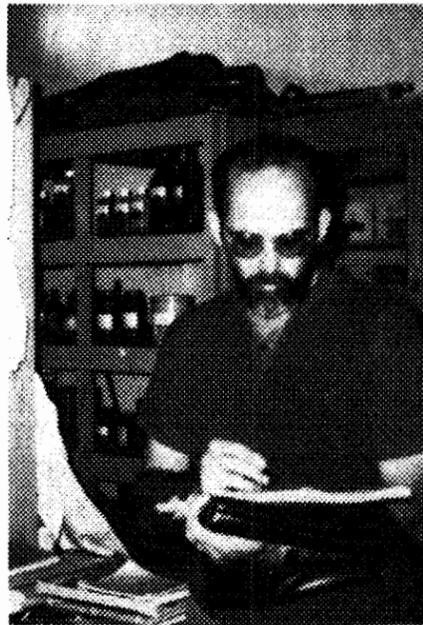
The American Institute for Free Labor Development (AIFLD), with AID funding, is revitalizing the labor movement in Grenada by helping rebuild union leadership and provide a vehicle for representing the workers' interests.

AID has allocated \$406,000 in fiscal 1984 for the Free Labor Development Project in Grenada. The project will be funded from money which was deobligated from AID's program in Syria, explains Jim Holtaway, director of the Office of Caribbean Affairs, Bureau for Latin America and the Caribbean.

Because of the policies of the previous Grenadian government, organized labor was virtually extinguished on the island. To remedy this situation, the president of the Seaman and Waterfront Workers, one of the few unions not dissolved, invited AIFLD "to help get the labor movement together again," according to Michael Verdu, AIFLD regional director.

Potential union leaders will receive training to increase their understanding of such subjects as collective bargaining, grievance handling and union administration. Verdu explained that training and educating union leaders and members is necessary before the unions can elect a central governing body. The previous governing organization was dissolved by the Cuban-influenced government.

Most Grenadian businessmen understand that independent trade unions



Project Hope volunteer Robert Ketrick inventories pharmaceutical supplies in Grenada. Ketrick works at the Children's Hospital in Philadelphia, PA.

can make major contributions to the economic, social and political well-being of Grenada. Holtaway pointed out that trade unions can help avoid a return to radicalism and business strife.

Also under the project, AIFLD will provide technical assistance and seed capital to design projects which will benefit union members. Such projects include union halls and health clinics. For groups, such as fishermen, who because of the nature of their work cannot organize into a union, AIFLD has agreed to cooperate by teaching them to create efficient cooperatives.

The one-year project includes an AIFLD representative who will live in Grenada and direct the necessary activities in cooperation with government officials.

Project Hope Strengthens Health Care

A program being administered by Project Hope and funded by AID is meeting the most urgent health care needs of Grenadians.

On Jan. 20, Administrator McPherson and Dr. William Walsh, Project Hope president, signed a grant agreement authorizing \$200,000 to provide immediate health care services and to assist Grenada's Ministry of Health in developing a national health plan. This amount is the first part of a \$1.7 million health service grant which has been made available from Office of U.S. Foreign Disaster Assistance funds and funds deobligated from the Syria program.

In signing the grant, McPherson called attention to the mutual interest AID and Project Hope have in helping people and said, "Providing health assistance to Grenada is a good example of how private and voluntary organizations help each other do a job better."

Before the U.S. rescue mission on Oct. 25, Grenada was heavily dependent on Cuba and communist bloc countries for support of their health services, according to Paula Feeney, AID public health adviser in the Bureau for Latin America and the Caribbean's Office of Development Resources (LAC/DR).

Jim Holtaway, director of LAC's Office of Caribbean Affairs, explained that this Eastern Bloc assistance has been withdrawn and replaced, in part, by U.S. medical personnel who were

scheduled to depart in December.

Before Project Hope volunteers started to arrive, there were only 29 physicians, two dentists and four laboratory technicians to serve the islanders. "There was no public health physician, and the dentists only provided a total of eight hours of service each week to the Grenadian Ministry," explained Feeney. Project Hope volunteers were expected to be on Grenada by Feb. 1. Nurses are not needed at this time because Grenada has an adequate number.

Project Hope estimates its support and indirect costs for the new program at about \$128,000. The volunteers' donated services are valued at an estimated \$1 million and contributions of donated medical equipment and supplies through Project Hope have an estimated value of \$300,000.

The direct beneficiaries of the agreement will be the poor of Grenada who cannot afford adequate medical attention through the private sector. The Ministry of Health also will benefit through on-the-job training of its personnel and in the organization of a sustainable program.

Care has been taken to provide medical supplies as well as medical personnel. Since no sewage treatment system exists on the island, a sanitarium also will be provided.

Feeney pointed out that AID is presently supporting other programs for meeting the health care needs of the Grenadians. For example, a grant of \$25,000 for the International Eye Foundation to provide ophthalmologist services, and a grant of \$116,000 to the Ministry of Health for a National Pit Latrine program are under way already.

Investment

From page 1, column 4

money which will be available for use in Grenada once a project is agreed upon in that country.

Soon, the investment team will issue a report on its findings and recommendations to the White House. The report also will outline investment plans of several companies which will relate to Grenada's most immediate development needs:

- Latin and Caribbean Investments, Inc., an investment firm from Miami which is funded in part by du Pont's bureau, plans to undertake a half-million dollar rice milling operation with a Grenadian partner.
- Agro Tech International, a diversified agribusiness firm in Miami, has entered into an agreement with a local poultry producer to study the feasibility of establishing an integrated broiler operation capable of producing six million pounds of dressed chicken annually for export and local use. This production could replace imported poultry which is estimated to cost the Grenadian economy \$5 million annually.
- F.C. Schaffer & Associates, Inc., of

Baton Rouge, LA, is planning to review the sugar industry of Grenada to reactivate this important segment of the economy. This project, if feasible, could place new emphasis on the production of sugar byproducts such as cattle feed and energy. Total investment needed is estimated at \$4.9 million. The project could generate 1,000 jobs.



Private investment can bolster Grenada's hotel industry, bringing more tourists to the island which offers a wide array of natural beauty such as Concord Falls.

- Davison & Co. of Washington, DC, has reached preliminary agreement with several joint-venture partners for projects ranging from the manufacture of plastic bags, to the purchase and rehabilitation of an existing hotel, to the development of an independent radio station.
- Totalbank of Miami, several of the investment mission participants and

some local Grenadian businessmen have made an offer to purchase the Grenada Bank of Commerce, a state-owned commercial banking institution. This group of businessmen plans to establish a development bank division to provide much-needed capital for prospective investors in Grenada. Initial capital is expected to amount to \$2.5 million.

"The positive results of this mission underscore our strong belief that Grenada offers some excellent opportunities for the American investor," said Craig A. Nalen, president of OPIC and co-chairman of the mission. "Even more important is the fact that private-sector investment can create new job opportunities, generate revenue and provide training for the people of Grenada."

Sheldon Weinig, member of the President's Advisory Council on Private Sector Initiatives and the other co-chairman of the mission, said, "I don't think we found any surprises in Grenada. The economy is in pretty bad shape which, in view of the regrettable mismanagement over the past several years, is understandable. However, the spirit of optimism and determination of the people of Grenada is heartening."

Research and technology development should take a larger portion of AID's budget for India and should be planned for periods of up to 10 years, according to a strategy developed by a team from AID/W and the India mission. The team also advocated several mechanisms to increase interaction between American and Indian scientists "as equal partners in joint research endeavors."

John Eriksson, deputy assistant administrator for research in the Bureau for Science and Technology (S&T), led the team. Other members: Robert Simpson, director of the Asia Bureau's Office of Technical Resources (ASIA/TR); Anson Bertrand, director of S&T's Office of Agriculture; George Curlin, director of S&T's Office of Health; Robert Ichord, chief of ASIA/TR's Division of Energy, Forestry and Environment; and John Westley, program officer in the India mission.

The team discussed development issues with officials of the Indian government and agreed on "a 10-year strategic framework for the AID

India Strategy Calls for More Research

program in India emphasizing support for development-oriented research and technology development (R&TD)."

The strategy calls for a portion of the mission's \$90 million portfolio to be designated for R&TD. The amount would increase to \$17.5 million by fiscal 1985 and to \$32 million by fiscal 1988. It would continue at \$25-30 million a year through the 1990s.

"These levels are over and above existing and planned support for research components in nutrition, family planning methods, social forestry and various irrigation and water management projects," the team's report said.

The report calls India's scientific talent "impressive" and lists as one of the strategy's main features the more effective use of existing Indian research capacities. Other features:

- Support for basic and applied research focused on development

problems and which have the potential to improve the productivity and well-being of the Indian people.

- Research activities of varying duration which will be periodically monitored.
- Social science research to ensure that research design takes intended beneficiaries into account.
- Professional interchange among Indian and American scientists through short meetings, workshops, study tours and selected longer assignments related to research.
- Graduate and postdoctoral training.
- Provision of critical commodities, such as laboratory equipment and specialized supplies.
- Establishment and/or strengthening of relations between Indian and American research institutions.

Research in five sectors also would be increased substantially. Agriculture already is scheduled for the \$20 million Agricultural Research Project; an additional \$30 million is called for to support research in 13 priority topics and an additional \$15 million for a joint program between American and Indian agricultural universities to strengthen capacities in research, teaching and public service.

Initial funding of \$16 million for fiscal 1985-88 was projected for a long-term R&TD program in forestry and environment, stressing the role of trees and grasses in reversing ecological deterioration and increasing rural incomes. Included would be baseline research on natural resource degradation, short-rotation and multipurpose trees, and genetic improvement of trees.

Biomedical research would concentrate on respiratory diseases, diarrheal and enteric diseases, immunizable diseases, nutritional anemia and contraception through immunology. The \$16 million program will include research on diagnosis, treatment (including drugs), vaccines and health services.

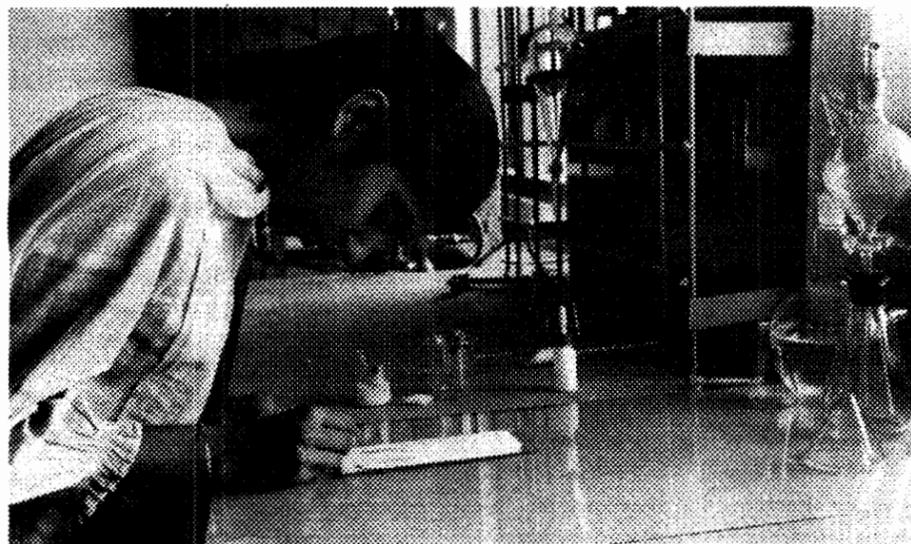
An \$8 million energy research program will expand current cooperation in coal and biomass conversion and use.

An industry/private sector research program was pegged at \$5 million. It will strengthen R&D capabilities in India's private sector.

Each sectoral program also calls for support for professional interchange, training and commodities.

The team's strategy also envisions a 10-year program of "Innovative Research and Special Studies." Such research would be more generic than sector-oriented—a departure for an AID bilateral country program. The program would include research on such cross-sectoral topics as genetic engineering and support for consultants, studies, workshops and conferences on broad topics related to science and technology for development. Examples of the latter are economics of technological change, research management and cost-effectiveness of alternative technology delivery systems. The innovative research program is projected at \$4 million for fiscal years 1985-88.

The team recommended that a Joint Career Corps scientific adviser be recruited from a U.S. university to advise the mission director and senior staff and to manage the innovative research program. It also suggested establishing a science panel of three to five scientists and science administrators to advise the mission.



One of the strategy's main features is better use of existing Indian research.

The Agency's participation in the 1984 Combined Federal Campaign (CFC) is an example of American volunteerism and concern at its best, and your efforts were instrumental in putting us over the top," CFC Vice Chairman R.T. Rollis Jr. told assistant administrators and campaign coordinators at an awards coffee Jan. 23. Rollis, who is assistant to the Administrator for the Bureau for Management, reported that AID employees contributed more than \$191,000, exceeding the Agency's \$156,590 goal by more than 22%.

Rollis presented certificates to CFC coordinators and plaques to bureaus and offices that reached or exceeded campaign goals.

The President's Award was presented to offices with 25 or more employees in which total contributions averaged \$75 per employee. They are: Bureau for Asia, coordinator Fred Fischer; Bureau for Program and Policy Coordination (PPC), coordinator Mary Power; Bureau for Latin America and the Caribbean (LAC), coordinator Yvonne Keel; Bureau for Food for Peace and Voluntary Assistance (FVA), coordinator Mary Coss; and Office of Public Affairs (OPA), coordinator Fran Dennis.

Employees Exceed Goal, Earn CFC Certificates

The Honor Award went to offices with total contributions averaging \$50 or more per employee and 75% participation. They are: Office of U.S. Foreign Disaster Assistance (OFDA), coordinator Denise Decker; Board for International Food and Agricultural Development (BIFAD) staff, coordinator Marie Barnwell; Trade and Development Program, coordinator Roger Leonard; Office of Legislative Affairs, coordinator Aldona Affleck; Office of Personnel Management (PM), coordinator Anne Hoard; Office of External Relations (EXRL), coordinator Fran Dennis; Bureau for Private Enterprise (PRE), coordinator Allen Walls; Rwanda Mission, coordinator Jeannette Isaacs; Ecuador Mission, coordinator Paul Fritz; Morocco Mission, coordinator James Smith Jr.; the AID Office in Malawi, coordinator John Lee; Cameroon Mission, coordinator Richard Thacher; and the Swaziland Mission, coordinator Linda Lankenau.

The Merit Award was presented to offices with total contributions aver-

aging \$30 or more per employee and 65% participation. They are: Office of Equal Opportunity Programs (EOP), coordinator Jo Williams; and the Tunisia Mission, coordinator Dale Gibb.

Certificates of Appreciation were presented to the following outstanding individual campaign leaders and smaller groups: Steve Gomez, Marx Sterne, Diana Young, Diana Lopez, Susan Hall, Mona Miller, William J. Gowelinik, Fabiola Rodman, John Thomas, Claudia Haynes, Frederick Hayden, Joseph Jenkins, J.C. Speicher, Linda Kelley, Sammie Jones, Terrance Liercke, the Regional Office for Central American Programs (ROCAP) in Guatemala, Dale Gibbs, Neal Meriwether, the AID Representative's Office in Syria, Gloria Kirk, Mildred Taylor, Leland Hunsaker, Elsie Goodridge, Diane Rice, Lovie Davis, and AID missions in Jordan, Yemen, Nepal, India, Indonesia and Sri Lanka.

Also receiving Certificates of Appreciation: Dora Meeks, James Van Den Bos, Myron Tomasi, J.E. Parson, Alda

de Macedo, Grace Mayberry, James McCabe, Floyd Spears, Laurence Heilman, Mary Proko; missions in Somalia, Niger, Liberia and Botswana and AID staff in Zambia and Burundi, as well as in the U.S. Representative's offices in Paris and Geneva.

Certificates recognizing units exceeding their goals were presented to: BIFAD, PPC, PRE, FVA, EOP, EXRL, PM, OPA, OFDA, all regional bureaus, the Bureau for Science and Technology, Office of the Executive Secretary and Office of the General Counsel. Certificates recognizing 100% of goal contribution also went to AID staff in: Zambia, Malawi, Kenya, Tanzania, Cameroon, Botswana, Ghana, Swaziland, Zaire, Liberia, Senegal, Upper Volta, Mali, Rwanda, Somalia, Egypt, Yemen, Morocco, Tunisia, Bolivia, Dominican Republic, Ecuador, Panama, Paraguay, Jamaica, the Caribbean Regional Development Office, ROCAP, Nepal, Sri Lanka, India, Burma, Thailand and Pakistan.

Rollis also presented certificates to those who contributed time and talent to the campaign. Recipients were Ain Kivimae, Mary Valentino, Betty Scheer, Marge Nannes, Larry Chandler, Maggie Boyajian and Vivian Tabor.

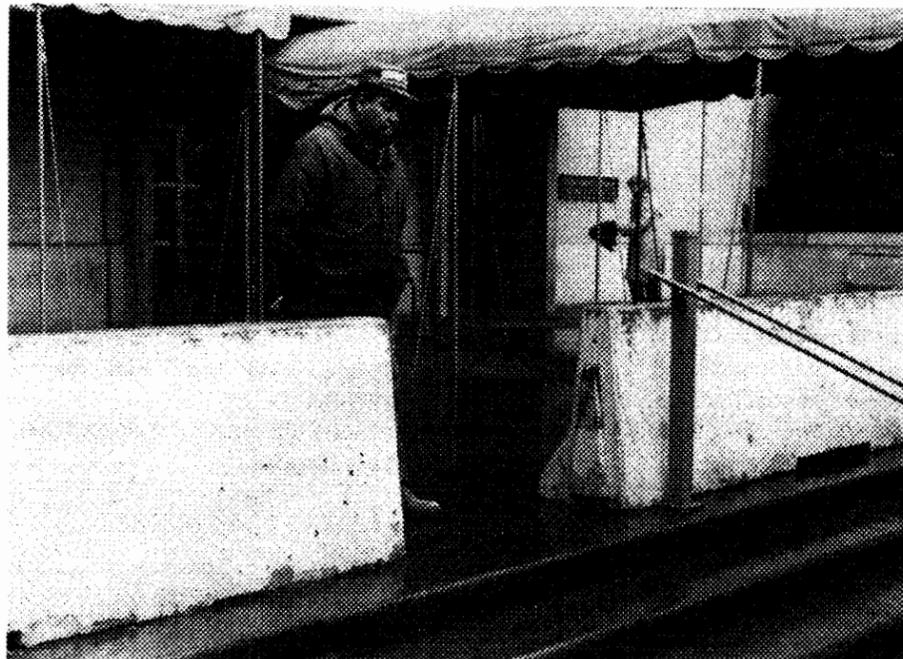
Field staff coming to AID/W after Dec. 14 no doubt were surprised as they approached any of the State Department's entrances. Concrete barriers like those seen dividing opposing lanes on U.S. bridges have been installed approximately 30 feet from each entrance. Had the same employees made their Washington visit between Thanksgiving and Dec. 14, they would have found no concrete barriers, but instead, would have had to maneuver between heavy-duty trucks parked close to the entrances.

The security measures are similar to those used at overseas posts and are taken in response to a "potential vehicle bomb threat," according to Robert B. Bannerman, chief of domestic operations in the Department of State's Office of Security. Like most buildings occupied by the United States in foreign countries, Main State does not lie securely in a compound. The enormous building that houses AID headquarters sits between public thoroughfares, and vehicles and people can easily come right up to it. "The threat is to the structure and it is difficult—but not impossible—to counter that threat," Bannerman says.

The 4,000-pound, concrete reinforced barriers are very effective in halting runaway vehicles at highway construction sites. But they, like the trucks, are not meant to be permanent, explains Bannerman.

Architects and engineers have been hired to develop permanent security

Security Measures Increased at State



One feature of the recently beefed up security at Main State is placement of 4,000-pound, concrete reinforced barriers at approximately 30 feet from every entrance.

structures. It is expected that the landscape scheme will be expanded to include specially designed, decorative planters which will create an attractive security barrier. He believes the planters will help keep up morale and will be less ominous to the numerous dignitaries who visit Main State each day. Bannerman says that he expects

installation of the planters to begin soon.

Another noticeable security measure is the use of vans, trucks and police cars to block entrances to the garage. The ramps are open for official use only. This, too, is temporary, pending installation of actual barriers. The permanent barriers will be supple-

mented by guard booths and closed-circuit television cameras to control movement of all vehicles in and out of Main State's garage.

In response to the question of whether or not bomb threats have increased, Bannerman says, "There has been no increase in the number of threats, but there has been an increase in the number of rumors. This can probably be attributed to employees being more aware of our routine security measures."

A tremendous volume of mail, packages and people pass through the State Department's doors each day. Bannerman says that he believes the building has an excellent package control system. The access control program features metal detectors, X-ray, physical inspection and occasional use of canines as well as roving security patrols to detect explosives, letter bombs and other dangerous objects. If a suspicious package is found or reported, security tries not to alarm employees while the package is being inspected. However, as a precaution, sometimes an area is partially evacuated.

Says Bannerman, "It is important for all employees to be aware that security assistance is available on a 24-hour basis. Any suspicious-looking object or activity should be reported to the Federal Protective Service (FPS), Room 1928, by calling 632-1814." FPS is the uniformed segment of State's security program.

Delbuoy Powers Desalination Project

by Edward Caplan

A steady, economical supply of fresh water from the sea: That's the ever-more-hopeful quest of Delbuoy, a desalination system powered by ocean waves. The project, now at mid-point, is funded by AID's Office of the Science Advisor (SCI).

Wave power has been tried before, said chief investigator for the project, Charles Pleass of the University of Delaware, at a recent progress briefing at AID/W. But, he continued, two drawbacks have been inherent in previous attempts to harness the "free" energy. Pleass explained that most experiments tried to generate electricity, but waves are too slow for efficient electrical production. Secondly, most experiments kept the heart of the mechanism on the surface of the water where storms can do great damage.

But Delbuoy is different. Ocean waves—about three feet high in the trade wind zones for which the system is designed—make a special kind of buoy operate a pump below the water surface. The pump forces seawater through a membrane that "filters" out most of the salt by a process scientists call reverse osmosis. The freshened water is then pumped to shore. The device gets its seawater from the bottom of a sandwell thrust deep into the seabed; the sea's sediment filters out almost all impurities.

Unlike previous designs, the buoy is the only part of the system at the water's surface. The buoy is tethered to the rest of the mechanism which is far below the depth where storms have any effect. The tether is designed to break under the force of the storm, leaving the rest of the system in place. Often, the buoy can be found later—or replaced at much less cost than a whole new system.

The buoy was designed specially for the desalting system. Light-weight so that it can be pulled under the surface by strong waves, it is equipped with a keel so that it can follow the waves better. It is actually a six-sided box made of plywood that's stitched and glued. But the buoy is only part of the system on which the University of Delaware holds a patent.

The heart of the Delbuoy system is the pump. At the beginning of the project, the long piston rod in a fiberglass-reinforced cylindrical pump was made of a copper-nickel alloy. But the alloy piston rod did not function well at sea and was replaced by a polyvinylchloride-coated steel rod.

Pleass described the system as one that could be installed and maintained by developing country residents. It takes three people—one in a 12-foot boat and two divers with scuba equipment—about half a day to install one system in 50 feet of water. Repair should be minimal, Pleass said, explaining that replacing the buoy after a storm would be the most

common maintenance.

Site selection is an important factor, Pleass emphasized at the briefing. Easy access, the right waves, the proper depth, a way to anchor the pump and the right sediment for filtration are all important to success. It's also important that the ultimate users be nearby. Such sites abound in the Caribbean, according to Pleass.

At present, technology has produced a system that will efficiently desalinate 250 gallons a day at an installed cost of about \$2,500.

Delbuoy researchers selected two markedly different test sites for their initial field work: Magueyes Island, near Puerto Rico, and Anguilla, near St. Martin.

Pleass and his team now are working

on what they consider a second generation unit. It will be installed at Magueyes Island this year. SCI plans a technical review there to evaluate the project's progress.

At the recent briefing at AID/W, AID's science advisor, Howard A. Minners, stressed the importance of Delbuoy and noted that it was one of SCI's first projects under his direction. The project's manager is Harold A. LeSieur of the Bureau for Science and Technology's Office of Engineering (S&T/ENGR).

Caplan, a technical information specialist in the Publications and Information Division of S&T's Office of Technical Review and Information, is S&T's Front Lines correspondent.



Two divers can install a Delbuoy system in about half a day.

Morris Approves Executive Assignments

Deputy Administrator Jay F. Morris has approved executive assignments for the 1984 placement cycle. The assignments were based upon recommendations of the Executive Personnel Assignment Panel (EPAP).

EPAP, which Morris chairs, includes all assistant administrators, senior independent office directors and the director of Equal Opportunity Programs. The panel met last October and November to review projected executive-level vacancies for calendar year 1984.

Inherent in the process is the gathering of comprehensive information about the nature of the positions to be filled and the pool of available Foreign Service officers to fill them. The panel matches the needs of a job and its context with the experience and skills of the candidates. Particular attention is paid to candidates' characteristics and skills that are complementary to existing staff of missions and offices and the type of program being implemented.

EPAP staff gathered the necessary information during the course of the year. EPAP staff are Recruitment Chief Virginia Corsi, her deputy, Judith Ross, and Richard Meyer, chief of the executive personnel management staff. They interviewed large numbers of senior- and mid-level officers to determine their job preferences and career goals. The resulting information and upward mobility considerations were factored into the panel's discussions.

Meyer reports that many mid-level officers expressed interest in an executive-level assignment, but that the staff could not respond personally to each officer who requested such consideration. "All requests for consideration were taken into account as

the agenda for the EPAP meetings was organized," he explained. "Unfortunately, the pool of highly qualified officers available for executive assignments was much larger than the number of positions available. However, Foreign Service officers may be assured that the staff will continue to make every effort to give EPAP the largest possible selection of candidates from which to make nominations," Meyer said.

In addition to the following list of 1984 executive assignments, necessary ad hoc assignments will be made by the assistant administrators in collaboration with Morris and Counselor to the Agency Frank Kimball.

AID/W ASSIGNMENTS

Bureau for Program and Policy Coordination

Deputy Assistant Administrator: Allison Herrick
Policy and Planning Staff, Department of State: Don Cohen

Bureau for Food for Peace and Voluntary Assistance

Director, Office of Program, Policy and Evaluation: Walter Bollinger

Bureau for Science and Technology

Director, Office of Multisectoral Development: Chris Russell
Deputy Director, Office of International Training: Phil Schwab

Bureau of External Affairs

Policy Staff of the U.S. Information Agency: Dennis Barrett

Bureau for Asia

Director, Office of Technical Resources: Barry Sidman
Director, Office of East Asia Affairs: David Merrill

Director, Office of Development Planning: John Westley
Director, Office of Project Development: Peter Bloom

Bureau for Africa

Deputy Assistant Administrator: Philip Birnbaum

Bureau for Near East

Director, Office of Development Planning: James Holtaway
Deputy Director, Office of Project Development: Ron Venezia

Bureau for Latin America and the Caribbean

Director, Office of Caribbean Affairs: Martin Dagata

OVERSEAS ASSIGNMENTS

Near East

Egypt, Associate Mission Director: Reginald VanRaalte

Egypt, Associate Mission Director: Bernard Wilder

Egypt, Associate Mission Director: George Laudato

Jordan, Director: Gerry Gower

Jordan, Deputy Director: Dennis Morrissey

Morocco, Deputy Director: Chuck Johnson

Tunisia, Deputy Director: Bill Ford

Latin America and the Caribbean

Brazil, AID Representative:

Howard Lusk

Caribbean Regional Development Office, Director: Malcolm Butler

Costa Rica, Deputy Director:

Dick Archi

Dominican Republic, Director:

Bill Wheeler

Dominican Republic, Deputy Director:

Craig Buck

Ecuador, Deputy Director: Gerry Wein

El Salvador, Director: Robin Gomez

El Salvador, Deputy Director: Bastiaan Schouten

Grenada, AID Representative: Jim Habron

Honduras, Deputy Director:

Carl Leonard

Paraguay, AID Representative:

Paul Fritz

Bureau for Program and Policy Coordination

U.S. Representative to the Development Assistance Committee, Organization for Economic Cooperation and Development: Dave Lazar

Africa

East Africa Regional Economic Development Services Office, Deputy Director: Art Fell

Kenya, Director: Charles Gladson

Mauritania, Director: Don Miller

Niger, Director: Peter Benedict

Asia

Philippines, Director: Fred Schieck

Sri Lanka, Director: Frank Correl

NEW SALARY SCHEDULE

Senior Foreign Service and Senior Executive Service

Effective Jan. 8, 1984

ES-1	\$58,938	Counselor
ES-2	61,292	
ES-3	63,646	

ES-4	66,000	Minister Counselor
ES-5	67,800	

ES-6	69,600	Career Minister
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Senior Foreign Service and Senior Executive Service pay rates may not exceed \$69,600.

R. T. Rollis Jr. and Bradshaw Langmaid are recipients of the 1983 Presidential Rank Awards for career members of the Senior Executive Service (SES). Rollis is assistant to the Administrator for management and Langmaid is deputy assistant administrator of the Near East Bureau.

President Reagan named Rollis a "Distinguished Executive." The award recognizes "sustained extraordinary accomplishment" and includes a cash award of up to \$20,000. Each year, up to 1% of SES members government-wide may receive the award.

Langmaid was named "Meritorious Executive." This award is given for "sustained accomplishment" and includes a cash award of up to \$10,000. Yearly, up to 5% of SES members government-wide may receive the award.

Rollis came to AID from the Community Services Administration in 1981 as controller and senior financial officer. His nomination cited his "strong commitment to eliminate fraud, mismanagement of funds and to make maximum use of taxpayers' dollars."

Rollis, Langmaid Earn SES Presidential Award



SES Presidential Rank Award winners Rollis (left) and Langmaid are congratulated by Administrator McPherson (right).

His citation reads: "Recognizing that Office of Management and Budget orders to reduce personnel ceilings would damage the Agency and impact adversely on many employees, he developed an alternative proposal and received Presidential approval to achieve reduced personnel

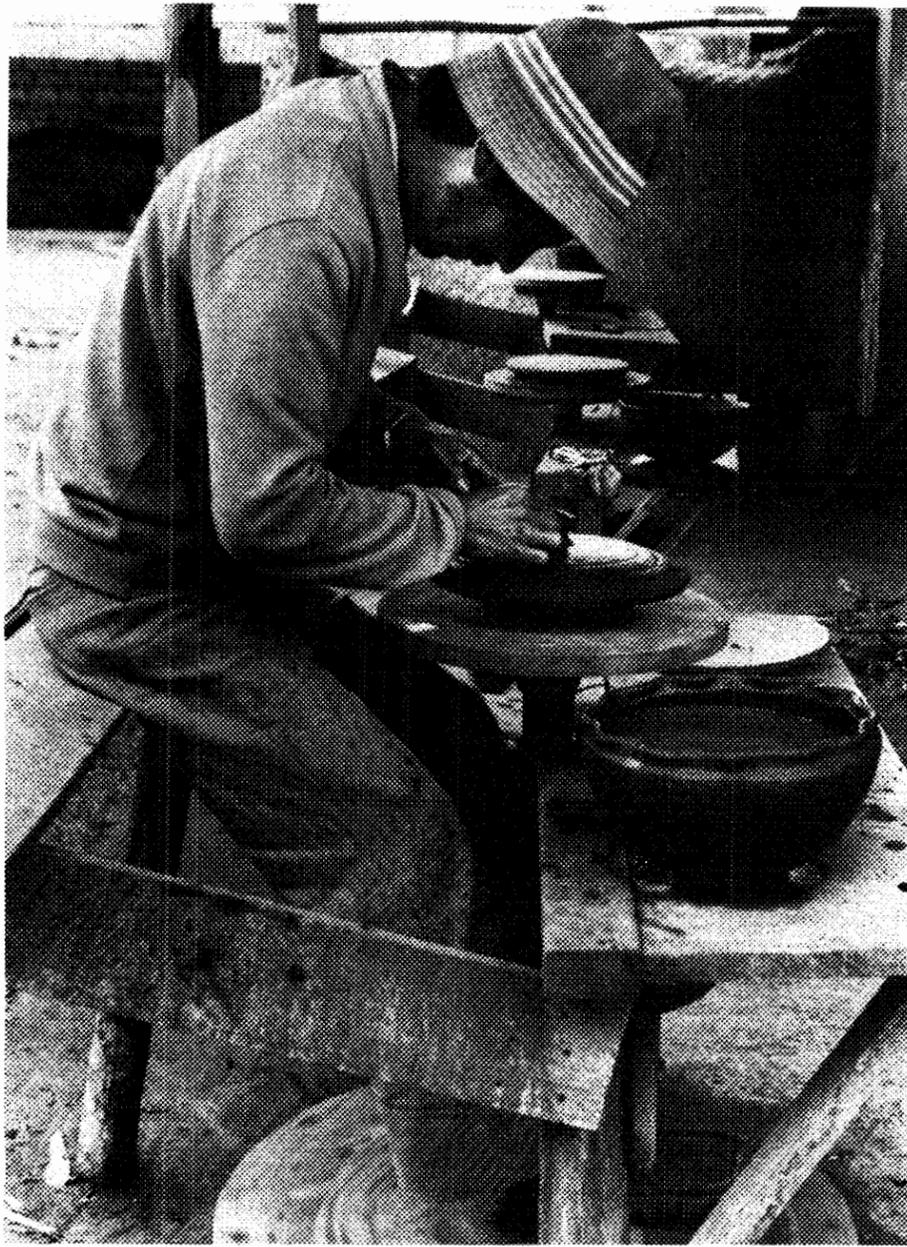
ceilings through attrition and a more efficient usage of human resources through training and reassignment."

Langmaid's AID career dates from 1962 when he was a management intern. His nomination notes, "he manages . . . nearly 50% of the Agency's total program resources. His

ability to effectively implement development strategies has been crucial to the success of U.S. diplomatic efforts in this region. . . . His career accomplishments include the redesign of the Agency's Congressional Presentation and the development of an evaluation system for discrete foreign assistance projects."

Nomination for the awards were forwarded by the Administrator to the U.S. Office of Personnel Management (OPM), which convened review panels of representatives from business, academia and other public groups. They made recommendations to the director of OPM, who then submitted his recommendations to President Reagan for final selection.

In addition to the Presidential awards, 11 SES members were awarded performance pay for high-level accomplishment during the 1982-83 rating period. The value of the awards is 6-14% of the executive's salary. Recipients: Curtis Christensen, Hugh Dwelley, Mosina Jordan, Kelly Kammerer, Peter Kimm, Wayne McKeel, Francis Moncada, Gerald Pagano, John Robins, Paul Spishak and Ruth Zagorin.



Built by local campesinos, a factory in Ilunchi produces water filters. The AID-supported enterprise generates employment and brings health benefits by producing potable water.

MISSION OF THE MONTH

AID in Ecuador

by Raisa Scriabine

Three countries in one is how AID staffers in Quito describe Ecuador. Three, that is if you count the contrasting geographic regions. The central Sierra mountains slice the country north to south, separating "la costa," the fertile Pacific coastal plain from the "oriente"—the sparsely populated eastern tropical jungle.

Quito, the capital, once the northernmost outpost of the Inca Empire, is nestled in the altiplano of the high Sierra. AID's mission here, a stone's throw from the equator, is, at 9,300 feet, second only to La Paz, Bolivia, in altitude. The many snow-capped volcanoes surrounding Quito include Cotopaxi which at 19,470 feet is the highest active volcano in the world.

Sheltered by the Andean Cordillera, Quito has serenely nourished a unique heritage blending Spanish and Indian cultures. Quechua-speaking Otavalo Indians with their long braids and colorful ponchos stroll by exquisite Spanish baroque churches, a reminder that once the city was the cradle of the Spanish colonial religious art school, the Escuela Quiteña.

"An exciting place to work," is the general opinion at the AID mission in Quito. Offsetting the altitude and

the occasional tremors in this highly seismic region are the good schools, relative political stability, relaxed life-style, "permanent spring" climate, ample shopping facilities and rich varieties of food, which all make for an attractive work environment.

For a change of pace, Guayaquil, Ecuador's largest city, is just a short 45-minute shuttle hop away on either San or Tame airlines. A bustling Pacific port city, fast-paced Guayaquil is Ecuador's financial and industrial heartland. It is lined with endless streams of open air markets, tiny shops, selling stalls and billboards. Guayaquileño street vendors will gladly sell the casual visitor just about anything.

In late 1982, Ecuador's western coast was hardest hit by the "worst rain in 90 years"—a result of abnormalities in the El Niño Pacific current. The damage was extensive—over \$250 million. Agriculture and transportation systems were paralyzed. And, 13,000 homes were destroyed or severely damaged. Torrents of water and mud incapacitated 25 bridges and affected 1,400 kilometers of highways.

Flood relief in densely populated areas posed an immediate challenge. The Guasmo, an urban squatter settlement of 300,000 on the southern fringe of Guayaquil, is an example.

The former sugar plantation was flooded by up to 1.5 meters of water, which crippled food delivery and transportation while posing a severe health hazard in this 600-square hectare area where there are no sewage removal facilities or piped water.

On Jan. 14, 1983, AID joined the Ecuadoran Army, the Foster Parents Plan and Guasmo residents in a massive effort to drain the area. Within three weeks, 12.5 kilometers of canals were dug. Thousands of cubic feet of water were drained into the adjacent river system. Subsequently, 850 culverts were installed to help restore normal traffic flow and a radio campaign urged residents to keep the canals clean.

The emergency needs of the coastal area required a substantial relief and rehabilitation program. Newly appointed Mission Director Orlando Llenza took immediate action. In December 1983—90 days after agreement on the program was reached with the government of Ecuador—a temporary AID office was established in Guayaquil to oversee implementation. The office is expected to remain operational for 18 months.

"Building up the agricultural infrastructure is a key factor here," Don Allen, the adviser coordinating AID's Guayaquil office, notes. Working closely with INEHR, Ecuador's Institute of Water Resources, AID is helping to do just that. For example, AID is financing up to 80% of a \$110,000 project to rechannel the waters of the Rio Chimbo.

"Due to extensive flooding, the Rio Chimbo's waters were diverted into the neighboring Rio Bulubulu, leaving 38 kilometers of dry river bank along its former channel," explains Greg Goewey, an AID engineering adviser involved in the project. "The effort now is to provide access to the Rio Chimbo for irrigation along its old channel and to control flooding down-

stream on the Bulubulu." The project, carried out by the Ecuadoran Army Corps of Engineers under INERHI supervision, is expected to be completed in less than two months.

Also under way are housing and school reconstruction in five coastal provinces, work in emergency water and sanitation, as well as in electrical system repair, and a program to stabilize the Pichincha volcano slope in Quito to help avert mudslides which could endanger thousands of lives.

While in recent months attention has focused on Ecuador's emergency relief needs, these efforts are only part of an ongoing series of AID's development programs in the country. "In the early 1970s, with the discovery of oil in the Oriente, the country went through a boom," Mission Director Llenza notes. "Agriculture suffered when it yielded to oil as the number one export." Development emphasis

(continued on page 12)



Helping to improve agriculture and health, a chlorinated water system servicing 300 families recently was completed in Papahurco.



Following the "worst rain in 90 years," AID joined with Guasmo residents to dig 12.5 kilometers of canals to drain flooded areas of Guayaquil.

MISSION OF THE MONTH

Ecuador: Three Countries in One

From page 11, column 4



The guinea pig, an important source of protein, is being raised for profit, due to improved breeding stock.



A pilot program in three Ecuadoran provinces is training local people to distribute oral rehydration salts and to instruct mothers in their use.

was placed on strengthening institutions to reach the rural poor who had not benefited from the oil-generated income. Today, additional priority is being placed on helping the country increase emphasis on the agricultural sector to unleash its much-needed productive potential.

"Institution building, resource management and technology transfer to producers are our prime objectives in the agricultural sector," says Joseph Goodwin, AID's chief agricultural and rural development officer in Quito. "The situation here requires a multifaceted approach to coordinate the various institutions involved—exten-

sion, credit, education, water supply, health—to achieve maximum results." AID provides support to SEDRI, the Ecuadoran Secretariat for Rural Development through training and assistance in program implementation. The University of Florida, under the Title XII program, also is assisting Ecuadoran institutions design and carry out applied research programs for generating appropriate technology packages for small farmers.

Working in close cooperation with the government of Ecuador, AID is helping carry out an integrated rural development program in the Sierra—concentrated in the Salcedo and the Quimiag-Penipe areas of Cotopaxi and Chimborazo provinces south of Quito.

"A key component of our efforts in these areas is irrigation. There is not enough land to go around, but the productivity of the existing land can be increased to produce higher cash value products," Goodwin emphasizes. Improved on-farm management is a prime example. Last year, an enterprising elderly woman became the first in her small Salcedo village to receive a loan to install a drip irrigation system. The loan was paid off with one lettuce crop. Today, her two-acre farm has increased its yield significantly and is producing a wide variety of vegetables.

Introducing new strains to increase crops yield is another AID objective. In 1983, over 250 trials were conducted in the project areas for improved varieties of maize. The same principle can be applied to small livestock. Guinea pig raising is an Ecuadoran tradition. But with guinea pigs, as with crops, evolution breeds for hardiness not productivity. Recently, improved breeding stock was imported. In Salcedo, through the "minga"—collective, voluntary community work—an elderly couple was assisted in building a small farm for their animals. In a few short months, a substantial new and healthy crop of guinea pigs, an important local source of protein, was available for sale. "We sold 40 for 300 sucres (about \$3.30) each just yesterday," the farm owners said. Today, there are 15 more similar facilities springing up in the same area, turning a tradition into a small industry.

Potable water, like irrigation, is a prime concern in the relatively dry regions of the Sierra. With AID support, a factory began turning out water filters in July in the village of Ilunchi. Built by local "campesinos," the enterprise is staffed by six villagers who produce 10 filters a month for sale at 500 sucres (about \$5.50) each. Community test of the first lot of water filters is now under way.

"This small business enterprise not only helps generate employment but brings long-term health benefits by producing potable water at low cost," explains Joe Beausoleil, the mission's senior agricultural development officer. The Ilunchi filters, small pots made of clay mixed with sand and sawdust, are treated with a microbe-killing silver chloride mixture—a technique developed under an Inter-American Development Bank grant in Guatemala. Ramon Perez, an Ecuadoran associated with the project, says that the filters are catching on. "We hope to meet the demand and increase our production shortly." The Ilunchi filters offer a solution to the water problem in Ecuador—particularly in areas where water is hard to obtain.

The AID-assisted project in Papahurco is another example of how rural needs can be met. Again, with a lot of help from "minga," a chlorinated water system servicing 300 families was completed in 1983. "We built it ourselves," says villager Rosa de Vasquez, 72, with justifiable pride. "We worked every Saturday—sometimes 12 hours a day." The Papahurco system not only improved agriculture and health, but also brought about other changes in village life. Low-cost pour flush toilet facilities, a school and a communal building were built.

Lack of water sanitation facilities and the high incidence of diarrheal disease, particularly among infants and children are prime health concerns in Ecuador. AID is assisting the Ministry of Health's Water Institute to construct and reduce the cost of water systems in rural areas which traditionally have been underserved. Moreover, AID is collaborating with the Peace Corps to provide voluntary engineers and health promoters to assist the institute in this effort.

Of all infant deaths in Ecuador, 27% are directly linked to diarrheal disease. Oral rehydration therapy was introduced in 1982. The two-phase program includes seminar training for medical personnel and community leaders, followed by an effort to educate the public.

"In oral rehydration, we have a pilot program under way in three provinces. It is similar to previous AID projects in Honduras and the Gambia in which local people are being trained to distribute oral rehydration salts and to instruct mothers in how to make use of those salts," notes Ken Farr, the mission's chief public health officer.

ORT salts are distributed in 200 centers around the country and a radio and mass media campaign has been launched to publicize the use of these new treatment measures. AID also assists the Ministry of Health in providing low-cost primary health care services in the field.

(continued on page 13)



Giving a project agreement a preliminary review are, from left, Patricio Maldonado, program officer; Orlando Llenza, mission director; and Paul Fritz, deputy director.



AID's mission and the Bureau for Science and Technology are working to solve management problems in Ecuador's shrimp industry, which supplies the nation's No. 1 export.

From page 12, column 4

Anywhere in Ecuador, the visitor is struck both by the awesome natural beauty of the high mountains, alluvial plains and dense tropical jungles and by the visible degradation of the environment particularly erosion and deforestation—a victim of human encroachment. Conservation of the natural heritage is a vital factor in sustainable development.

With an AID grant, Fundacion Natura, Ecuador's leading environmental organization, developed an environmental profile. Early 1984 saw the publication of a book summarizing the results of the profile. Targeted at key policy-makers, the book, *Medio Ambiente y Desarrollo en El Ecuador*, recommends policies that can help solve the country's key environmental

problems.

With AID support, Fundacion Natura continues its efforts to call public attention to natural resource concerns by introducing environmental curricula in local schools. "The work of this group is a model for joint efforts by Ecuadoran and U.S. specialists in identifying and helping solve pressing environmental problems," notes Patricio Maldonado, AID's Ecuadoran program officer. Deputy Mission Director Paul Fritz adds, "Fundacion Natura reflects the fact that there are many dedicated and well-trained Ecuadorans working on development-related issues both in the public and the private sectors. The AID mission here in Quito has been fortunate to include some of them on its professional staff."

Population growth is a factor in Ecuador's development planning. "We are working to support the national effort in this field by helping improve and expand services and meet health promoters' needs for family planning," says Manuel Rizzo, the Ecuadoran population officer who has been with AID for 20 years.

Working with AID, Ecuador's CEMOPLAF (Medical Center for Family Planning and Orientation Services) has set up seven clinics. "Our objective is to provide self-sufficiency for operating family planning, including education and, when needed, maternal care and other related health services," Rizzo explains. As part of the education effort, a seminar was held recently for rural leaders in Tulcan, Ibarra and Riobamba.

Increasing national awareness of the implications of rapid population growth is among the program's priorities. AID support for CEPAR (Centro de Estudios de Poblacion y Paternidad Responsable) has helped establish a documentation center and generated numerous publications on issues related to population and development. Ecuador's effort in this field obviously is succeeding. The natural growth rate has fallen from 3.3% to 2.8% since 1974.

In a relatively short time, the development process has made great inroads in Ecuador. "There is a great receptivity to AID in the country," U.S. Ambassador Samuel Hart points out. "The government of Ecuador has done an admirable job of sharpening its own priority list."

And with respect to the future? "There will be greater emphasis on activities that more immediately impact on productivity, employment and foreign exchange earnings," says Mission Director Llenza. "For example, we plan to work closely with the Bureau for Science and Technology on a new project in coastal resources management that will help Ecuador's new shrimp industry deal with serious technical management problems that may affect its long-time viability. The private sector offers a potential that needs to be tapped to contribute to Ecuador's long-term economic development."

Scriabine is director of the Office of Publications in the Bureau of External Affairs.

RETIRING

Lida L. Allen, PPC/E/DIU, technical information officer, after 5 years

Martha S. Aughavin, AFR/TR, secretary/typist, after 8 years

Lowell E. Diamond, M/SER/COM, assistant property utilization officer, after 20 years

Scott W. Edmonds, COMP/FS, health development officer, after 24 years

Edward T. Giza, Pakistan, deputy controller, after 18 years

James Arthur Jackson, M/SER/IRM, computer specialist, after 21 years

Gladys L. Martin, M/SER/MO, space management specialist, after 27 years

A. Maurice Pare, COMP, deputy executive officer, after 22 years

Oveda S. Russell, Egypt, supply management adviser, after 21 years

Wayne H. Slotten, Guinea-Bissau/Cape Verde, agricultural development officer, after 17 years

Mahlon D. Stuart, M/FM/LMD, accounting financial analyst, after 16 years

Jerome Vidibor, IG/RIG/A/W, auditor, after 16 years

James A. White, IG/SEC, personnel secretary specialist, after 28 years

Norma L. Wood, M/SER/MO, administrative operations assistant, after 27 years

Elizabeth G. Yates, AA/PPC, secretary stenographer, after 22 years

**WHERE?
IN THE WORLD
ARE AID EMPLOYEES**

Marie R. Young, GC/AFR, secretary stenographer, after 19 years

Number of years are AID service only.

LEAVING

Sylvia G. Bennett, NE/PD
Gerardo Berrios, Jamaica
Thomas R. Blank, OPA/D
Bruce F.W. Brodigan, GC
Gilda H. DeLuca, AFR/TR
Laura Jordan Dietrich, ADA/EXRL
Sharon K. Dittman, IG/RIG/A/W
George R. Gardner Jr., COMP
Margarita R. Geoghegan, COMP/CS/DS

Larry D. Hamner, IG/RIG/A/W
Russell W. Hawkins, Honduras
James H. Hughes, RDO/Caribbean
Gloria T. Lane, M/PM
Adrienne Marie Owens, COMP/CS/R

Otto J. Reich, AA/LAC
Mary Ann Riegelman, AFR/RA
Peter A. Salinger, M/SER/IRM
John J. Speidel, S&T/POP
Kathleen A. Tharp, OPA/NMR

Jesus M. Trevino, COMP
Evert G. Van Voorthuizen, Upper Volta

Stephen J. Walworth, (IDI) COMP
Nancy L. Weaver, M/PM/TD

MOVING UP

Thomas B. Ankewich, IG, auditor
Alice J. Appleman, S&T/POP, secretary stenographer
Barbara A. Bennett, M/SER/IRM, management specialist
Joy V. Carpenter, ASIA/EMS, secretary typist

Linda Cope, M/SER/EOMS, administrative operations assistant
Lori Jo Geylin, Niger, secretary
Richard L. Hemphill, M/FM/PAD, accounting technician

Gail D. Horner, AA/PRE, administrative assistant

Robert F. Ichord, ASIA/TR, supervisor physical scientist

Richard Jones Jr., M/PM, personnel assistant

Patricia Percy Koshel, S&T/EY, economist

Denis Lauer, M/PM, clerk typist

D. Samantha McAskill, M/PM/PO, personnel staffing specialist

Steven F. Renz, M/SER/IRM, computer systems analyst

Erhardt O. Rupprecht Jr., LAC/DR, assistant agricultural development officer

Susan C. Saragi, FVA/PVC, secretary stenographer

Sonya L. Seldon, NE/PD, clerk typist

Gordon Anthony Straub, Honduras, assistant agricultural development officer

Mabel G. Thomas, M/PM, personnel management specialist

Leslie G. Vaughn, LAC/CAR, clerk typist

Robin J. Williamson, LAC/DR, secretary typist

William Clark Wurzberger, LEG/OD, congressional liaison officer

MOVING OUT

Lorraine A. Bellack, secretary, COMP, to secretary stenographer, M/PM

Robert A. Cahn, supply management officer, M/SER/COM, to deputy executive officer, M/SER/MO

R. Blair Downing, special assistant, ADA/EXRL, administrative operations specialist, PRE/TF/IPE

Christian R. Holmes, TDP/OD, to foreign affairs officer, PRE/TF



Eight additional Joint Career Corps (JCC) agreements recently were signed, bringing the total to 12.

These agreements allow university professionals to alternate work assignments between AID and the university, as well as for AID professionals to work at a university. University staff spend approximately a third of their time working for AID, normally on two-year overseas tours. AID participants usually spend one year teaching or in research at a university.

The new universities are: New Mexico State University, Ohio State University, Oregon State University, West Virginia University, the Univer-

sity of Wisconsin at River Falls, the University of Maryland at College Park, the University of Illinois at Urbana and the University of Arkansas at Fayetteville.

Other JCC agreements already have been signed with the University of Idaho, the University of Missouri at Columbia, the University of Maine and Colorado State University.

Administrator McPherson was presented an award by the National Association of State Universities and Land Grant Colleges (NASULGC) recognizing his role in creating an effective partnership between AID and land grant universities.

NASULGC President Robert L. Clodius presented the award at the joint session of the Board for International Food and Agricultural

Development (BIFAD) and the Commission on International Agricultural Programs, during NASULGC's recent annual meeting in Washington, DC.

In accepting the award, McPherson emphasized the enormous contribution to development that will result from AID-university collaboration.

E.T. York, BIFAD chairman, said that BIFAD's current agenda complements AID in Third World development and that the Title XII land grant universities and AID now have a "productive relationship."

Also present was Leonard Yaeger, deputy assistant administrator of the Bureau for Science and Technology. He explained that AID is stressing better project implementation. He said that the major areas of emphasis are in agriculture, fuelwood and research

in health and population.

Frederick Hutchinson, BIFAD executive director, said that universities with strengthening grants are being reviewed to determine their eligibility for Memorandums of Understanding (MOU). An MOU calls for a long-term commitment by a university to provide agricultural and related resources to support AID programs.

BIFAD's latest publication, "A Guide to Title XII and BIFAD," is now available.

The pamphlet describes the concepts and initiatives developed by AID and BIFAD, as well as the role of BIFAD and its staff. To obtain a copy, contact: Mary Lester, BIFAD, Room 5318NS, (202) 632-9048.

—Mary Lester



The Early Project Notification System (EPN), which was launched over a year ago to give AID missions and selected U.S.

Embassies the opportunity to comment on World Bank projects at an early stage, is now well-established. Since its early days, however, it has been expanded to cover projects of the Inter-American Development Bank. Asian Bank projects are being added now, as well.

The system covers projects valued at \$10 million or more in agriculture, rural development, energy, shelter

“
Recent changes in the Early Project Notification System will deal with potential delays and problems.”

(added at the request of the Office of Housing and Urban Programs), and balance-of-payments support. About 200 multilateral development bank projects are reviewed annually under the system.

Other changes have been made in the system over the last several months to deal with potential delays and problems. For example, the cable from the Office of Donor Coordination in the Bureau for Program and Policy Coordination (PPC/DC), which alerts AID missions to particular projects and asks for views, has been revised. It now asks field missions to focus their comments on potential problems and less on background information.

AID/W follow-up on mission responses also has changed. Instead of channeling most comments to the multilateral bank's U.S. executive director, the appropriate AID regional bureau and PPC staff first take up the problems with bank staff informally. Only if problems cannot be resolved in these discussions, is the

help of the U.S. executive director requested.

To date, the EPN system has enabled AID and other federal agencies to identify early such important difficulties as differing approaches to sub-lending interest rates in multilateral institutions in Ecuador and the need for a cohesive approach by donors to irrigation lending in Sri Lanka. Another important problem that the system has found is the issue of adequate cost-recovery measures in irrigation projects in Thailand and India.

Becoming aware of inconsistencies in donor efforts and differences in views at an early stage helps resolve problems before project planning is so far advanced that changes are both difficult and costly.

Further information about the EPN system or multilateral development bank project issues may be obtained by contacting Kathryn Boyd in PPC/DC.

FROM WID

The Equity Policy Center (EPOC) recently completed an 18-month study on the economic role of women in production, marketing and distribution of processed foods in Ziguinchor, Senegal. The study was part of the Office of Women in Development's (PPC/WID) Street Foods Project carried out by EPOC. In addition to Senegal, the project examines street food enterprises in Indonesia, Bangladesh and the Philippines.

The street foods trade is growing in developing countries. It includes such items as milk products, snacks, sweets, fruits and vegetables, cooked meats, cereal products and beverages. Such food can offer a substantial percentage of needed vitamins and calories for school children and working adults. From an economic perspective, it is an income-generating activity in which women are particularly active. Research shows that up to 30% of all household expenditures for food may be spent on street foods.

In Ziguinchor, the capital of Senegal's Casamance province, EPOC found that 75% of all street food vendors are women. Fifty-nine percent of these women are the major income-earners in their households. Research

also found that there is a gender difference in the contribution to the household food budget: men provide the supplies bought in bulk—often monthly; women purchase the daily food.

Also, EPOC found the average age of vendors in Ziguinchor to be 35. This would seem to indicate that women start their business once their child-bearing and child-rearing responsibilities consume less of their time, but when the economic needs of the family are the greatest.

Nearly all vendors in Ziguinchor—96%—make their own merchandise. But where they make the product seems to be decided along gender lines. Men dominate sale of foods such as skewered beef that are cooked on the spot. Women's wares usually are cooked at home.

Across the seasons, a woman's daily profit averages about 370 francs (one



Research shows that in Ziguinchor, the capital of Senegal's Casamance province, 75% of all street food vendors are women.

dollar). For a man, it is over four times that amount—1,600 francs.

Once EPOC completes its study, it will use the data to profile both the entrepreneur and consumer. These profiles will be used in recommending ways to improve the enterprises' trade, efficiency and cost-effectiveness as well as the products' nutritional quality.

For example, in Senegal, research findings suggest a variety of possible follow-up activities for AID or private voluntary organizations. Some of these interventions would aim at assisting urban traders in general, and street vendors in particular.

One would establish an urban market extension and form a city-wide market vendors' association. An extension service could oversee the establishment of a revolving credit fund for low-interest loans to very small entrepreneurs. The extension service also could provide advice on how to improve or expand existing businesses as well as organize short-term training sessions to introduce better management and basic business skills.

A second recommendation would use local extension agents trained in food technology and nutrition to help vendors expand the nutritional range of foods sold on the streets; introduce more sanitary ways of producing and storing products; and find ways to reach potential consumers—particularly those who are at risk nutritionally. This group includes mothers with infants, schoolchildren and adolescents.

The relationship of the informal urban food sector to major development strategies has become increasingly clear—particularly as it relates to small enterprise development and reducing world hunger. Both these concerns are closely related to the role of women in development because, as shown in EPOC's study in Senegal, a substantial portion of small enterprise owners in many developing countries are women. PPC/WID, with input from other interested Agency offices and missions, is assessing future directions of the Street Foods Project.

—Deborah R. Purcell



The Office of the Science Advisor's (SCI) Program in Science and Technology Cooperation (PSTC) is funding a study in Liberia of the black fly that carries the blinding disease onchocerciasis.

Onchocerciasis, or river blindness, is widespread in tropical Africa and Central America. It is caused by a parasitic filarial worm, *Onchocerca volvulus*. The parasite's early stages are spent in black fly females and is transmitted to humans or animals through fly bites.

Adult worms measure less than a millimeter in diameter and up to a half meter long. The parasite coils tightly under the skin and introduces thousands of tiny embryos into its host's body. These microfilaria migrate to the skin and eyes, eventually causing blindness.

The study in Liberia is under the direction of Professor Milan Trpis of Johns Hopkins University's School of Hygiene and Public Health. Field studies on how the disease is transmitted are under way at the Firestone Rubber Plantation at Harbel and in two Liberian rain forests. Studies also are

being performed in the savannas of Sierra Leone. The laboratory work is being carried out at the Liberian Institute for Biomedical Research (LIBR).

Once, a particular variety of the fly called *Simulium damnosum* was thought to be solely responsible for transmitting onchocerciasis in West Africa. But recently, at least 26 distinct fly varieties have been identified. It is not known which subspecies transmit the parasite to humans most effectively.

Data on transmission dynamics of the parasite by different species of black flies are essential to understanding the disease's epidemiology and to developing control strategies for different areas. Under the SCI-funded project, investigators are studying the dynamics of transmission and the vector (carrying) capacity of the various subspecies of *Simulium damnosum*.

The research also will provide information on the degree and cause of onchocerciasis in different geographical areas of West Africa. The length of life and blood feeding behavior of the black fly also are important factors which can profoundly affect transmission of the parasite. Such information will provide a foundation for a successful control program.

In some areas, one subspecies was

Transmitted by a black fly, river blindness is widespread in tropical Africa and Central America. Once, a particular variety of the fly was believed to transmit the disease in West Africa.

found to affect primarily people. But in other areas, the same subspecies affected mostly animals. Also, the length of time that female flies live has been found to increase from the rain forest to the savanna. But their population is more localized within the savanna than it is in the rain forest.

Project studies also will focus on seasonal variations of onchocerciasis. This is because changes in temperature and relative humidity may influence the mortality rate of the fly. Feeding frequency and incubation also depend on temperature.

In addition to its research element, the project is funding medical entomology research training for several Africans and has trained five young Liberians as field and laboratory technicians in vector-borne diseases.

The PSTC looks for new research ideas and explores new methods which may help solve serious problems in developing countries.

—Miloslav Rechcigl Jr.



The managing director of the Omani-American Joint Commission for Economic and Technical Cooperation, Hamood Hilal Al-Habsi, was in AID/W Jan. 6-13 to help review technical assistance proposals for one of the commission's projects.

The project, a \$32 million, seven-year scholarships and training project, will help remedy the severe shortage of skilled manpower in Oman. It is training 1,075 Omanis in under-

graduate and graduate studies in the United States. It also offers short-term training in the United States. Oman and third countries, and provides technical assistance to the Ministry of Education.

A \$35.5 million, three-year AID loan, which is helping fund school construction, will complement the scholarships and training project.

Besides education and training, the commission's activities focus on two other critical areas: water resources and fisheries. In water resources, a \$7.5 million loan partially funds an aquifer recharge dam, which retains rainwater to recharge groundwater.

A fisheries development project, funded by a \$6.6 million grant, aims at strengthening the Directorate of Fisheries. The emphasis is on training. In addition to establishing a fisheries extension service, the project will train Omanis in measuring and monitoring the fish supply.

Due to its oil production, Oman has a relatively high per capita income. Nevertheless, economic development and modernization did not begin until 1970. Consequently, Oman is considered a developing country.

The commission was created in 1980 in conjunction with a military access agreement between the two

countries. Based in Muscat, the commission is overseen by two co-chairmen: the Omani undersecretary of foreign affairs and the U.S. ambassador to Oman. Besides the managing director who was in Washington in January, staff includes four AID direct hires and two other Omani professionals. Chester Bell is the AID representative.

Each year, AID provides the commission with \$3 million in grants and \$10 million in loans. The grants fund operating costs and technical assistance. The loans, which the Omani government matches, support development projects.



Annually, the Office of Inspector General (IG) develops an audit plan for the coming year. The plan is drawn from a review of AID's programs and operations. Particular attention is given to areas that seem most susceptible to fraud, waste or abuse.

Because AID oversees thousands of development projects, commodity import programs, private voluntary

The Audit
Second in a series

organization activities, and housing guaranty loans, AID audits must be conducted on a highly selective basis. This is made all the more necessary because there are only about 75 direct-hire IG auditors and managers worldwide.

In preparation for this plan,

regional inspectors general for audit (RIG/A) poll management officials in the field for suggestions on activities that may require attention. Cables from RIG/As ask for similar input from AID missions not covered in this planning survey. In AID/W, the IG asks assistant administrators and directors of independent offices for their audit needs.

RIG/As consider all requests as they formulate their regional plans. The resulting plans are forwarded to the IG for review and coordination. Ultimately, they are reviewed by IG's Central Planning Committee at its annual meeting.

The committee is chaired by the IG and includes his policy staff and RIG/As. The group analyzes results from the previous year's activities and reviews requests for audit together with suggestions from the U.S. Office of Management and Budget, Congress, and the President's Council on Integrity and Efficiency.

From this analysis and review emerge a number of areas for audit

in the coming year. The IG then makes a final review of the regional plans. These regional plans then are incorporated with the IG's annual audit plan which is distributed throughout the Agency.

Although some mid-course corrections usually have to be made in each audit cycle, IG makes every attempt to stay as close as possible to the schedule that the Central Planning Committee adopted. Therefore, requests made during the audit cycle are evaluated in the context of the approved plan. This is because audit resources are severely limited in the context of the demand for them. One of the factors that weighs most heavily in considering such requests is management's capability to make the review itself. However, where requests relate to impropriety or involve the IG's Office of Investigations and Inspections, they are honored as soon as possible.

Plans are to contract private accounting firms to compensate for the scarcity of direct-hire IG auditors.

Accordingly, AID has issued a request for proposals to accounting firms in the United States, inviting them to bid on financial and compliance audit services, especially through their overseas offices and affiliates. Three firms will be awarded indefinite quantity contracts funded by IG. This will allow AID to request certified public accountant (CPA) audits of its projects. Funding for such audits will come from the budget of the project or activity audited. IG will be responsible for the oversight and quality of CPA audits.

Guidelines and details of AID's evolving private audit program soon will be published.

—Fred Kathammer

Help combat fraud, waste and abuse. Use the AID Inspector General hotline to report theft or misuse of AID resources: (703) 235-3528 or P.O. Box 9664, Arlington Post Office, Rosslyn Station, VA 22209.



The Asia Bureau's smallest bilateral program is also its newest. It is the Burma program, which resumed in 1980 after a 15-year hiatus.

Yet despite its size, the program is important. According to U.S. Ambassador Daniel A. O'Donohue, "The continuing contribution AID is making to the development effort has significantly strengthened our basic bilateral relationship."

The fiscal 1984 program provides \$12.5 million to Burma's health and agriculture sectors. There are two primary health care projects and a maize and oilseeds production project.

The program is directed by AID Representative Charles D. Ward, who arrived in Burma in 1983 after serving as mission director in Yemen. His staff: Richard Nelson, program officer; Stephen Thomas, health development officer; Charles Simkins, agricultural development officer; and Elsie Goodridge, executive assistant. Dennis Weller, an international development intern, is an agriculturalist; and Marie Tun Myint, a Burmese, is the participant training assistant. Wanda Rathack is a part-time

secretary.

The first project under the new program was Primary Health Care I, which was assigned in August 1980. It has provided \$5 million for technical assistance, supplies and training for volunteer, village-based community health workers; auxiliary midwives; and traditional birth attendants. The program was expanded in fiscal 1983 with the signing of the \$7.1 million Primary Health Care II Project.

These projects will assist station hospital and rural health centers in the country. Rural health centers refer patients, when necessary, to station hospitals which usually are 16-bed facilities. The first project reaches 147 townships and the second will cover the country's remaining 167 townships.

One typical primary health effort was completed in 1982 in Hmambi Township, about 35 miles north of Rangoon. In 1981-82, AID trained 120 community health workers, 12 auxiliary midwives and 42 birth attendants.

The other major project—on maize and oilseeds production—began in 1981. It provides \$30 million to match the Burmese government's commitment of \$21 million. The purpose of the five-year project is to increase production of maize, peanuts, sesame, sunflower and soybeans in 28 rural

townships in central Burma. It will cover 388,600 acres. It provides technical assistance; training, including graduate study and short-term training in the United States; fertilizer; pumps; farm machinery; and seed farms. The project will increase rural income and improve national food supply and nutrition.

Assistant Administrator for the Asia Bureau Charles W. Greenleaf Jr. dedicated one site of AID's new Rural Electrification Project in Indonesia. The ceremony took place in January on the island of Lombok.

The project will provide electric power to 10 areas on the islands of Java, Sumatra, Lombok and Sulawesi. It will be carried out by various Indonesian government agencies over the next three years.

The national power agency will carry out the program in central Java where 130,000 consumer connections will be made in 486 villages. The Ministry of Cooperatives will implement the program on the outer islands of Sumatra, Lombok and Sulawesi, reaching 190 villages. About 23,000 consumers will be aided in Lampung, Sumatra; 14,000 in East Lombok; and 14,500 in Luwu, South Sulawesi.

AID will provide \$11 million in grants and \$30 million in loans. The

Indonesian and Dutch governments are contributing, as well.

Also attending the Lombok ceremony was AID Mission Director William Fuller, Brig. Gen. Gatot Soeherman and the provincial governor.

The Asia Bureau held its annual mission directors conference in mid-January in Bangkok. The 2½-day meeting dealt with innovations in project implementation, the regional bureau strategy papers and several other topics.

The conference focused on the bureau's experimental approach to implementing projects. Undertaken with the encouragement of Administrator McPherson, the experiment resulted from work of the Agency's project implementation task force, chaired by Leonard Yaeger; ideas offered at the Administrator's retreat in Baltimore last summer; and appraisals of project implementation courses.

This experiment will examine preparation of Country Development Strategy Statements and Project Identification Documents, as well as review project approval authority, redelegations of project implementation authority, increased emphasis on implementation and enhanced monitoring and evaluation of projects.

—Joseph A. Esposito

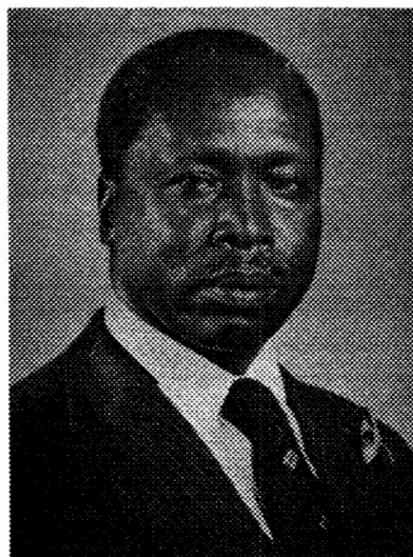


Annual bilateral talks between the United States and Tanzania Nov. 30-Dec. 1 focused on the statutory prohibitions against providing assistance to countries in default on the repayment of foreign assistance loans. There was particular interest on how these restriction would affect development assistance objectives and the need for policy reforms.

The U.S. delegation emphasized the importance of a favorable policy environment as a means of fostering private sector growth. The delegation also pointed out that growth of the private sector complements a country's overall development objectives. The talks were described as a candid and a useful exchange of views.

Kenya's President Moi gave his strongest speech ever Dec. 2 on the need to plan family size. "Whenever I go to international conferences, people

point at me saying, 'That is the leader of the people with the highest population growth rate in the world,'" Moi said the day after he returned from Commonwealth meetings in New Delhi. "If no heed is taken by the people, the government must step in because population explosion can pose a vast national problem and even lead



Kenyan President Moi

toward catastrophe if it goes unabated," the chief of state said.

In related developments, Kenya strengthened its National Council on Population and Development by upgrading the director's position to senior level and by upgrading several staff positions in the secretariat. Moi's office also is reviewing a major five-year policy paper on population.

The Combatting Childhood Communicable Diseases (CCCD) project recently launched oral rehydration therapy (ORT) activities in Zaire and Togo. Currently, there is a CCCD-sponsored ORT project under way in Liberia. Similar activities have been approved for Lesotho, Swaziland and Malawi. The CCCD project, a multi-donor effort carried out through the Cooperation for Development in Africa, focuses on immunizations, ORT and treatment of malaria.

The program's goal in Zaire is ORT use in 46% of the children, 5 years old and younger, by 1987. In Togo, plans are to reach 65% of the target group by mid-1987.

Pending necessary funding, the CCCD project will initiate projects which integrate immunization, ORT and malaria treatment in seven other countries in fiscal 1984.

As a result of the Executive Committee for Project Review meeting Dec. 9, the Africa Bureau has recommended that a Basic and Non-Formal Education Project be approved for Lesotho. The seven-year \$25.8 million project aims at:

- Strengthening the Ministry of Education's financial management, personnel systems, planning and policy formulation and management operations.
- Improvement of administration, policies and teaching at the National Teachers Training College.
- Helping revise the primary school curriculums and instructional material.
- Support of non-formal education.

The project will fund long- and short-term technical assistance, participant training and commodity procurement.

—Frank Lavin



The Office of U.S. Foreign Disaster Assistance (OFDA) offers risk and vulnerability mapping as a service to AID missions. These

are tools that can help a country cope with the impact of a disaster. Risk mapping means identifying high-risk areas and relating the effect of the area's hazards to the people at risk and to the probability that an event will occur. Vulnerability mapping

identifies segments of a population and resources at risk.

All development projects in disaster-prone areas have a risk factor. Risk mapping helps define the magnitude of the risk. By analyzing the risks at the project design stage, it is possible to predict vulnerability in the context of the project's costs and benefits and make adjustments, if necessary, to reduce the danger.

Some of the most cost-effective and far-reaching disaster mitigation progress takes place during rehabilitation and reconstruction following a disaster. For example, in Colombia

after the 1983 earthquake, community leaders as well as apprentice- and master-builders were taught how to build earthquake-resistant buildings. This has resulted in much safer adobe houses at a minimal additional cost.

Comprehensive hazard management programs consider all kinds of risk-reduction measures. For example, in Jamaica, legislation for building and housing standards is part of a very ambitious program of the Office of Disaster Preparedness. The entire program encourages disaster mitigation plans at all levels of government, as well as within the private sector.

Comprehensive programs also have been launched in the Dominican Republic, Colombia, Costa Rica and Venezuela.

In addition to these countries, OFDA has succeeded in getting disaster mitigation activities under way in Dominica, the Solomon Islands, Tonga and Fiji. OFDA's success in launching such activities hinges on the interest of AID missions. AID missions in disaster-prone countries need only ask for OFDA's help. An increasing proportion of OFDA's budget is earmarked for vulnerability reduction.

—Gudrun Huden



The Office of Equal Opportunity Programs (EOP) has selected the Agency's equal employment opportunity (EEO) counselors. During

their two-year term, counselors consult with employees or applicants for employment who believe that they have been discriminated against. Three of the 13 counselors that EOP announced will begin a second term. They are Denise Decker of the Office of U.S. Foreign Disaster Assistance, James Singletary of the Bureau for Latin America and the Caribbean and Vanessa Washington of the Office of the General Counsel.

New counselors are Kwan-Ha Chen, Bessie Harriston, Johnnie Holt and Otto Schaler of the Bureau for Science and Technology; Nathaniel Hawkins and Mary Smith of the Bureau for Management; Mary Herbert and Earline Wilkinson of the Bureau for Program and Policy Coordination, Vivikka Mouldrem of the Asia Bureau, and Michelle Rucker of the Board for International Food and Agricultural Development.

The EEO complaints system is complex and counselors are trained before their term begins. When they complete EEO counselor training, a notice will be circulated announcing their certification. Until the certification process is finished, employees who want to talk with an EEO counselor should contact one of the current counselors.

EEO counseling is the first step in the discrimination complaint process. Counselors' duties include advising the complainant on procedures, time limits, his rights, inquiries with appropriate officials and informal resolution of the complaint.

In making its selection, EOP aimed to find counselors who represent a cross section of grade levels, races, sexes and ages. Counselors also were

chosen for personal characteristics such as empathy, objectivity, perceptiveness, resourcefulness, flexibility, stability, honesty and a commitment to promote equal job opportunities.

Such characteristics are important because counselors are the liaison between employees and management. As such, they must be able to establish an open and sympathetic channel through which employees may ask questions, discuss complaints, obtain answers and informally resolve the problem.

EOP manages the EEO counseling program. It is federally mandated and Agency supported.

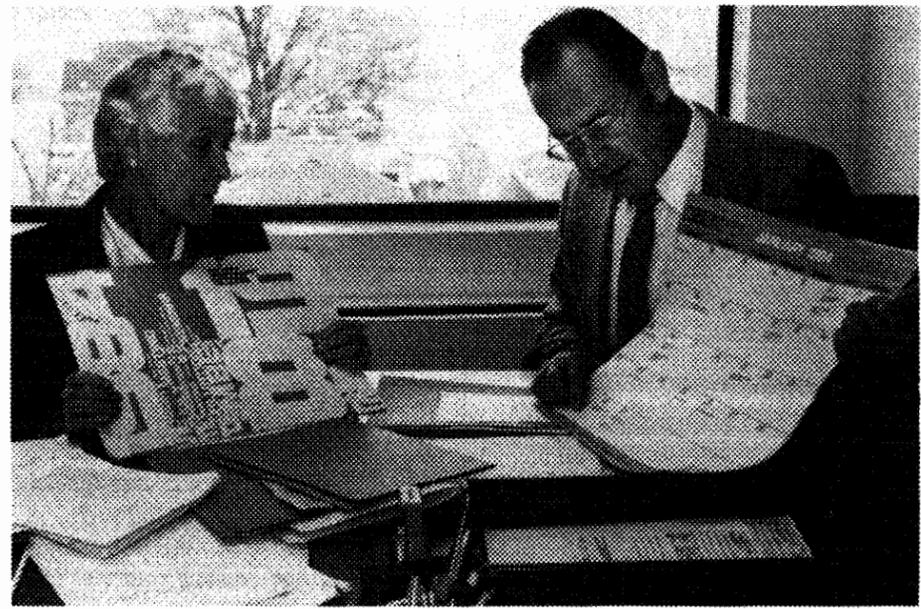
Approximately 200 AID and State Department employees attended the observance of Martin Luther King Jr.'s birthday Jan. 17 at Main State. The event, sponsored by AID, State and the Thursday Luncheon Group, featured a three-member panel discussion on King's role in the civil rights and peace movements.

One of the panelists was Wiley Branton, a former dean of Howard University School of Law and one of King's close colleagues. Branton described the birth of the civil rights movement in Montgomery, AL, and his own role in the voter education project.

The Rev. Paul Monk, a former U.S. Army chaplain and current editor of *Message* magazine, discussed what motivated King's involvement in the peace movement and how his involvement related to a belief that war would negatively affect the civil rights movement.

Citing passages from King's 1963 "Letter from a Birmingham Jail," the third panelist, the Rev. David Eaton, spoke of King's depth and integrity. Pointing to King's model for non-violent social change, Eaton stressed that it is based on King's belief that the universe supports the truth of one's action and is on the side of justice.

—Voncile Willingham



Deputy directors of AID's Office of Personnel Management, Mary Valentino and Richard Parsons, inspect the new AID Management Calendar. The calendar is being distributed to supervisors overseas and in AID/W.



Have you ever missed a deadline? Have you ever written 10 performance evaluation reports in one day? Have you ever wondered why you always seem to find out about deadlines the day before or the day after? Help is on the way.

The Bureau for Management recently developed an AID Management Calendar which details major Agency-wide deadlines—particularly those in areas of personnel, contracting, budgeting and legislative program support. Designed by Larry Chandler of the Office of Management Operations, the calendars are being distributed to AID/W and overseas supervisors.

The calendars will help managers plan effectively to meet scheduled deadlines. They also can be a useful tool for planning temporary duty and leave. Overseas posts may want to tailor their calendars to indicate local holidays and deadlines for project identification

documents and project papers.

The 1984 calendar includes deadlines for performance evaluations of Foreign Service, Civil Service, merit pay and Senior Executive Service, several types of procurement actions and obligation tracking. Dates also are marked for Congressional hearings, mission director conferences and Board for International Food and Agricultural Development meetings.

With the arrival of the microcomputer and other automated equipment at AID, a need to share information has developed among automated data processing (ADP) users. In an attempt to meet this need, M/SER/IRM is collecting information on software, applications and solutions to various problems. Periodically, the information is sent to users.

Users who wish to contribute an item or who would like to be added to the distribution list should contact Mona Harris, M/SER/IRM/TS, Room 709, SA-12, 632-3863.

—Barbara Bennett

HOUSING



The Office of Housing and Urban Programs (PRE/H) is exploring a variety of theoretical, analytical and operational mechanisms to

identify the most appropriate role for AID in urban development.

At the operational level, this is being pursued on two avenues: increased training of host country personnel and expanding the ability of PRE/H to respond to mission requests for assistance.

Municipal officials from developing countries have attended seminars on urban development issues at Massachusetts Institute of Technology, the Shelter Workshop and the Research Triangle Institute. PRE/H also has sponsored in-country and regional training seminars. These training sessions have featured general discussions on urbanization and also focused on

specific problems of municipal finance, budgeting and local revenue generation.

Through its Urban Development Support Services Project, PRE/H is increasing its ability to respond to mission requests for operational support. Key goals of the project are to improve AID's capacity in urban programming, to identify strategic areas for investment, to respond to mission requests for assistance and to help developing countries formulate national urban policies. Specific tasks that might be undertaken could include: urban development assessments, urban and financial management assistance, analyses of the construction sector, intra-urban infrastructure requirements and a series of urban indicator papers.

In response to mission requests, PRE/H has:

- Performed a management audit and developed an urban development project in Jamaica.
- Given technical assistance to the mission in Ecuador to strengthen the ability of local governments in fiscal

management, revenue generation and cost containment.

- Helped the mission in Peru prepare an urban development strategy.
- Performed a series of studies in Panama to examine the economic characteristics of low-income barrios and helped develop a pilot program to generate employment using community-based organizations in cooperation with the mission there.

Analytical tools that PRE/H is developing include methods to assess urban development and urban land needs.

Preliminary work has been completed on developing an urban land needs assessment. The method projects the future supply and demand for urban land. Then, it examines mechanisms that could be used to ensure that low-income households will have land for shelter, employment and community facilities. Explored next is the effect that variables, such as plot standards and government regulations controlling the sale, tenure and taxation of property, will have on the supply of urban land for low-income

households. One of the expected indirect benefits of applying this analytical tool is that host country institutions will develop urban land policies.

Operating on a parallel plane is a second analytical tool: a method for urban development assessments. This method defines current urban problems as well as economic opportunities, assesses the economic and spatial growth potential of urban centers and outlines institutional responsibilities. This method is being tested in Senegal, Nepal and, in a more simplified form, in Somalia.

To stimulate a theoretical discussion of urban development, PRE/H solicited proposals from urban development experts across the country. These papers identified what outside experts perceive as the key constraints to a more rational urbanization process as well as proposed solutions. Not unexpectedly, the exercise produced a wide array of responses ranging from concrete proposals to theoretical theses.

—Alexi Panehal

AGRICULTURE

Commercial nitrogen fertilizer may be too costly for many subsistence farmers in Asia. However, biological nitrogen fixation can help subsistence farmers profit from planting modern, nitrogen-responsive rice varieties.

P.A. Roger, soil microbiologist at the International Rice Research Institute (IRRI) in the Philippines, says subsistence farmers can obtain

“
With proper azolla strains and management, nitrogen yields can be expanded in many countries.”

yields of one to three tons per hectare when modern rice varieties are grown continuously on the same wetland—even without nitrogen fertilizer.

Roger attributes spontaneous nitrogen fertility to free-living and symbiotic blue-green algae and bacteria. This algae and bacteria can pull nitrogen from the air and release it in the soil.

IRRI research shows that algae living in symbiotic association with the water fern, azolla, can provide a hectare of rice with as much as 60 kilograms of nitrogen, which the algae takes from the air. With the proper azolla strains and management, nitrogen yields can be expanded in many countries, Roger says.

Recently, scientists in India developed a technique for inoculating fields with blue-green algae, and claimed

to increase rice yields by 10%. Field inoculation of free-living, nitrogen-fixing organisms, such as bacteria, is still at the trial stage and no yield increases have been recorded so far.

But Asian farmers have not come close to realizing the vast potential of leguminous crops and azolla as green manures in wetland rice fields, Roger says. He attributes this underuse to ecological and socioeconomic factors and to a lack of technology development.

Commercial production of nitrogen fertilizer requires large manufacturing facilities, energy supplies and financial investments. Roger says that such resources will not be available in many developing rice-growing countries for a long time. Furthermore, he adds, rising construction costs and uncertain fuel supplies will make nitrogen fertilizer even more expensive.

Biological nitrogen fixation, on the other hand, is an important, safe nitrogen source that will remain economically viable, he emphasizes. Research on how to use this natural process more efficiently is essential to increasing rice production in Asia.

AID, through the Bureau for Science and Technology's Office of Agriculture (S&T/AGR), funds 25% of IRRI's core research and training programs. In addition, S&T/AGR funds major international technical assistance, training and research for biological nitrogen fixation by the University of Hawaii through the NifTAL project at Paia, Maui.

War in Cambodia caused the numerous traditional Khmer rice varieties to disappear from farmers' fields. However, today, the Khmer varieties are back in their native land, growing under their correct names. This is because IRRI's International Rice Germplasm Center and Cambodian scientists collected and preserved Khmer rice germplasm in the early 1970s, according to T.T. Chang, head of the germplasm center.



Shouichi Yoshida, an IRRI plant physiologist, (right) and a research assistant check seedlings grown from entries in the world rice germplasm collection. In 1982, IRRI researchers tested seeds of more than 34,000 rices.

Speaking at the 1983 meetings of the American Society of Agronomy, the Crop Science Society of America and the Soil Science Society of America, Chang discussed the function of the germplasm center.

Another major threat to the survival of primitive rice varieties, Chang said, is their replacement on rice farms with new, high-yield varieties. Furthermore, with construction of dams, highways and houses, as well as the clearing of forests, self-perpetuating wild rices that adjoin cultivated areas also are dwindling at an alarming rate.

Chang said that many traditional varieties and several wild rices have been found to possess high levels of resistance to several diseases and insects—resistance that can be bred into modern rice varieties.

IRRI's rice germplasm center often is cited as a model center for crop germplasm conservation. It carries out a comprehensive program of acquisition, field conservation, seed multiplication, systematic characterization, documentation, seed preservation, germplasm distribution and periodic seed rejuvenation.

The center has collected more than 10,000 rice varieties from remote areas of the world since 1971, in collaboration with rice research centers in other countries. About 25,000 additional seed samples have been assembled by workers in national programs.

According to Chang, the germplasm center distributes the largest volume of seeds in the world, yearly supplying as many as 11,000 seed samples to foreign breeders. IRRI researchers use nearly 50,000 acquisitions a year for rice improvement.

The IRRI center currently has 70,000 cultivars, wild relatives and genetic testers, which it is holding in cold storage for various time periods. Chang said that the National Institute of Agricultural Sciences of Japan, the U.S. National Seed Storage Laboratory and IRRI store duplicate seed stocks. As shown dramatically by the Khmer varieties, these preservation sites are insurance against loss of irreplaceable germplasm.

Nevertheless, Chang said that collection of rice germplasm around the world is little more than half done. He estimates that there are about 50,000 more acquisitions to be made. IRRI and the International Board for

Plant Genetic Resources (IBPGR) are working together to complete this important collection.

IRRI and IBPGR are among the 13 international agricultural research centers in the Consultative Group on International Agricultural Research. They receive about 25% of their core funding from AID.

FROM RD

African governments are cautioned against creating state-owned or -managed food marketing bodies to prevent oligopolistic food trading practices. Reason: there is little evidence that such oligopolies exist. (An oligopoly is a market situation in which a few producers control the demand from many buyers.)

That's the observation of Abe Waldstein of S&T's Office of Rural and Institutional Development (S&T/RD) Small Farmer Marketing Access Project. In a recent talk before the Society for International Development's Marketing Work Group,

“
The greater the competition, the less likely speculative hoarding and storage of food staples.”

Waldstein said that many African governments assume that traders stockpile food acquired cheaply just after harvest. The same traders supposedly hold the food until supplies have dwindled, then sell at inflated prices.

But according to Waldstein's field work in Niger and Rwanda, what actually happens is quite different. Most traders are people who engage in the activity part-time to get short-term returns on surplus cash. Because there are many traders, competition is keen. Because competition makes market conditions difficult to predict, large-scale storage is risky. Also, storage and security costs for large amounts of food in private warehouses are high.

(continued on page 19)



IRRI scientists check azolla growth. The amount of growth is directly related to the quantity of nitrogen fixed. Research on how to use biological nitrogen fixation more efficiently is essential to increasing rice production in Asia.

S&T—From page 18

In light of these findings and the fact that traders consequently best serve their interests by rapid turnover of stock, Waldstein asks, where then is the storage?

In rural Niger, indications are that the village is the site of long-term grain storage. It is kept in village granaries in small quantities. Within a village, staple food grains pass from household to household. At some point, a household, for his own reasons, sells to traders in the national food staple marketing system. From there, transactions take place in relatively rapid succession to the consumer. The length of time it takes food staples to go from village to consumer is apparently more a function of the number of intervening transactions than it is of a group of traders manipulating the supply.

Waldstein's work suggests that national institutions can better protect the public by promoting easy entry into the trading profession. The more traders there are, the harder it is for an oligopoly to get started. The greater the competition, the less likely speculative hoarding and storage of food staples.

FROM FNR

This year's Congressional Presentation (CP) uses a new system to categorize Agency spending on forestry, environment and natural resources. The Bureau for Program and Policy Coordination and S&T's Office of Forestry and Natural Resources (S&T/FNR) have been developing the system over two years, working with the regional bureaus to develop definitions and mutually exclusive categories of spending.

The system inventories projects in which the major focus or a major component is "the better management of scarce natural resources (such as agricultural land, water, rangeland, coastal areas) to ensure long-term sustained economic and/or social benefits."

The CP includes estimates of Agency spending, by bureau, in nine categories:

- Integrated land-use management/multiple resource planning.
- Minerals management.
- Forestry.
- Soils management.
- Water resources management.
- Rangeland management.
- Pollution control and waste management.
- Water and sewage capital development.
- Other environmental activities (environmental education, support to environmental private voluntary organizations and resource inventories).

The inventory has been entered onto a computer compatible with the Agency mainframe, which makes it easy to update and allows more sophisticated analysis in the future.

The inventory also identifies projects by other components that they might contain, such as training, research and the use of remote sensing.

NUTRITION

Over 80 experts in nutrition and health policy and programming met in Cairo Jan. 16-19 to discuss nutrition in primary health care. Thirty-five countries were represented at the conference, which was sponsored by the International Nutrition Planners Forum and hosted by Egypt's Ministry of Health.

Based on an exchange of information on what has succeeded and failed in current undertakings, participants identified major issues related to nutrition intervention in primary health care. They then prepared a series of recommendations on the

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A follow-up workshop on nutrition in primary health care is planned for West Africa.

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design, implementation and evaluation of programs. This will help ensure that appropriate nutrition components are included in future primary health care efforts.

The keynote paper, delivered by Dr. Abraham Horwitz, director emeritus of the Pan American Health Organization, was entitled "Making Primary Health Care Nutrition Work: Issues Raised in a Review of the Record."

Two other papers also sparked discussion. One, prepared by Dr. Amorn Nandasuta, permanent secretary of the Thai Ministry of Health, was entitled "Integration of Nutrition in Primary Health Care: Rationale, Selection of Priority Components and the Main Strategy." The second, by Dr. Bandri N. Tandon, head of the Department of Gastroenterology and Human Nutrition at the All India Institute of Medical Sciences in New

Delhi, dealt with the problems of integrating nutrition in primary health care.

Subsequent discussion at the conference focused on:

- Potential advantages and disadvantages of integration within and between the nutrition and health sectors.
- Criteria for selecting specific nutrition considerations and components from known interventions.
- Identification of target population groups at high risk of malnutrition.
- Methods for gaining the attention and understanding of policy-makers and planners at all levels.
- Methods for mobilizing and sustaining participation.
- Nutrition training requirements for primary health care workers.
- Operational research.

The Committee on International Nutrition Programs of the National Academy of Sciences will meet shortly with AID's sector councils on nutrition and health to discuss activities that the Agency and other institutions can launch to take advantage of the conference's achievements. Copies of the meeting's conclusions and recommendations are expected to be ready for distribution in March or April.

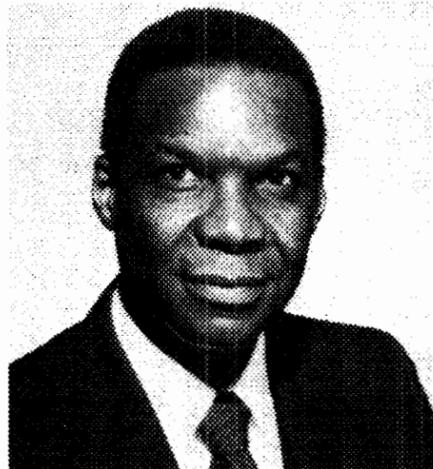
Plans already are under way for a follow-up workshop on nutrition in primary health care for West Africa.

The Cairo meeting's sponsor, the International Nutrition Planners Forum, is an unofficial organization of senior developing country officials responsible for nutrition policy and programming. Its development was fostered by S&T's Office of Nutrition. It aims to provide opportunities to developing country health and nutrition leaders to share experiences and information, and to speak out on major health and nutrition issues.

Becton Joins OFDA Staff as Director

A retired lieutenant general, Julius W. Becton Jr., has been named to succeed Martin D. Howell as director of the Office of U.S. Foreign Disaster Assistance (OFDA). Howell is now the director for strategic studies in the Bureau for Program and Policy Coordination.

Before retiring from the Army in August, Becton was deputy commander of the U.S. Army Training and Doctrine Command and was in charge



Julius Becton Jr.

of all schoolhouse training programs for enlisted personnel. He was also the army inspector of training.

Explaining why he left retirement to join AID, Becton said, "This particular office has the kind of goals and mission that are challenging and afford those working here the opportunity to make a contribution.

"Disaster assistance gives us, as a nation and as individuals, the opportunity to get involved in meaningful work," Becton says. He has spent considerable time overseas and has seen what natural disasters as well as wars, hunger and drought can do. "OFDA is ideally suited to helping alleviate that suffering," Becton said.

Though he is not planning to make any changes right away, Becton emphasizes that while he is in charge, the work done and proposals made will come from a collective effort—teamwork will be the key.

Becton earned a bachelor's degree in mathematics from Prairie View A&M College in Texas and a master's degree in economics from the University of Maryland.

AID BRIEFS**Poley Wins the Excalibur**

Janet Poley, project adviser for two rural development training projects of the mission in Tanzania, has received the Congressional Excalibur Award for excellence in public service. The award recognizes outstanding contributions by federal civilian and military employees at local, national or international levels.

The two projects represent an eight-year, \$32.2 million effort to improve Tanzanian agricultural production and local government effectiveness through training. Poley was cited for her strong leadership in adapting U.S. training methods and curriculums for use in Tanzania. "Her efforts have produced an increased understanding by Tanzanian officials of the development problems they confront and how U.S.-Tanzanian collaboration can effectively help remedy them," the citation reads.

Help Asked of Readers

In his State of the Union Address, Jan. 25, President Reagan cited several outstanding people who unselfishly give of their time and talent to help others. Many AID employees and/or their spouses also volunteer time and skills in their Washington or overseas community.

To emphasize National Volunteer Week this spring, *Front Lines* plans to spotlight AID volunteers and their activities. But we need our readers' help. Please send us the names of volunteers that you know in the "AID family," telling us what their volunteer activity is, and where we can reach them for an interview. Cable, bring or mail this information to *Front Lines*, Room 4898NS by March 15.

Peace Corps Group Meets

Each month, former Peace Corps volunteers in the Washington, DC, area meet for a wide range of activities. Dues are \$15 a year. For further information, contact Holland McKenna at 667-2828.