

CALENDAR

JUNE

19: "AID Opportunities in International Business" in San Antonio, TX. Sponsored by AID's Office of Business Relations. Contact: Office of Business Relations; telephone (703) 235-1720

JULY

2-4: First International Solidarity Conference for the Development of the Comoros to be held in Moroni, Comoros. Contact: Lilly Willens, Office of East African Affairs, (202) 632-4030

15: Deadline for AID mission agricultural development officers to nominate participants for Nitrogen Fixation by Tropical Agricultural Legumes project at the Inoculant Production Plant in Hawaii. Contact: NIFTAL Project-MIRCEN, P.O. Box O, Paia, HI 96779

15-18: Annual meeting of the Aquatic Plant Management Society, Richmond, VA. Contact: The Aquatic Plant Management Society, P.O. Box 06005, Ft. Myers, FL 33906

16-20: International Citrus Congress, Sao Paulo, Brazil. Contact: D. C. Giacometti, Cenargen, Caixa Postal 102372, 70770 Brasilia, Brazil

18-19: 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

19-20: International Symposium on Salmonella, New Orleans, LA. Emphasis on practical methods

to prevent salmonella in food animals and their products and in humans. Contact: Dr. G. H. Snoeyenbos, Paige Laboratory, University of Massachusetts, Amherst, MA 01003

21-28: Eighth World Conference on Earthquake Engineering, sponsored by the Earthquake Engineering Research Institute, San Francisco, CA. Contact: EERI-8WCEE, 2620 Telegraph Ave., Berkeley, CA 94704

22-Aug. 4: International Symposium on Indo-Pacific Plankton, Shimizu, Japan. Contact: David H. Montgomery, Secretary, Western Society of Naturalists, Biological Sciences Department, California Polytechnic State University, San Luis Obispo, CA 93407

23-27: Annual International Agricultural Conference sponsored by the International Development Institute to be held in Washington, DC. Contact: Ellen Carlos (202) 547-1727

23-Nov. 2: International Course on Plant Protection, Wageningen, The Netherlands. Contact: Director, International Agriculture Center, Postbus 88, 6700 AB Wageningen, The Netherlands

AUGUST

6-10: "Evaluation of Project Designs" urban planning workshop sponsored by the Massachusetts Institute of Technology will use cities in Brazil, Sri Lanka, and Egypt as models. Contact: Directors of Laboratory of Architecture and Planning, Building N52-431, 77 Massachusetts Ave., Cambridge, MA 02139

12-16: American Phytopathological Society annual meeting,

Guelph, Canada. Contact: APS Annual Meeting, 3340 Pilot Knob Rd., St. Paul, MN 55121

12-17: Second Global Conference on the Future. The theme is "Toward Community: Thinking Freely, Acting Courageously," New Delhi, India. Contact: Global Futures Network, 26 McGill St., Toronto, Canada, M5B 1H2, or 181 Rewa, Haji Ali, Bombay 400 026, India

12-17: World Soybean Research Conference, Iowa State University, Ames, IA. Contact: James B. Sinclair, University of Illinois, Department of Plant Pathology, N-519 Turner Hall, 1102 South Goodwin Avenue, Urbana, IL 61801 or Walter R. Fehr, Department of Agronomy, Iowa State University, Ames, IA 50011

13-14: Joint Committee on Agricultural Research and Development (JCARD) meeting, sponsored by AID, Washington, DC. Contact: John Stovall, AID/BIFAD, Room 5316, Washington, DC 20523; telephone (202) 632-8532

13-15: International Conference on Soils and Nutrition of Perennial Crops, Kuala Lumpur, Malaysia. Contact: Secretary, Organizing Committee, Malaysian Society of Soil Science, P.O. Box 2644, Kuala Lumpur, Malaysia

13-16: Water Resources twentieth annual Conference on "Overcoming Institutional and Technical Constraints to Water Resources Management," sponsored by the American Water Resources Association. The conference will include a symposium on the operations for researching water quality goals. Washington, DC. Contact: Claire Welty, U.S. Environmental Protection Agency (WH-565B), 401 M St. SW, Washington, DC 20460

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

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

JUNE 1984

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

PN-ACZ-507



AID IN PAKISTAN

Meeting Promotes Minority Involvement

Egypt Undertakes ORT Program

House Passes Authorization

Meeting Promotes Minority Involvement

The key to success isn't much good until you discover the right door to unlock, according to a Chinese proverb.

During the AID Opportunities for International Business Conference May 4 in Washington, DC, Deputy Administrator Jay F. Morris and Rep. William Gray (D-PA) confirmed that AID and Congress are finding ways to provide the keys to minority- and women-owned businesses and identifying additional doors of opportunity.

"The Administration and AID continue to be very serious about the increased involvement of minority businesses, historically black colleges and universities (HBCUs) and minority private voluntary organizations (PVOs)," said Morris. For example, in fiscal 1978 about \$10 million of AID direct contract funds went to minority enterprises. By contrast, without a Congressional mandate, the total jumped to \$31 million during fiscal 1983. Also, the amount of contracting and assistance provided to HBCUs has risen to almost \$6 million in fiscal 1983—up \$2 million from the previous year.

The Congressman explained that the Gray Amendment targets at least 10% of AID's development assistance to go to disadvantaged businesses, HBCUs and PVOs. The target in 1984

will be \$90 million, which is an 80% increase over the direct contract goals set with the Small Business Administration in fiscal 1983, Gray explained.

He said that he believes the amendment gives AID the support it needs from Congress to increase opportunities for these groups. Though he agrees it is not a panacea, he said that this legislation will be introduced as part of every foreign assistance bill in the future to increase opportunities in subsequent years.

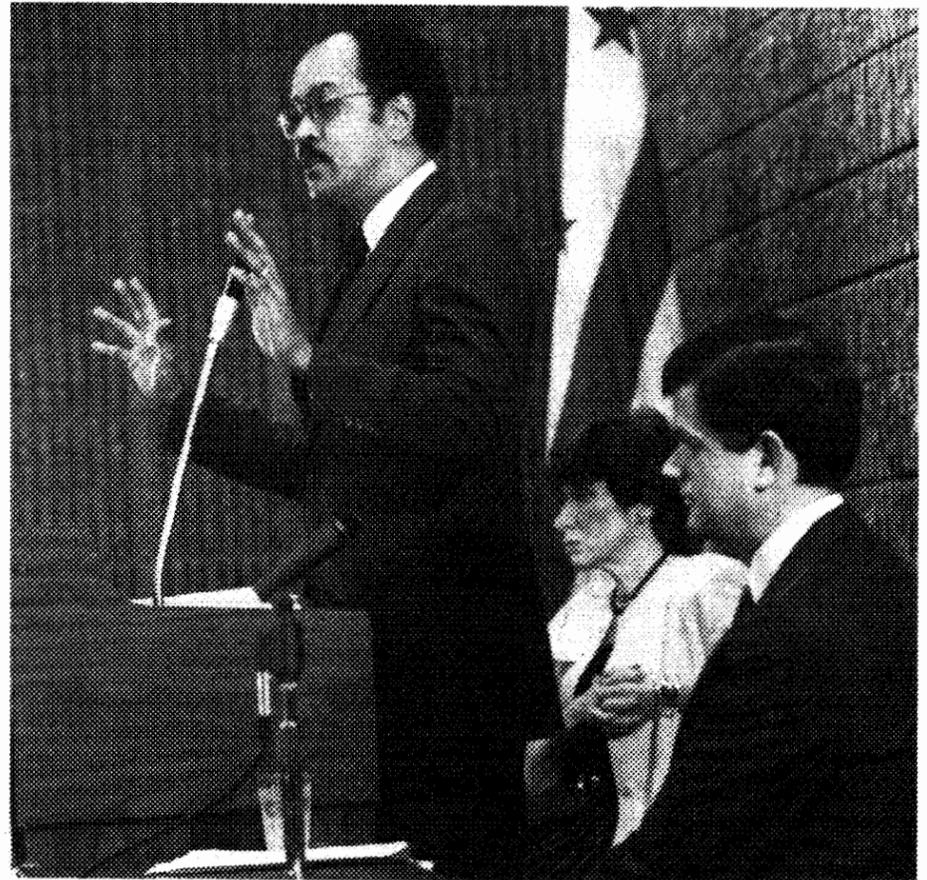
Gray stated that Congress and AID are committed to working together to promote minority participation. To reach the set goal, Morris outlined several steps the Agency is taking:

- The "preference" for host country contracting under which a developing country's procurement rules apply has been eliminated to encourage missions to use direct contracting wherever a minority set-aside is possible.

- The "points" (15 out of a possible 100) for prior experience with AID which were awarded in competitive procurements have been eliminated.

- The early alert system was expanded in December to make certain that minority participation is considered at the design stage of

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Rep. William Gray (D-PA) explains how the Gray Amendment gives AID support to increase opportunities for minority- and women-owned businesses and historically black colleges and universities. Barbara Otis, (left) director of the Office of Small and Disadvantaged Business Utilization, and Deputy Administrator Jay F. Morris also spoke to those attending the AID Opportunities for International Business Conference at the Washington Convention Center.

New FAR Will Bring Uniformity

The need for uniform procurement regulations throughout government has prompted the creation of the Federal Acquisition Regulation (FAR) system. Effective April 1, FAR replaces the Federal Procurement Regulation (FPR) system and AID's Procurement Regulation (AIDPR) which constituted AID Handbook 14.

The concept of a government-wide system of procurement regulations was first proposed by the Commission of Government Procurement in 1972. Congress took the next step by enacting P.L. 93-400 and by establishing the Office of Federal Procurement

Policy in 1974. The FAR project was undertaken in 1978, but until President Reagan made it a part of his Reform '88 Project and issued Executive Order 12352, "Federal Procurement Reforms," it did not receive top-level attention.

Although FAR replaces FPR/AIDPR, to make a smooth transition into the new system, the FPR will continue to be used for all contracts awarded and all procurement solicitations issued before April 1. AID will continue to operate under both systems until all contracts covered by the FPR system are either completed or converted to FAR. However, any modifications will be subject to mutual agreement of all affected parties. The government cannot dictate the conversion of a FPR to a FAR contract.

In anticipation of the new FAR system, the Office of Contract Management in the Bureau for Management

(continued on page 6)

While there are no significant policy changes in FAR, a number of areas were added that were not covered by FPR. FAR includes the following new coverage:

- An index to the entire regulation.
- Acquisition planning.
- Contract administration, including inter-agency contract administration and audit services.
- Requirement for public participation in the development of procurement regulations.
- Ordering from the Federal Supply Schedules.
- Acquisition of printing and related supplies.

- Uniform solicitation formats for Requests for Proposals (RFPs) and Invitations for Bids (IFBs).
- Freedom of Information Act.
- Payment in local foreign currency and customs and duties.
- Location of all contract clauses and solicitation provisions in a single part of the regulation, with matrices for use in selecting the contract clauses for each type of contract.
- Traffic and transportation management.
- Government property.
- Ocean transportation by U.S. flag carriers.

Funds for 1985 Pass in House

by Robert Lester

After lengthy and often dramatic debate, the House of Representatives on May 10 passed a foreign assistance authorization for fiscal 1985. The measure, which passed by a vote of 211-206, was the House's first action on a foreign aid authorization since December 1981. The bill incorporates recommendations of the House Foreign Affairs Committee authorizing worldwide assistance, as well as a separate portion authorizing programs for Central America. The House also accepted funding levels set by the committee for AID's functional accounts.

When the bill was reported from committee, it did not provide assistance for Central American countries. However, in an unusual move, committee Democrats caucused and agreed on provisions which would limit the availability of military and Economic Support Fund (ESF) assistance for El Salvador. These provisions required that a portion of these funds be subject to a Presidential certification that the government had achieved certain political and human rights objectives. The certification would be subject to approval by a joint resolution of Congress.

Although the committee did not vote on these provisions, the House Rules

Committee allowed them as one of three alternatives regarding Central America to be considered on the House floor. The other two alternatives:

- An amendment by Rep. Gerry Studds (D-MA) that would have subjected the entire amount of military and ESF aid for El Salvador to the joint resolution of approval process.
- An amendment offered by Reps. William Broomfield (R-MI) and John Murtha (D-PA) which would make a portion of the military assistance to El Salvador subject to a Congressional joint resolution of disapproval.

By a 212-208 vote, the House adopted the Broomfield-Murtha amendment. In addition to authorizing \$1.3 billion in fiscal 1985 military and economic assistance for Central America, the amendment encourages the President to negotiate with Central American countries the establishment of a Central American Development Organization (CADO).

Once established in accordance with recommendations in the House bill, CADO would have the authority to approve up to 25% of the funds to be disbursed for each Central American country in each fiscal year. Membership would include public and private sector representatives from participating Central American countries. The AID Administrator would chair the organization.

Another significant feature of the amendment limits the total amount of military assistance that may be provided for Guatemala to \$10 million for fiscal years 1984 and 1985. It also authorizes the use of up to \$20 million in ESF for programs to strengthen the

(continued on page 6)

Conference

From page 1, column 2

projects. The Office of Small and Disadvantaged Business Utilization (OSDBU) manages and tracks the new system.

• An Agency-wide committee was established in July to concentrate on opportunities for HBCUs as prime as well as sub-grantees for research and other activities.

During her presentation, Barbara Otis, director of OSDBU, explained two automated data information systems developed to assure there are available minority enterprises that have the skills and expertise to fulfill contracts. ASSET (Automated Supplier System for Export & Trade) provides information on where to obtain goods produced by small- and medium-sized, disadvantaged and minority-owned U.S. enterprises. ACRIS (AID Consultant Registry Information System) lists firms and individual consultants who can offer professional consulting services to AID. She encouraged all firms attending the conference to register with OSDBU to

be included on the systems.

Otis stressed that AID bureaus turn to OSDBU for lists of firms capable of performing a specific project. OSDBU turns to ACRIS and ASSET to select firms, so while a firm can get a contract without being registered in the systems, it is to its advantage to be registered.

One of the problems in the past, Otis said, "has been the difficulty of including minority firms in commodity procurement. OSDBU has now contracted with a woman-owned 8(a) firm (One America) to study AID commodity procurement procedures and recommend ways to improve minority participation." The preliminary report is due in August. Also, OSDBU recently started counseling minority PVOs and businesses that want to register and work with AID.

The Washington conference afternoon session offered a variety of workshops on subjects such as technical service contracting, commodity procurement, and entry-level firms. OSDBU will sponsor similar conferences in Philadelphia, San Antonio and Los Angeles.

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Cover Photo: Pakistani women wait their turn in a family planning clinic to receive infant care and information on contraceptive methods. Pakistan is Mission of the Month (page 9).

AID BRIEFS

2 Kidnapped, Then Freed

An Ohio couple, working as AID contractors, were kidnapped by a group of Sri Lankan Tamil separatists and released unharmed following a five-day ordeal.

The Americans, Stanley B. Allen, 36, and his wife Mary Elizabeth, 29, were abducted May 10 from their home in the northern city of Jaffna. They work for the Rublin Co. of Columbus, OH, on an AID-sponsored potable water project in Sri Lanka.

The kidnapers demanded \$2 million in gold and the release of 20 suspected Tamil terrorists and sympathizers as ransom for the newly married couple. However, they were released unconditionally. The Allens had been accused by their kidnapers of working for the U.S. Central Intelligence Agency.

The ransom note was from the People's Liberation Army, an obscure splinter group of the Ealam Tigers. The Tiger's name is a generic term

used to describe several small, underground organizations fighting for a separate Tamil nation in northern Sri Lanka, according to the Sri Lankan national security minister.

Signs Show Exit Routes

Bright green signs have been placed throughout the State Department building to facilitate a safe evacuation in case of emergency, according to Willard Mayer, General Services Administration (GSA) building manager.

The white symbols on green or red background are designed to clearly identify the best exit routes from any location in the building as well as the location of fire extinguishers. In the stairwells, numbers and letters indicate the corridor outside the door, the floor and the stairwell designation.

Mayer said that the signs, which use international symbols, have been installed for the safety of the building occupants and are not part of a specific security program.

AID Surpasses Donor Target

The Agency once again has surpassed its blood donation target by meeting 102% of its goal at the recent Rosslyn bloodmobile.

At the annual blood donor ceremony, Michael Guido, chairman of the AID Blood Donor Program, presented gallon donors and key workers certificates of recognition for their commitment and support.

Deputy Administrator Jay F. Morris and Guido emphasized the need for

donors to give to the pheresis and research program. Persons who are ineligible to give whole blood can still donate by giving a specific component of their blood to the research program, Guido explained. A machine extracts the desired element from the donor's whole blood and returns the balance to the donor. The procedure takes about two and one-half hours.

For more information on the Blood Donor Program, call 632-2954.

Caribbean Begins to Reap CBI Benefits

by Roger Mahan

The Caribbean Basin Initiative (CBI) unveiled by President Reagan before the Organization of American States (OAS) in early 1982 offered nations in the Caribbean region an unprecedented opportunity to participate in a major regional development effort. Now, more than two years later, the proposals outlined by President Reagan have been enacted by the U.S. Congress, and the majority of Caribbean nations are beginning to reap the benefits of this major package of aid, trade, and investment incentives.

The CBI's centerpiece is an innovative, one-way free trade provision allowing duty-free access to the U.S. market for 12 years. Virtually all products exported from Caribbean Basin countries are eligible except textiles and apparel, canned tuna, petroleum products, footwear, and certain other leather goods. The provision is intended to help Caribbean nations diversify their exports. It offers entrepreneurs an incentive for bringing new industries to the region, and should broaden the range of job opportunities for workers.

Other major elements of the CBI include tax incentives aimed at bolstering the region's tourism industry, special measures designed to support the economic development of Puerto Rico, the Virgin Islands, and other U.S. possessions, a one-time, \$350 million

“ U.S. bilateral economic assistance to the Caribbean has increased 275% between 1980 and 1983. ”

balance-of-payments support and project assistance package distributed during fiscal 1982, and increased economic assistance administered by AID.

The CBI was developed in response to the serious economic difficulties facing Caribbean nations. Although the region has shown tremendous potential for economic growth over the last 30 years, since the late 1970s a combination of circumstances have contributed to widespread unemployment. Among these circumstances: declining prices for the region's traditional exports, higher costs for essential imports and increased energy costs. These have created serious balance-of-payments problems and contributed to widespread unemployment.

The economic consequences can easily be understood when prices of the region's traditional exports are compared to the rising price of oil during the period. In 1977, one barrel of oil was worth five pounds of coffee or 155 pounds of sugar. In 1982, that same



The CBI's centerpiece is an innovative one-way free trade provision allowing duty free access to the U.S. market for 12 years.

barrel of oil was worth 26 pounds of coffee or 283 pounds of sugar.

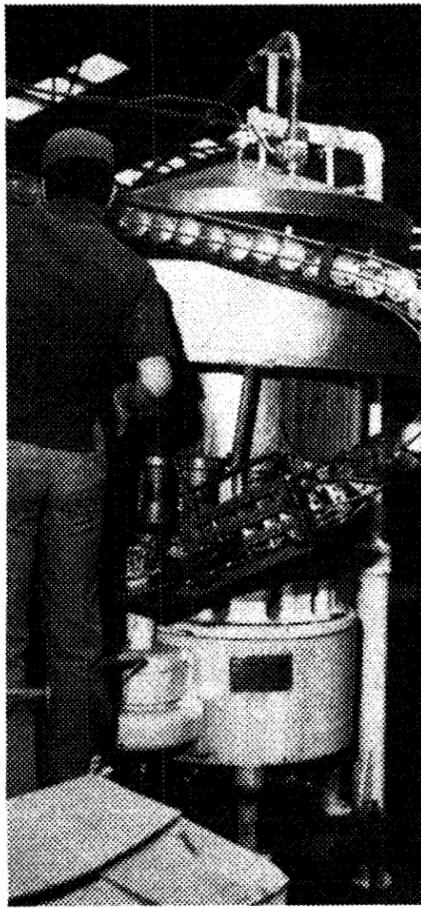
In designing a response to economic problems in the Caribbean, the Reagan Administration sought to harness the energy of the market as a means for promoting long-term, sustained development. Before the OAS, President Reagan declared, "Nearly all of the countries that have succeeded in their development over the past 30 years have done so on the strength of market-oriented policies and vigorous participation in the international economy. Aid must be complemented by trade and investment. . . . The program I'm proposing today puts these principles into practice."

The CBI relies on the private sector, both in and outside of the United States, to spur increased economic growth in the Caribbean. Its major provisions are incentives for economic activity by businesses and individuals, rather than massive transfers of resources. To succeed, the CBI must win the support of businesses, increase their confidence in the economic opportunities offered by Caribbean nations, and stimulate them to locate and expand operations there. The extent to which businesses take advantage of the trade and investment opportunities will determine the degree of economic expansion in the region resulting from the CBI.

The governments of Caribbean nations also can play a major role in promoting the CBI's success. The CBI offers attractive incentives for these nations to adopt policy reforms which will remove impediments to trade, and encourage foreign investment in their economies. Those governments that take full advantage of these incentives will ultimately reap the

greatest economic rewards.

This approach has been popular with governments in the region. Currently, 20 of the 27 nations of the region have met the qualifications necessary to participate in the CBI's trade provisions. These qualifications include commitments by governments to open their markets to international trade and to reduce market distortions such as export subsidies and local content requirements in their econ-



Preliminary estimates suggest that CBI could provide an additional 150,000 jobs per year throughout the region.

omies. They also require participating nations to engage in self-help measures aimed at promoting economic development and to respect conventions against the expropriation of private property.

The policy reforms that Caribbean governments initiated complement the U.S. tariff and tax policy changes. Besides opening its market to Caribbean products, the U.S. government is making extensive efforts to facilitate trade and investment initiatives of individual entrepreneurs.

The U.S. Department of Commerce has taken a leading role in encouraging U.S. businesses to take advantage of opportunities that the CBI offers. It operates a Caribbean Basin Business Information Center to assist companies seeking business opportunities in the Caribbean. The center features an outreach program which includes counseling and referral services to businesses considering investment in the Caribbean Basin, business development missions to and from Caribbean Basin countries, and a Caribbean Basin Information Network for the storage and exchange of trade and investment information.

AID has made major contributions in support of the CBI. It coordinated distribution of the fiscal 1982 \$350 million balance-of-payments and project assistance package, and has provided \$736 million in Economic Support Funds (ESF) and Development Assistance (DA) in fiscal 1983, and \$593 million in ESF and DA for fiscal 1984.

Additionally, 10 ongoing and three proposed AID projects administered from AID/W, and 23 ongoing and nine proposed projects administered by AID field missions actively promote the CBI's trade, investment and employment objectives.

These projects include a major effort to increase cooperation between U.S. chambers of commerce and Caribbean private sector organizations in developing business opportunities in the region. Other projects aim at improving the performance of Caribbean companies through management training and technical cooperation, and seek to increase access to credit for businesses in the region.

AID also has contracted with Coopers and Lybrand, a U.S. consulting firm, to provide a wide range of professional services to U.S. companies considering operations in the Eastern Caribbean or Belize. Services include providing general advice and information on the countries and specific data on potential investment costs. Resident professional staff people are available in each country to assist in making appropriate local contacts.

The U.S. Department of Agriculture also operates a number of programs designed to support CBI objectives, including a Caribbean Agribusiness Information Desk providing U.S. businesses with market information and opportunities for agriculture-related investments.

Additional CBI projects are operated by the Overseas Private Investment *(continued on page 8)*

AID'S IMPACT IN THE FIELD

Technology Adopted by Small-Scale Enterprises

Indonesian entrepreneurs are beginning to produce small-scale agricultural machinery domestically for the first time. Funding from AID, together with help from the Indonesian government and the International Rice Research Institute (IRRI), has made it possible for small-scale enterprises in towns and villages to turn out inexpensive and simple farm equipment.

Project accomplishments can be attributed, in part, to the IRRI agricultural consultant in Jakarta, V. R. Reddy, who is committed to increasing the productivity of Indonesian farmers. He has done this by helping entrepreneurs manufacture machinery for pumping water, threshing grain, tilling and hauling.

An Asia Bureau regional project, which began in 1981, funded government and IRRI assistance to small manufacturers. This funding paid for Reddy's services and provided \$50,000-\$83,000 annually to the Indonesian government for the manufacture of equipment. Priority was given to selected labor-shortage areas for manufacturing the IRRI TH-6 thresher.

During the first two months of 1984, a Bureau for Program and Policy Coordination evaluation team visited two dozen manufacturers of IRRI-type equipment. The team concluded that the project was a successful public sector approach to transferring technology to the private sector. Furthermore, according to the evaluation report, this type of industrial extension activity can be replicated in other Indonesian provinces and, with appropriate modifications, in other developing countries. The team suggested that the project be continued and the approach

extended to other areas of Indonesia's Outer Islands.

One of the team's major findings is that the level of technology transferred is readily adopted by small-scale entrepreneurs because it requires little capital or equipment for fabrication. All of the machinery can be built in small workshops with light metal cutting, bending and welding tools, and a minimum of purchased components.

Furthermore, technology transfer occurred spontaneously and independently, as local manufacturers copied and introduced the machines

within the project areas and in adjacent provinces. This is further evidence of the appropriateness of the technology—simple designs which are easily copied. Improvements also are being made in traditional designs such as the pedal-powered, wire loop thresher which the team saw in Central Java. Both IRRI and the government are encouraging these spontaneous initiatives.

The success of the project has convinced both the Indonesian government and some elements of the private sector that locally manufactured products can do the job. Besides saving on foreign exchange, they are cheaper and easier to maintain and repair than imported machines.

The study offers a number of lessons for replication and project design purposes. First, much of the project's success stems from the enthusiasm and commitment of the

project officer in his work with the local entrepreneurs. Reddy's commitment has benefited manufacturers in several ways.

Because he once owned a similar firm in India, he could offer general business and engineering know-how to help Indonesian manufacturers with design and marketing problems, while encouraging their innovations and stressing modifications to local conditions. Besides encouraging government bureaucrats by his own example to work more intensively with small entrepreneurs, he successfully lobbied government officials for policy changes more favorable to private enterprise development.

Second, developing country commitment to a clearly articulated policy and program for mechanization must exist. Because of severe unemployment and underemployment on Java and Bali, the Indonesian government is emphasizing the importance of rural employment. The situation is compounded by the fact that the labor force is increasing at a rate of over 3% a year. This rural employment emphasis fuels an ongoing debate in government policy circles concerning the trade-offs between agricultural mechanization and labor displacement.

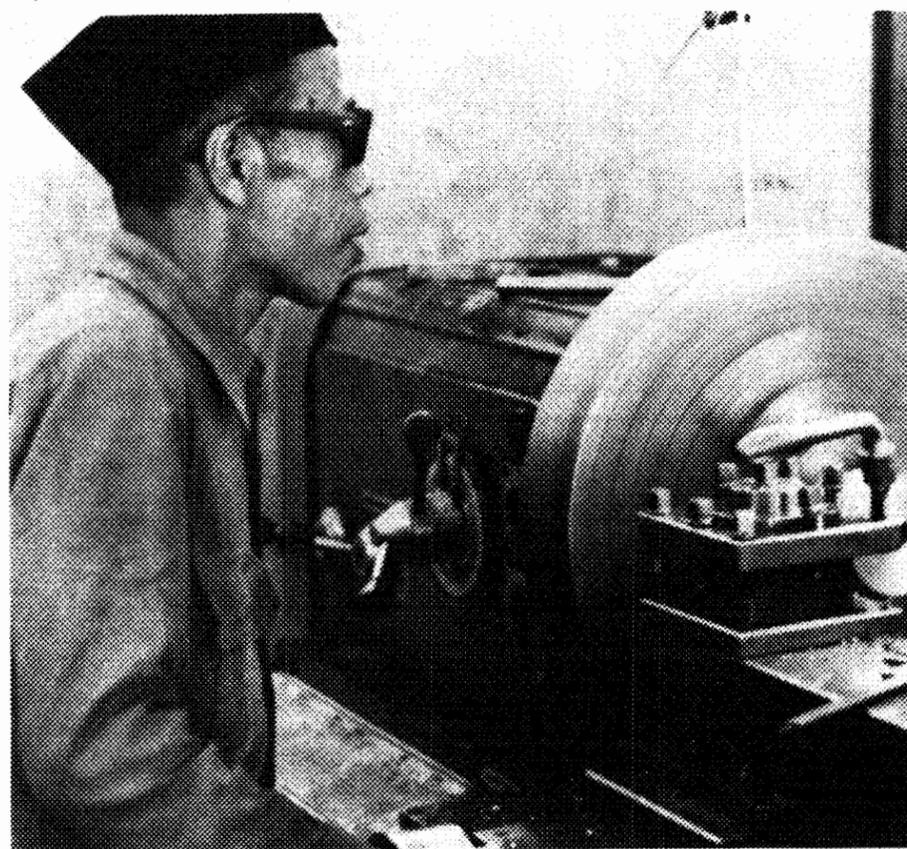
The result is that government policy concerning agricultural mechanization is unclear. In one provincial capital, the team found that ambiguous bureaucratic interpretations of national mechanization policies have resulted in province-level reluctance to disburse credit to small farmers who wish to purchase equipment. This reluctance stems from farmers defaulting on loans for imported equipment that broke down and could not be repaired.

Third, there must be appropriate coordination among and within the principal ministries supporting farm mechanization. A stronger country program can evolve with a more concentrated effort. Services to the industry would be more cost-effective and timely.

Finally, the overall business environment for fabricators must be favorable. The government has taken a hard look at its policies in order to encourage entrepreneurship. As a result, a 1983-84 ban on the importation of certain farm tools and machinery, such as hoes, hand sprayers, portable threshers, hand tractors, and rice milling units, now protects the domestic market.

Clearly, this project increased Indonesian capability to design, adapt and produce mechanical technology which previously was imported or not available. Although to date the effect has been small relative to foreign exchange savings, increased farm incomes and off-farm employment generation, a solidly based private enterprise beneficial to Indonesians is under way.

—Sande Reinhardt



An entrepreneur machines a part for a rice thresher in his small shop. The AID project has increased Indonesians' capability to design, adopt and produce mechanical technology which previously was imported or not available.



AID funding provided \$50,000-83,000 annually to the Indonesian government for the manufacture of simple farm equipment, with priority being given to selected labor-shortage areas for manufacturing the IRRI TH-6 thresher.

This is the fourth in a series of studies to illustrate AID's projects which focus on private enterprise. Copies may be obtained from the Editor of ARDA, AID Document and Handling Facility, 7222 47th St., NW, Suite 100, Chevy Chase, MD 20815.

PERSONALITY FOCUS

Julia Chang Bloch

by Raisa Scriabine

Never say "it can't be done" is Julia Chang Bloch's approach to life. It is also a philosophy that she has brought to her career in public service.

"I've spent my whole life in government," notes AID's assistant administrator for the Bureau for Food for Peace and Voluntary Assistance (FVA). "As an immigrant, I have a great indebtedness to America. There is no other country in the world where a refugee can become a Presidential appointee in one short lifetime."

Since coming to the United States from Shanghai in 1951, Bloch has combined the Chinese belief "when a community or society is good to you, you must give something back in return" with a family tradition of government service. "My father, Fu-yun Chang, had served as director general of customs for China. He

“
The problem of hunger cannot be solved with a handout.
”

felt that his way of contributing to China was through public service and I guess that translated into something especially meaningful to me.

"He also impressed upon me that as a member of a minority, I must do better in order to compete," she stresses. The first step was perfect English. The second step was a sound education which began with a bachelor's degree in communications and public policy at the University of California at Berkeley. After serving as a volunteer in the Peace Corps in Malaysia, Bloch went on to Harvard for a master's degree in government and East Asian regional studies. "My father had been a Harvard graduate. His dream was that one of his children also would go to Harvard. So, I did," she says. But her father's influence wasn't the only one to shape her life. "While my father drilled into me the ethic that you must do better, my mother taught me that in doing so, you can still retain warmth and humanity."

It was the Peace Corps experience that established Bloch's interest in economic development. "I gained a profound respect for societies that may not be as technologically advanced as ours, but whose values and customs are as important in today's world as technological advancement," she notes.

But there was something else too—a commitment to the development process. "Once you have been a Peace Corps volunteer and have lived in a developing country and worked at grass roots local development and seen conditions in which poor people live, you come home with a sense that you

ought to do something, if you can, to help people live in an environment that provides dignity, personal well-being and satisfaction."

As a Peace Corps volunteer, Bloch taught English as a second language in a Chinese middle school in Sabah, on the island of Borneo. "It was a perfect match," she says. "I already spoke Mandarin and Shanghai Chinese dialects and learned Malay during my training." Malay became her eighth language. Bloch also speaks Spanish, some French, Russian and Hebrew.

While in Malaysia, she taught not by rote, but by involving students in the learning process. It must have made an impact. After joining AID, Bloch returned to Sabah and was overwhelmed by the welcome her former students gave her. "They surprised me at the airport," she recalls, "and turned the visit into one long feast. They still spoke English and many were proud to show off their children who were also studying English."

After completing graduate work, Bloch brought that "can-do" spirit to a career in international affairs which has taken her to over 70 countries.

"I always wanted to work in the international arena," she recalls. But landing that first job after the Peace Corps and graduate school wasn't easy. "I was turned down when I first applied to AID and the U.S. Information Agency (USIA). The State Department said that I hadn't been a citizen long enough. The Peace Corps was reluctant to send me overseas as a staffer. They said that I couldn't drive a jeep; and that in Asia, where I could really make a contribution, a woman staffer wouldn't be readily accepted."

But persistence pays off. Before coming to AID, Bloch held several jobs in the international field. In 1980, she was a fellow of the Institute of Politics at Harvard, where she conducted study groups on U.S. foreign policy and domestic politics. She previously served as deputy director of African affairs at USIA, where she managed public diplomacy programs in 43 sub-Saharan countries and administered a budget of about \$20 million and a staff of about 500. She was also an evaluation officer for the Peace Corps, conducting education and training program evaluations in the Dominican Republic, the Philippines, Malaysia, India and Canada. More recently, she was the chief minority counsel for the Senate Select Committee on Nutrition and Human Needs, directing legislative activities in 12 areas including agriculture, food, nutrition, health, population, education and welfare.

For Julia Bloch, her work at AID is a perfect marriage of heart and mind. "Nothing is more fulfilling than the thought that the Food for Peace Program can do a great deal of good, or the knowledge that you can help somebody live," she says. But it's also an awesome responsibility. "We have to use the resources we have



Julia Chang Bloch: "Nothing is more fulfilling than the thought that the Food for Peace Program can do a great deal of good, or the knowledge that you can help somebody live."



in the most humane way possible, but at the same time to use them as efficiently and effectively as possible." It is precisely because "you can never do enough" that the development aspects of P.L. 480 are so important. The problem of hunger cannot be solved with a handout. "No amount of foreign aid can do any good unless it goes into a country environment conducive to development," Bloch notes.

Bloch brought a long-standing personal commitment to her position at FVA. "I have been committed to dealing with the problems of world hunger for the last decade. In that time, I have come to greatly appreciate the major role the United States, its citizens and the private and voluntary organizations (PVOs) have played in alleviating world hunger and poverty.

Meeting the challenge of development is part of that commitment. "Our challenge as a nation lies in furthering the efforts of developing nations to become more self-sufficient and to attain economic stability. Our

challenge, as individuals, is to promote better understanding of the importance of this effort among our fellow Americans."

Bloch looks back at her three years at AID—she joined the Agency in July, 1981—with some satisfaction. "Our first priority was to make P.L. 480 a recognized and valuable resource for development by persuading development professionals that food aid can work. To do that, we had to solve some major management problems. We had to create a capacity in FVA to do sufficient economic and agricultural sector analyses to help missions use Title I and Title II agreements for policy dialogue." As a result, a program and policy evaluation office was set up in FVA.

While the Title III program had been set by Congress in 1977, there were no guidelines until last year. "We've done well in these policy areas," Bloch says, "but we still have a long way to go."

The FVA portfolio also includes PVOs. "In 1982, AID issued its first PVO policy paper. That was followed

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Dedicated Employees Nominated

Kelly Kammerer, Ruth Zagorin and Curtis Christensen are AID's nominees for the 1984 Presidential Rank Awards for Senior Executive Service members (SES). Presented annually, these awards recognize prolonged, high-quality accomplishment of SES career employees during a minimum of three years.

Kammerer, director of the Office of Legislative Affairs, has been nominated for the rank of distinguished executive. Zagorin, director of the Directorate for Human Resources in the Bureau for Science and Technology, and Christensen, controller and senior financial officer in the Office of Financial Management, Bureau for Management, are the nominees for the rank of meritorious executive. The award for distinguished executive includes a \$20,000 payment and the meritorious executive receives \$10,000.

Kammerer joined AID in 1975 as an attorney adviser. He has been in his current position since January 1983. Last year he devised a legislative strategy that resulted in enactment of legislation allowing the Agency to deobligate over \$300 million of prior year funds and to reobligate those funds for new or more effective programs. His efforts were instrumental in convincing the Appropriations Committees to include in fiscal 1984 AID legislation a provision allowing

\$15 million deobligated from the program in Syria to be used in Grenada. This enabled President Reagan to provide emergency economic assistance to Grenada following the October rescue mission. The enactment of the deobligation-reobligation authority has been cited as the single most important management tool made available to AID over the past four years.

Since joining AID in 1981, Zagorin's efforts have made a dramatic impact on Agency programs in human resource and rural development. Her efforts have resulted in a clear policy in the education sector which stresses more efficient use of existing resources and careful targeting of new investments. The result has been a major new initiative in basic education in Africa, with AID and other donors committed to a 10-year effort. Also, major reforms have been completed in the use of participant training programs which should reduce management costs significantly.

Christensen began working at AID in 1981. Under his leadership the Office of Financial Management organized a high-level task force to review AID's total payment process and methods of implementation and payment to determine their susceptibility to fraud, waste and mismanagement. As a result of this review and other innovative fiscal management initiatives, the Agency exceeded by 12% its 1983 debt reduction target of \$1.5 billion and reduced its accounts receivable by 34%. His attention to excessive drawdowns by organizations using the Federal Reserve letter of credit has resulted in saving hundreds of thousands of dollars in interest.

Funds

From page 1, column 4
administration of justice in Central American countries.

In addition, the amendment authorizes establishing a Trade Credit Insurance Program to permit AID to financially back up to \$300 million in short-term, Export-Import Bank guarantees in fiscal 1985 for financing transactions involving the export of goods and services for the private sector in Central America.

The Broomfield-Murtha provision also authorizes \$640.6 million in ESF, \$222 million in military assistance, and \$272.8 million in Development Assistance (DA) for Central America. Also for Central America, are authorizations for the Housing Guaranty reserve fund (\$10 million), AID operating expenses (\$6 million), the U.S. Information Agency (\$17 million), and the Peace Corps (\$9 million). The provision also authorizes supplemental fiscal 1984 assistance of \$285 million for ESF, DA and military programs.

The House also accepted amendments authorizing additional ESF assistance (\$75 million) for the Dominican Republic, Foreign Military Sales financing (\$15 million) for Peru, and an amendment requesting consideration of establishing U.S.-sponsored educational institutions in Latin America and the Caribbean.

Floor debate on the bill produced few new amendments affecting development programs. The House accepted an amendment to authorize \$250 million for assistance to Cyprus. However, this aid is contingent upon the President's certification to Congress that an agreement has been concluded by Greek and Turkish Cypriots which achieves substantial progress toward settling the Cyprus dispute.

At the same time, the House lowered the military aid level for Turkey from the Administration's requested \$755 million to \$670 million. In so doing, the House avoided accepting a potentially more restrictive amendment on aid to Turkey similar to one adopted by the Senate Foreign Relations Committee.

An amendment offered by Rep. Mervyn Dymally (D-CA) authorizes up to \$15 million for the American University of Beirut (AUB) to come from ESF and American Schools and Hospitals Abroad funds. The amendment also requests the Administration to examine alternative funding mechanisms for AUB. The Senate Foreign Relations Committee adopted one such alternative approach by authorizing a trust fund for AUB in the Treasury with funds from money made available for emergency assistance for Lebanon.

Other amendments that the House accepted include:

- Prohibition of using population funds to carry out population planning programs in the People's Republic of China, or to fund organizations which carry out population planning programs in the People's Republic of China, if such programs include forced abortion.
- Requirement that 10% of AID funds be used for activities of economically and socially disadvantaged organizations. Aside from one exception, this amendment is identical to a provision in the fiscal 1984 continuing resolution. The exception is a requirement that AID issue regulations implementing this provision within 60 days of the bill's enactment.
- Requirement that the President, in allocating foreign assistance, take into account the degree of support by aid recipients of the foreign policy of the United States, with special significance placed on a recipient country's voting record in the United Nations. This amendment is also identical to a provision in the 1984 continuing resolution.

On the other side of the Capitol, the Senate Foreign Relations Committee has not scheduled a date to bring its version of the fiscal 1985 aid bill to the Senate floor. That committee, too, is divided on aid levels for Central America, as well as on restrictive language on military assistance for Turkey.

Lester is assistant general counsel for policy and legislation in AID's Office of the General Counsel.

Bloch

From page 5, column 4

by simplification of the grant process and refinement of the matching grant policy. We've also seen the initiation and growth of the Biden-Pell development education program, and the cooperatives development program," Bloch says, reflecting on three years of progress. Information on AID's PVO activities also has expanded through publications, revitalization of the inter-agency PVO liaison committee and field workshops for PVO program officers.

Bloch's drive for excellence is reinforced by her view of management. "Good management is getting the best out of good people," she notes. But, she says, managers also have to be as open-minded as possible. They need to elicit creativity and innovation from their staff. Staffers should be allowed to run with their own ideas as much as possible, but they should be plugged into the thinking of top management as they are a part of the decision-making process."

Running a \$1.5 billion program can be a consuming task. But for Julia Bloch, a balance between the work environment and the pursuit of personal interests is important. "I love antiques and antiques. And," she pauses with a smile, "I love cooking

gourmet food—Chinese, of course—and Italian." Art and theater round out the leisure schedule. But work did take its toll on one hobby. "I had to give up ceramics," she concedes with regret.

While Bloch credits her professional success with knowing what she wanted and persisting at it, she readily admits that her husband, Washington attorney Stuart Bloch, was an integral part of the process. "He's been wonderfully supportive of everything I do," she says. "We are a partnership, and we share our household chores and responsibilities. Stuart often does more than I do." The Blochs met at Harvard and were married in 1969.

July 1984 is a special benchmark on AID's calendar. It marks the 30th anniversary of the Food for Peace Program—a program which, by combining humanitarian and development objectives, has saved millions of lives overseas, moved many nations from aid to trade, while opening up new markets for American farm products abroad. "It's a record we can be proud of," Julia Bloch says in retrospect. And with the Food for Peace boss' "can-do" spirit, the prospects for the future have never looked brighter."

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

FAR

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drafted an Agency FAR Supplement which is known as the AID Acquisition Regulation (AIDAR) and made it available for public comment. As a result of the comments received, AIDAR was reduced from 580 pages to 372 pages (a 36% reduction). It was published in the April 3 *Federal Register* as Title 48, Code of Federal Regulations, Chapter 7, and distributed to *Handbook 14* subscribers. The first change to FAR, Federal Acquisition Circular 84-1, was also sent to the subscribers.

The most significant change that FAR brings about is simplification. Rather than having to cope with 44 separate acquisition regulations, government contractors now have a single, uniform regulation that applies to both civilian and defense procurements.

While agencies may have FAR supplements, they are not to deviate from FAR without specific approval from the Office of Federal Procurement Policy. Under FAR, agencies and departments are encouraged to incorporate contract clauses and provisions by reference.

For AID, the most significant impact of FAR is in the area of noncompetitive procurement. FAR has retained the FPR Temporary Regulation 75 coverage. These recent changes will require project staff to plan for AID direct contracting early in the project design phase, particularly to coordinate publicizing requirements with the contracting officer. Also, support staffs will have to use two sets of acquisition regulations during the transition period. However, the result should be improvement for both the government and its contractors.

—Frank L. Calkins

AID, Egypt Begin National ORT Program

by Kristin Loken

More than 150,000 children, age three and younger, die each year in Egypt from diarrheal diseases. This shocking statistic led Egypt to become one of the first countries to plan a national oral rehydration program.

The program is based on a carefully controlled pilot study begun in 1977 under an AID-financed project to strengthen rural health. Several significant and surprising findings came out of the pilot. The most important was a 40% reduction in deaths from diarrhea in several rural districts.

Encouraged by these results, AID and the Ministry of Health undertook a five-year diarrheal disease control project with combined funding of \$43 million. AID's share was \$26 million. Dr. L. M. El Sayyad,

“
We expect a 25% reduction in mortality for children under three by the end of the project.”

executive director of the project, emphasizes “The program's objective is to reduce infant mortality quickly.” To influence parents, traditional decision-makers and the medical community and to make oral rehydration salts (ORS) widely available requires a multifaceted approach for each project component.

This national program expects to reach 100% of the nearly five million children under three years of age and should reduce overall infant and child mortality by 25-50% and improve nutrition.

Besides alleviating suffering and malnutrition, the reduction in child mortality from diarrheal disease will constitute a real economic gain for Egyptians. Due to the high prevalence

of diarrhea, the costs of traditional treatment constitute a significant percentage of not only private expenditures for health, but also of household budgets. Travel costs, time away from work, and the social and developmental costs of parents' attention and energy diverted to sick and dying children are additional costs.

Also, when fewer children die, parents may be more open to the message of family planning—yet another urgent need and important link to maternal and child health in Egypt.

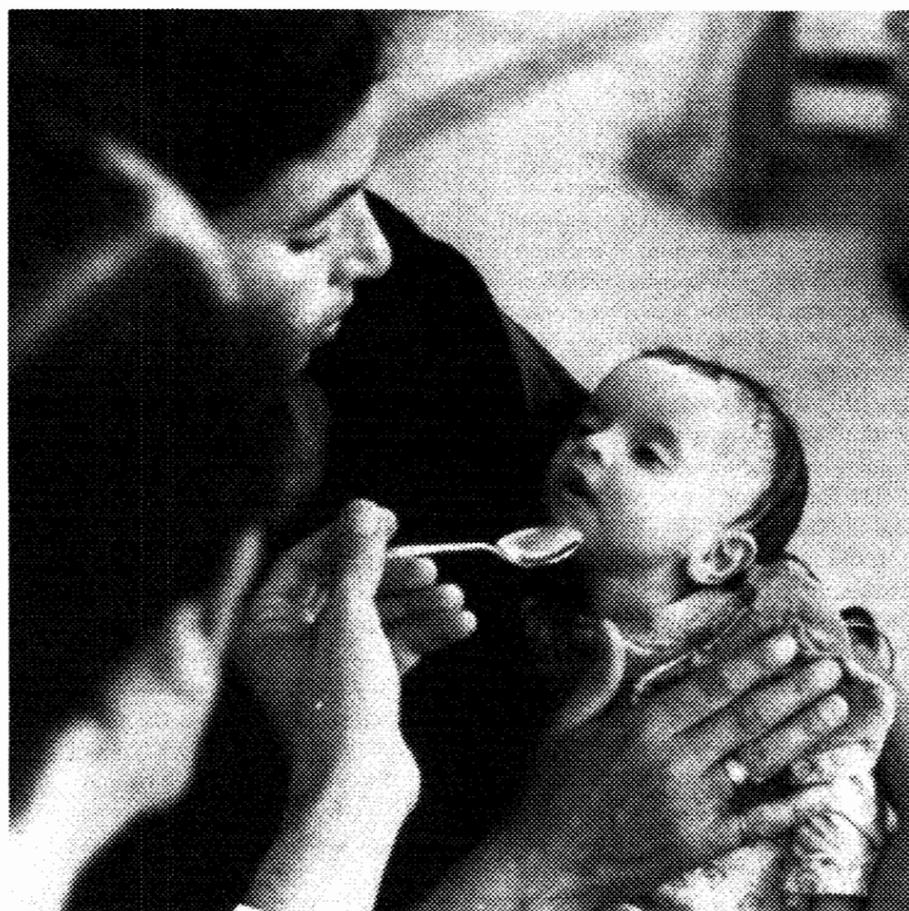
The project has been tailored to Egyptian socio-cultural acceptability. Studies also have determined the language Egyptian mothers use to describe dehydration. Advertising uses these words to effectively communicate the oral rehydration therapy (ORT) message. An example is: “ORS is a ‘strengthening’ liquid.”

Radio and television advertising has been tested nationally. The results are impressive. Of the 264 mothers interviewed in Cairo with children under three years of age, 94% recalled seeing the commercials on television. Even in a remote rural area, 50% of the mothers interviewed said they saw the commercial. Overall, it was the second-most remembered commercial that the mothers cited.

Standard ORS packets have been produced by UNICEF in a size intended to be mixed with one liter of water. However, the project ran into a problem when it was discovered that Egyptian homes do not usually have one-liter containers. The most commonly encountered containers hold 200 centiliters.

The volume of ORS needed to rehydrate a child had been overestimated. In fact, a child is likely to need about half a liter a day for only one or two days. This finding prompted a redesign of the packet. Not only was it made smaller, but it also was packaged in thinner material so that it was easier to open. These new packets are now being used in the Egyptian program.

An innovative marketing plan scheduled for this summer will give



The person who consistently has the most influence over the mother is the physician. Therefore, the ORT message must first be targeted at the doctors.

free plastic cups carrying the campaign logo to pharmacists to sell with the packets. This encourages mothers to mix the solution correctly and provides a profit margin for pharmacists.

The project looked at various influences on the way that infant diarrhea is treated in Egypt and found that the one person who consistently has the most influence over the mother is the physician. Dr. El Sayyad points out, “Of children who died, 80-90% saw a physician at least once before death.” This proved to be a major problem since the treatment of choice for diarrhea has been antibiotics and antidiarrheals and, if dehydration occurs, intravenous fluids. Mothers also were told to stop breast-feeding until the diarrhea ended, which exacerbated the situation by causing malnutrition. Therefore, the ORT message must be targeted at these physicians. Research suggested that it would be a serious error to reach mothers ahead of physicians.

ORT has been viewed as a supportive, secondary approach, indicated only if there is no visible dehydration.

Through establishment of ORT centers, lectures and workshops, and the creation of “Diarrhea Control Newsletter,” doctors, nurses and pharmacists have become involved. Dr. Herbert Hirschhorn, chief of the John Snow technical assistance team on this project, finds this change in attitudes of health care professionals one of the project's most satisfying achievements.

The project plans to initiate the comprehensive national campaign this summer. A coordinated strategy has been tested in the Alexandria governorate. The media campaign has been prepared. Production of the smaller ORS packets by the Chemical Industries Development Co. has been stepped up to meet the anticipated record demand this summer. One hundred rehydration centers are now in operation and ORT services are delivered through 2,118 clinics in all governorates of Egypt. By October, the number of centers will have doubled.

Without improved treatment or preventive steps, 185,000 children would die from diarrheal disease this year. But, Connie Collins, AID project officer in Cairo, says, “We fully expect to achieve a 25% reduction in mortality for children under three years by the end of the project.”

Reports covering operations research, clinical trials and media investigations have been produced by the project and are available from the Development Information Utilization Service, in the Office of Evaluation, Bureau for Program and Policy Coordination.

Loken is a health officer in the Health, Population and Nutrition Development Division of the Near East Bureau's Office of Technical Support.



Expensive intravenous therapy, used exclusively until a few years ago, denies the mother a role in caring for her child and often leads to complications. Now, 90-95% of those children strong enough to drink may be rehydrated entirely by ORT.



The Agency should always aim at a percentage level higher than its ultimate goals (to allow for attrition) to achieve its desired minority and women recruitment and training targets, according to James Singletary. Speaking as the Thursday Luncheon Group's representative at AID's Equal Opportunity Oversight Board (EEOB) quarterly meeting, Singletary said that the Agency should strive to meet the National Civilian Labor Force 1980 statistic of 53.4% for combined minority and women employment. Furthermore, AID should be representative of the American work force at all levels of the Agency, he said. Singletary is education and human resource development officer in AID's Bureau for Latin America and the Caribbean.

Deputy Administrator Jay F. Morris, EEOB chairman, pointed out that AID has a higher percentage of professionals in its work force than in the civilian work force and fewer sub-professionals (GS-5 through GS-9) than the national average. The Agency could generate refined figures to more accurately meet its needs. He said, "The more accurate the data base, the more equitably we can set goals. If we can guarantee equity, we can have

Representative Staff Remains AID's Goal

everyone's concurrence and participation." Also, the Agency can get an understanding of where it wants to be if it uses an accurate base that reflects AID's division of labor.

Morris explained that according to national figures, AID is ahead or near the national average of professional minorities and women. For example, minorities equal 17.3% of AID's combined professional work force, but only 12.9% of the national professional work force. Female Civil Service employees at the professional level (GS-11 and above) at AID represent 42.6%, while at the national level, women comprise 48% of the professional work force. Though AID is slightly lower than the national figure, Morris pointed out that the national percentage includes more types of professions such as teaching and nursing for which the Agency has no comparable position.

Inequities that exist must be remedied by improved recruitment and

training practices. Morris believes "training might be one way to move minorities and women up the Foreign Service (FS) ladder" where the greatest disparity seems to exist. For example, females hold only 13.3% of FS professional positions at AID.

Marilyn Zak, AID vice president of the Women's Action Organization (WAO) and human rights coordinator in the Office of Policy Development and Program Review in the Bureau for Program and Policy Coordination, acknowledged that training can be an effective tool for moving people.

Much of the discussion during the meeting centered on the impact of effective training and selection for long- and short-term training. Morris feels that the selection process is the key. He said that the addition of a management selection board to the self-nomination procedure will insure that those chosen will include more women and minorities, will be worth the cost of training and will be able to

make use of their training.

It was reported that more women and minorities are being selected for the International Development Intern (IDI) program. The 27th class includes 14 women, of which five are minorities, out of a total of 25 participants. Analysis of the ethnic and sex composition of the IDI program shows that the recruitment goals set for non-minority women were exceeded in all 1982 and 1983 classes. While the recruitment goals for minorities have not yet been met, minority participation increased from 5.4% in 1982 to 11.6% in 1983.

Zak said that there need to be more women in mid-level positions who can be promoted into management-supervisory positions, and in some bureaus there are more executive-level women than mid-level. She pointed to overseas posts in Asia where women hold 25% of the executive-level positions, but only 8% of the mid-level positions. But throughout the Asia Bureau—both overseas and in AID/W—women hold only 16% of the professional positions.

The board decided that increased recruitment efforts are needed and that recruitment goals would not be decreased at this time.

Conference Recommends Erosion Aid

A recent seminar in Khartoum yielded a series of recommendations aimed at helping Sudan cope with continued desertification. Each year, the Sahara advances five to 10 kilometers, making desertification one of Sudan's most pressing environmental problems. A substantial amount of agricultural land is lost, erosion is widespread and over 200,000 hectares in northern Sudan are affected by salinity.

Disagreement continues over whether desertification is a natural or man-made phenomenon. Everyone agrees, however, that human activities can aggravate the problem. According to the report of a Sudanese-U.N. Environmental Program team, these activities include: overgrazing, irrational cultivation and over-cultivation, deforestation, a lowered water table due to increased water use, and the burning of grasslands, forests and shrubs.

Sponsored by the Institute of Environmental Studies (IES), University of Khartoum, the conference marked the end of three years of an IES-Clark University study which monitored environmental change in seven regions of Sudan. The study was funded by AID's Africa Bureau's Office of Regional Affairs, under a contract with the South-East Consortium for International Development for the Environmental Training and Management in Africa (ETMA) project.

In addition to Sudanese government officials, the meeting drew an audience of representatives from international

development donors, as well as from the University of Khartoum.

The meeting's policy recommendations were forwarded to the appropriate Sudanese government ministries. The recommendations:

- Formal inter-disciplinary environmental education programs should be incorporated with school curriculums at all levels.
- Existing national and regional policies and legislation pertaining to the environment should be revised.
- A national interministerial council responsible to the president should be created to formulate and oversee implementation of environmental and natural resource policies, laws and regulations.
- Regional ecological models to combat desertification should be developed.
- The public should be educated to the benefits of participating in efforts to control desertification.

IES researchers completed a seven-volume set of baseline/trend analysis reports for the study areas in January 1984. Their findings, which shed some light on the ecological and socio-economic effects of desertification and

man's role in exacerbating them, were presented at the seminar to the Sudanese government. This completed the first phase of the ETMA-IES program.

The program's second phase—the "intervention" segment—will be directed at combatting desertification by carrying out some of the seminar's recommendations. This includes workshops in three of the seven regions to increase local awareness of environmental problems and to organize local efforts in improving environmental management. With support from the ETMA project, IES also will sponsor regional workshops on environmental education.

Collaboration between IES and the AID mission in Khartoum continues to grow. The mission has asked IES to serve in an advisory capacity on desertification and other environmental problems. IES and the mission currently are negotiating an environmental assessment of a proposed road system in western Sudan.

—Anne Lewandowski
ETMA/Sudan



Each year, the Sahara advances five to 10 kilometers, making desertification one of Sudan's most pressing environmental problems.

CBI Benefits

From page 3, column 4

Corp., the Export-Import Bank of the United States and the Peace Corps.

Although many of these programs are barely a year old, results are already beginning to be seen. Reports indicate that makers of electric motors, sporting equipment, pocketbooks, bedroom slippers, food products, and even computers are setting up or expanding production in the Caribbean Basin. The U.S. Department of Commerce reports that it is receiving up to 70 serious inquiries a day from entrepreneurs interested in business opportunities in the Caribbean.

Clearly, the CBI is having an impact on the economic health of the Caribbean Basin. The economic recovery in the United States also will have a positive impact on the region, since the United States is the most important trading partner of nearly every nation in the Caribbean Basin. American firms purchase over 50% of the total exports of some Caribbean countries.

The commitments that President Reagan made before the OAS are being fulfilled. The legislation enacting components of the CBI received broad bipartisan support. U.S. bilateral economic assistance to the Caribbean Basin increased 275% between 1980 and 1983, reflecting a renewed commitment to fostering economic growth and development in the region.

The Caribbean Basin Initiative is now in place. Preliminary estimates suggest that it could provide an additional 150,000 jobs per year in the region. Over the 12-year commitment, this should contribute significantly to revitalizing the Caribbean Basin.

Mahan is senior editor of Horizons.

MISSION OF THE MONTH

AID in Pakistan

by Joseph A. Esposito

Nineteenth century romanticism clashes with 20th century political realities in Pakistan. Once part of India and the British Raj, Pakistan retains many landmarks and customs from the time when "the sun never set on the British Empire." Here are the fabled Khyber Pass, the wild Northwest Frontier, and the walled city of Lahore, immortalized by Rudyard Kipling in *Kim*.

Pakistan and India were partitioned at the time of independence in 1947. The British agreed to a territorial division with Pakistan assigned territory in the East and West Wings of British India. Pakistan was born as a muslim homeland in the subcontinent while India chose a secular form of government. East and West Pakistan were separated by more than 1,000 miles.

Then in 1971, internal political strife culminated in an East Pakistan-West Pakistan war. As a result, East

“
Last year, the Gross Domestic Product rose by 5.8%, and industry expanded by 8.5%.”

Pakistan became the new nation of Bangladesh and West Pakistan became the Islamic Republic of Pakistan.

Today, Pakistan has more than 90 million people living in four provinces: Punjab, the populous and fertile eastern province; Sind, the southeastern region which embraces the Arabian Sea port of Karachi and most of

Pakistan's industrial potential; Baluchistan, bordering Afghanistan and Iran, the largest province in area, with as yet untapped agricultural potential, and the Northwest Frontier, rugged and sparsely populated, stretching to the Himalayas.

The vast majority of the people are Sunni and Shia muslims, providing an important element of cultural and spiritual unity to the Islamic Republic of Pakistan. At the same time, the nation encompasses four very distinct provinces with strong ethnic and linguistic identities of their own. Perhaps the single greatest challenge to successive governments of Pakistan since 1947 has been to forge a strong nation from these four disparate regions.

Since the Soviet invasion of Afghanistan in December 1979, Pakistan's role on the world stage has grown. No longer is it seen as merely an exotic land, or even an emerging Islamic nation. It has become an important front line state. Since it borders Iran, China and India, as well as Afghanistan, Pakistan has taken on a new dimension. More than two million Afghans have sought refuge in Pakistan; its refugee population is the largest in the world.

It is not surprising that Deane R. Hinton, U.S. ambassador to Pakistan, says, "U.S. interests in Pakistan derive primarily from geopolitical considerations." It is also not surprising that AID's program in Pakistan is its second largest in the world.

The United States has provided bilateral economic assistance to Pakistan since 1952, contributing almost \$6 billion in economic and food aid. Pakistan ranks sixth among more than 100 countries that have received such aid from the United States since World War II.

Over the years, U.S. aid has been



A sidewalk butcher shop is typical of the many small scale enterprises within city limits. Pakistan's per capita income approaches \$400 and is among the world's lowest.

a significant factor in Pakistan's development. The United States has provided Pakistan with millions of tons of food—mainly wheat and edible oils—and hundreds of thousands of tons of fertilizer. In addition to being a major donor to the Tarbela and Mangla dam projects, the United States also helped build the Karachi airport, electrical power stations, and the Agricultural University at Faisalabad. Besides providing substantial technical assistance in the agricultural and social sectors, AID has brought thousands of Pakistanis to the United States for training.

However, due to some wide swings in U.S. political relations with Pakistan, there have been ups and downs in the development relationship, as well. Three times since 1965 the United States has cut off aid, only to start it up again several years later. The last interruption began in April 1979.

In August 1981, after the Soviet invasion of Afghanistan, Administrator McPherson and other AID officials went to Pakistan to negotiate a new aid program. A six-year \$1.625 billion economic assistance package was designed. It began in



Dr. Connie Davis, director of the Office of Health, Population and Nutrition, works on one of the many reports that cross her desk each day.

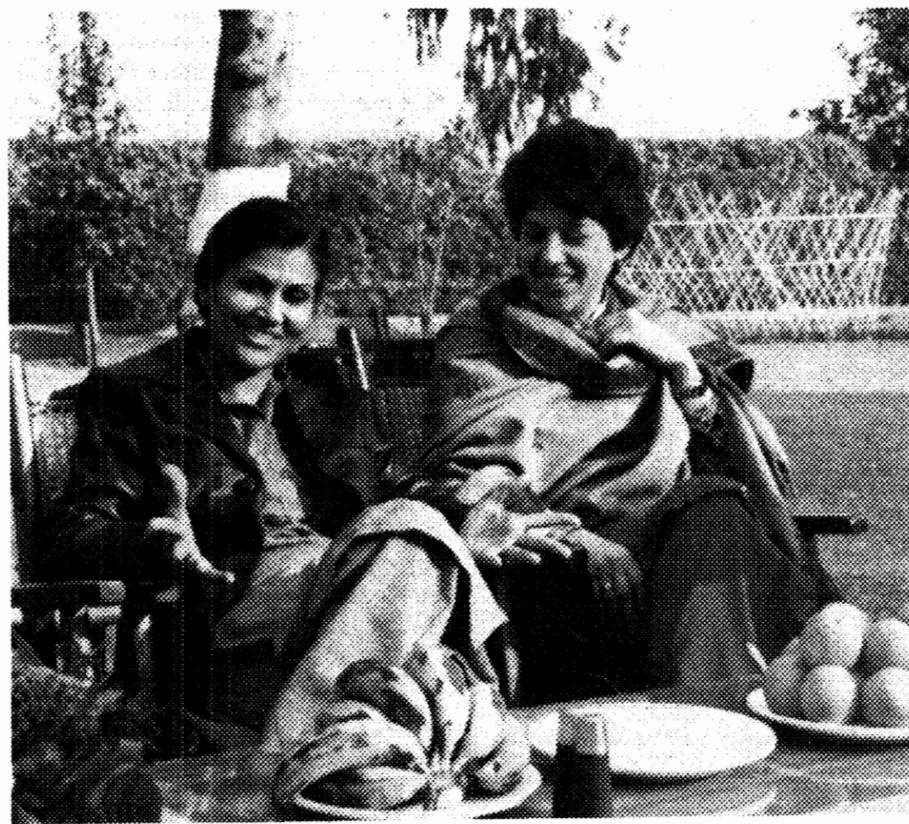
fiscal 1982 and complements a new \$1.6 billion military assistance package.

The program was designed to maximize development and help sustain Pakistan's balance of payments. The balance-of-payments objective reflected two considerations: the burden created by Pakistan's increased defense expenditures and the constraints on development which balance-of-payments limitations generate. In this way, the interrelated economic, developmental, and security interests of Pakistan and the United States are supported.

Donor Lion, who was part of the 1981 negotiating team, became Pakistan mission director in October that same year. In view of the thrice-suspended U.S. aid, Lion says that he believes that an important part of his role is to inspire Pakistani faith and confidence in the United States. "We had an extra dimension to our challenge in being actors in establishing and renewing a bilateral relationship," he said.

After the last suspension of aid, a group of 15 direct-hire employees had remained in Pakistan to monitor and manage the pipeline and the P.L. 480 program, which was not suspended. When the program resumed, it was this same group, along with consultants and temporary duty staff from AID/W,

(continued on page 10)



Asma Sufi (left), who works in the Office of Human Resources and Training, and Enid Spielman, in the Office of Health, Population and Nutrition, discuss the benefits of living in Pakistan. Spielman's husband Stephen is AID's regional legal adviser for Pakistan and India.



Linda Lion, chief of the Office of Project Development and Monitoring, reviews all mission projects.

MISSION OF THE MONTH

Pakistan: A New Dimension

From page 9, column 4

that designed the unique multi-year program and obligated the promised money.

The \$1.625 billion, six-year program which was planned and negotiated in 1981 spans the AID fiscal years 1982-1987. Since 1982, as planned, the annual levels have risen steadily. In fiscal 1984, AID is providing a total of \$275 million, and this total rises to a planned level of \$300 million in fiscal 1985.

The AID mission in Pakistan is paying heed to the Administrator's call to do more with less. While the Pakistan program accounts for more than one-third of the total program levels for the entire Asia Bureau region, the AID mission in Pakistan operates with a U.S. direct-hire strength of less than 40 and a modest, largely recently hired, Pakistani professional and support staff. This core staff designs, manages and technically directs the work of a number of U.S. contractors, including engineering, management and economic firms and individuals as well as universities.

The size of the program makes the mission an exciting place to work. "There is a kind of pioneering spirit here," says John Blackton, program officer. "This is our shot at putting together a large program which has to produce something. Almost from the beginning you have an opportunity to make a professional statement."

Since gaining independence, Pakistan has made significant strides. Progress in recent years has been particularly impressive, with the economy expanding at an average annual rate of 6% since 1977.

Last year, the Gross Domestic Product rose by 5.8%, the agricultural sector grew by 4.1% and industry expanded by 8.5%. Although Pakistan's balance of trade has deteriorated, its overall balance-of-payment situation—and its debt service ratio—are good when compared to other developing countries.

Pakistan's economy is also helped by more than \$2.6 billion a year from expatriate Pakistanis working in the Middle East and Europe. Another positive factor in the economy is the huge amount of concessional aid which Pakistan receives. The United States, Japan and Canada, together with European and multilateral donors, provided \$1.4 billion in 1983.

Yet, these favorable macroeconomic statistics do not tell the whole story. Pakistan is in the middle echelon of the developing world with a per capita income approaching \$400. It is well above the ranks of the least developed, but it is still an agrarian society many years away from the middle-income status of many Southeast Asian economies. Social indicators illustrate the darker side of the picture. Pakistan's population growth rate is 3% annually—the highest in Asia and double the world's average. Official literacy rates are 24%; but by standard United Nations definitions, Pakistan's literacy rates are more like 10%. Only 5% of all women in Pakistan can read and write. Infant mortality rates are very high, and health services for all but the top 20% of the income-receivers are inadequate. Furthermore, 70% of Pakistanis live



A Punjabi farmer brings his produce to market on a road which may be improved as a result of an AID project being designed to improve rural roads.

in rural areas and more than half of the people make their living from agriculture. Yet, only 30% of the 49,000 rural villages have electricity, and crop yields are low.

Not surprisingly, AID's 23 ongoing and planned development projects are heavily concentrated in the agriculture, energy, and health and population sectors. There also are special initiatives in private sector development and narcotics reduction. A substantial portion of our assistance goes to Pakistan's two poorest provinces—Baluchistan and the Northwest Frontier Province.

Almost 60% of the AID mission's fiscal 1984 budget is in agriculture and

rural development. The projects in this sector are designed to strengthen research and extension services; rehabilitate feeder canals in irrigation systems; build farm-to-market roads; improve agricultural production; storage and distribution; and help discourage cultivation of narcotics.

Allen Hankins, head of the Agriculture and Rural Development Office, speaks glowingly of the Pakistan program in general and the agriculture projects in particular. "Pakistan challenges you in every sense," Hankins says. "I'm impressed by the challenge of the program and the quality of the projects. Some of the (agriculture) projects have been unusually bold and creative. The research-related projects are very important and appropriate to Pakistan."

Opium poppy production is a continuing problem in Pakistan, and the mission has responded with a vigorous area development program in the heart of the poppy region. The area development program is somewhat different from the mainline elements of the mission's portfolio, in that its central objective is replacing lost income for farmers who stop poppy cultivation. The project includes agricultural, infrastructure, job training and rural works elements.

The mission's initial \$20 million poppy-related area development project was obligated in August of 1983. Less than nine months after obligation, there are standing crops of new wheat varieties which were introduced by AID technicians and planted in farmer's fields. This project covers an area which was responsible for about one-half of all opium poppy cultivation in Pakistan. About 116,000 people live in the 215-square-mile project area.

The project is divided into two phases. The first phase, which will last about a year, will provide immediate benefits and lay groundwork for the remainder of the project. It will include building roads, completing engineering designs and gathering weather data. It will include farm trials and demonstrations, seed multiplication and other exploratory agricultural work.



U.S. aid has been a significant factor in Pakistan's development. The United States contributed \$60 million of the \$1.4 billion required for building the Tarbela Dam, shown while under construction.

The second phase, which will last four years, will focus on agricultural development, infrastructure construction and off-farm employment. The agricultural development component will include methods to promote the increased production of existing non-poppy crops, new crops, improved livestock and productive trees.

Limited enforcement began immediately. During the 1983-84 crop season, enforcement took place on government (Water and Power Development Authority) land and on designated lands where opium poppy was not cultivated in the 1982-83 growing season. An enforcement schedule has been set for the next three growing seasons, and production of all opium poppy will be eliminated by the beginning of the 1986-87 crop year.

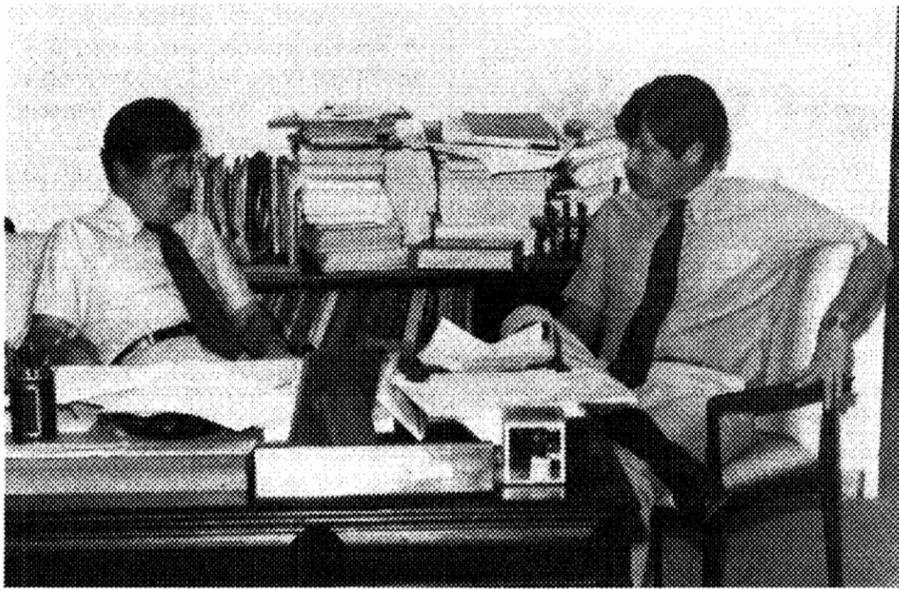
The mission also succeeded in including "poppy clauses" in a dozen projects. These clauses, part of the project agreements, call on the government of Pakistan to ensure that opium is not grown in the project area. If opium is cultivated, the United States can suspend the project or seek reimbursement for money already spent. Poppy clauses are included in area-specific projects and not in nationwide projects such as in health and population.

The effectiveness of the poppy clauses was put to a recent test in the very sensitive tribal area of the Northwest Frontier Province. Poppies were found growing in an area scheduled to receive AID funds for small irrigation works. Appropriate Pakistan government officials were notified and the poppy clause was invoked. Officials were informed that AID funds would not be forthcoming until the poppies were eradicated. Within a few days, Pakistani law enforcement officials had eradicated all the identified poppy fields and AID officers inspected the project area before recertifying it for receipt of funds.

The power of the poppy clause, of course, depends upon the political will of the federal and provincial officials in Pakistan. Evidence of this will has been considerable in recent months and AID and the U.S. Embassy are optimistic that enforcement of the ban on poppy cultivation will proceed on a reasonable schedule. AID funds and AID poppy clauses serve to support and reinforce the Pakistan government's intentions in this important area.

The mission has played a key role in developing a Special Development and Enforcement Plan for Opium Poppy Growing Regions in the Northwest Frontier. The plan uses a comprehensive approach to eradicate all existing centers of poppy cultivation and to prevent the resurgence or introduction of opium production in non-producing areas. The plan was presented by the government of Pakistan at the Paris Consortium meeting in December 1983. Several donors, including the United States, support this international effort. Four projects and a special development unit are envisioned as part of the plan.

About 25% of the mission's portfolio involves the energy sector. Projects will help bring electricity to rural villages, develop Pakistan's indigenous energy resources (particu-



While the Pakistan program accounts for more than one-third of the total program levels for the Asia Bureau region, Mission Director Donor Lion (left) and Deputy Director Jimmie Stone manage a staff of less than 40 U.S. direct-hires.

arly coal), and increase the supply of fuelwood.

The projects in the health and population sectors are working to control the incidence of malaria, strengthen Pakistan's capability to provide primary health care services, and mount an effective nationwide family planning program, including a social marketing program which would encourage the private sector in the marketing and distribution of contraceptives.

In addition, the P.L. 480 Title I program is an essential element in the six-year economic assistance package, particularly in the strategy to support Pakistan's balance-of-payments position. It provides vegetable oil—a basic source of protein for the population—and offers an opportunity for policy dialogue on key agricultural policy issues.

The program is budgeted at an annual level of \$50 million. Faced with almost stagnant domestic production and rising consumption, Pakistan's edible oil import requirements are

expanding at a rate of over 6% per year. It is estimated that Pakistan imported approximately 900,000 metric tons of edible oil during fiscal 1981 and 1982. P.L. 480 concessional imports provided 205,000 metric tons of this requirement. The fiscal 1984 program will finance about 100,000 metric tons of soybean oil or approximately 19% of projected edible oil imports.

Jeffrey Malick, deputy project development officer, characterizes the mission as "an energetic, hardworking group of professionals committed to getting the job done." That job is implementing a large, diversified program.

In addition to helping Pakistan's people, the mission is succeeding in working with the Pakistan government to make prudent policy decisions. Lion says "The government of Pakistan, in many areas, has created a reasonable and constructive policy environment. It's an environment that gives us an opportunity to dialogue with them and have them listen to us and take into account what we have to say."

Blackton points out that it has been "easy to establish high-level policy discussions in Pakistan."

Islamabad is a very livable city, constructed from scratch beginning in the early 1960s to serve as the country's new capital. Although there is very little nightlife, there are still things to do. Malick calls Islamabad, "a good place for families." Dinner parties, informal entertaining, and viewing of video cassettes are popular.

Also popular is the attractive American Club, which offers a restaurant, films, tennis, volleyball, swimming and video. The club also operates a popular Teen Community Center. The Embassy sponsors a number of activities including a softball league in which AID participates. The Rawalpindi Amateur Theatrical Society (RATS) is also very popular. Recent productions have included Arthur Miller's *The Price* and the *Pirates of Penzance*. Dr. Connie Davis, director of the Office of Health, Population, and Nutrition, and Eugene Szepesy, the deputy program officer, were among cast members.

The Asian Study Group offers various cultural activities, including rug seminars and trips to northern Pakistan, China, India, Nepal and Sri Lanka. The International School in Islamabad is well-regarded and a majority of its students, kindergarten through 12th grade, are Americans.

The key word to working in Pakistan is "challenge." Dr. Davis talks about how "in less than one year, my staff and I started three projects which are now being implemented." Officers in Islamabad work hard. In return, they have a chance to make an impact. That's what has drawn them to this exciting mission, and that's what will continue to attract them.

Esposito is a special assistant in the Asia Bureau.



Pakistan has more than 90 million people living in four provinces. The Gadoon-Amazai Area Development project is in the rugged and sparsely populated Northwest Frontier which stretches to the Himalayas.

JUST PLAIN ENGLISH

Completed Staff Work

by Thomas Murawski

Here are two examples on how to write for a busy boss. The first comes from an anonymous university administrator. The second is part of a memo by Army Gen. Donn Starry to his staff. Together the statements argue for thorough leg work and compact paper work—marks of good employees everywhere, including AID.

"Completed staff work consists of studying a problem and presenting its solution in such a way that the president need only indicate his approval or disapproval of the completed action. The words completed action are emphasized because the more difficult the problem is, the more the tendency to present the problem to the president in piecemeal fashion. It is a staff member's duty to work out details, no matter how perplexing they may be.

"It is so easy to ask the president what to do, and it appears so easy for him to answer. Resist that impulse. You will succumb to it only if you do not know your job. It is your job to tell the president what he ought to do, not to ask him what you ought to do. He needs answers, *not* questions.

"Your job is to study, write, restudy and rewrite until you have evolved a single proposed action—the best one of all you have considered. The president merely approves or disapproves. Alternate courses of action are desirable in many cases and should be presented. But you should say which alternative you think is best.

"The completed staff work theory may result in more work for the staff member, but it results in more freedom for the president. This is as it should be. Further, it accomplishes two things:

- The president is protected from half-baked ideas, voluminous memoranda

and immature oral presentations.

- The staff member who has an idea to sell can find a market more readily.

"When you have finished your staff work, the final test is this: If you were the president, would you sign the paper you have prepared and stake your professional reputation on its being right? If the answer is no, take it back and work it over because it is not yet completed staff work."

—University Administrator

"I can get more information from the staff if each of you gives me less. Here's why. In a week, about 110 staff actions show up in my in-box. I could handle this in a week if all I did was work on the in-box. Yet about 70% of my time in the headquarters goes not to the in-box but to briefings. I could handle that dilemma, too—by listening to briefings and thinking about staff papers at the same time. I don't. Most of the information I need is in the field. Much of my time must go there. In February, for example, I was here six days.

"Within those six days, add 15-20

office calls, a dozen or so visitors, seven social engagements, two or three ceremonies, and 32 telephone calls. These are the realities.

"To work the problems of the central battle within the restrictions of the realities, I need less information. But every piece of the less has to be pure. Every piece must go through that old filter of need to know, good to know, nice to know. I need the *need* part, not the rest. You need to synthesize, condense, strip out, boil down, distill, abstract—like a good newspaper editor.

"Here's your challenge: reduce six months of work to a 10-page package, or a package to a page, or a page to a paragraph, or a paragraph to a sentence, or a sentence to a few words, or a few words to a model or diagram.

"I need concepts, bottom lines, central themes, summaries, abstracts. Any action officer who can condense accurately is worth 10 who run out poopsheets by the pound. My measure of completed staff work is less paper, not more."

—Gen. Donn Starry

RETIRING

Eunice Bak, Guyana, secretary, after 20 years
Lucy Cardwell, M/PM/PO, personnel assistant, after 10 years
Ruth Chapple, AA/AFR, secretary stenographer, after 33 years
Dilcee Darr, M/SER/MO/PP, administrative officer, after 26 years
Jay Hirama, COMP/FS, assistant personnel officer, after 15 years
James Livingston, COMP/FS, agricultural development officer, after 18 years
Richard Martin, IG/SEC, assistant inspector general security, after 7 years
Alice McMillian, NE/DP, program analyst, after 32 years
Mary Valentino, M/PM, deputy director, after 3 years
Aram Zakarian, M/SER/MO/CRM, management assistant, after 19 years
Number of years are AID service only.

LEAVING

Sandra Anderson, PRE/HUD
Sharon Boyd, S&T/H
Gloria Darnall, COMP/CS/R
Blair Downing, PRE/TF
Rosalind Fellman, S&T/N
Linda Finks, S&T/IT
Charles Foltz, IG/SEC
Patricia Hill, S&T/POP
Betty Hirabayashi, S&T/RD
Cheryl Jackson, M/PM
Judith Nehring, M/PM
Arlenia Parker, COMP/CS/R
Carl Pendorf, ASIA/PTB
Anthony Salvemini, IG/PPP
Juliana Weissman, NE/TECH

MOVING UP

Denise Armstrong, NE/PD, program operations assistant
Roberta Atkinson, ASIA/DP, clerk typist

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

Robert Baker, M/SER/MO/CRM, mail clerk
Mary Brock, A/AID, secretary typist
John Brown, M/SER/MO/CRM, mail clerk
Paulette Claiborne, ASIA/DP, clerk typist
Eloise Echeverria, OFDA/OS, secretary typist
Ida Edwards, S&T/POP, clerk typist
Frances Erby, IG/SEC, clerk
Vera Fields, NE/PD, secretary typist
Phyllis Gray, M/SER/CM/SO, procurement assistant
Mattie Griffin, M/SER/MO/PP, transportation specialist
Kimberley Harmon, S&T/EY, clerk typist
Nancy Hess, AA/M, secretary typist
Eileen Holcomb, SAA/S&T, secretary stenographer
Maureen Lewis, PPC/PDPR, economist
John McAvoy, M/SER/CM/SO, contract specialist
Morris McDaniel, M/SER/CM/NEA, supervisor international trade specialist
Thomas McDonnell, IG/SEC/PS, supervisor physical security specialist
Frankie Moran, AA/FVA, administrative operations assistant
Lorraine Morton, PPC/EMS, administrative officer

Carol Neideffer, A/AID, confidential assistant
Alice Newton, GC/AFR, secretary stenographer
Abraham Piceno, M/SER/CM/CO, contract specialist
Leon Polk, M/FM/ESD, voucher examiner
Nancy Reed, AA/XA, confidential assistant
Doris Rice, AFR/RA, secretary typist
Debbie Riddick, M/SER/MO/TTM, clerk typist
Janet Rourke, M/PM, supervisory personnel management specialist
Minnie Sebsibe, AFR/RA, program analyst
Leola Sellers, LEG/CL, secretary stenographer
Roxie Shirk, S&T/RD, secretary stenographer
Dorothy Stoltz, M/PM, administrative operations assistant
Daisy Thomas, PPC/EMS, clerk typist
Benita Townsend, AFR/PD, clerk typist
Ronnie Ward, M/PM/TD, employee development clerk
Lisa Welch, M/PM/TD, clerk typist
Thomas Williams, AFR/PD, financial analyst
Diana Young, M/SER/MO, communications assistant
Marilyn Zak, PPC/PDPR, social science analyst

MOVING OUT

Aldona Affleck, LEG/CL, secretary stenographer, to administrative operations assistant, S&T/MGT
George Carner, ASIA/BI, program officer, to assistant program officer, AFR/DP
Mary Duffy, AFR/TR, assistant health development officer, to public health adviser, COMP/FS
Harold Freeman, S&T/ED, assistant education development officer, to general development officer, NE/TECH
Brendan Gannon, M/SER/CM/RO, contract specialist, to assistant contract officer, Pakistan
Catherine Gordon, COMP, assistant supply management officer, to assistant Food for Peace officer, FVA/FFP/II
Charles Husick, AFR/RA/P-II, project manager, to program analyst, NE/DP
Donald Kennedy, COMP, project development officer, to assistant project development officer, AFR/PD
Marie Love, COMP, deputy executive officer, to management officer, PPC/EMS
James Maher, COMP, regional development officer, to project manager, FVA/PVC
Harald Marwitz, LAC/DP, assistant program officer, to program officer, AFR/CWA/L
Ann McDonald, AFR/PD, assistant project development officer, to program officer, ASIA/BI
Arlan McSwain, Morocco, deputy agricultural development officer, to project manager, AFR/RA
Elizabeth Pearson, ASIA/DP, budget analyst, to program analyst, NE/DP
Marianne Priebe, COMP, personnel officer, to assistant personnel officer, M/PM
Allen Randlov, RDO/Caribbean, assistant health development officer, to public health adviser, COMP/FS
Kenneth Schofield, NE/E, assistant program officer, to special assistant, A/AID



"Expanding Private Roles in Middle East Health," was the topic of an AID-funded strategic planning session recently held in Burgenstock,

Switzerland. Over 90 participants from nine countries attended the meeting which was co-sponsored by the Center for Public Resources (CPR), the International Chamber of Commerce and the Arab International Medical Group.

Prompted by the CPR publication, *Beyond the Public Prescription: Private and Public Roles in Near East Health*, the conference was held to develop specific strategies for meeting the health needs of the region's poor by expanding the private sector in Middle East health systems and products and, thus, reduce dependence on thinly

stretched public resources.

Participants agreed on the need for building sustainable health care programs, based on long-term business interests, to meet the public health needs of the region, according to James Henry, CPR president.

Five strategy working groups explored the following issues:

- Medical products partnerships—how trade, investment and local training decisions in the private sector can influence joint public-private problem solving on medical products issues.
- Systems management and administration—opportunities for cooperation on health systems materials management, facility administration and information management.
- Health systems: recurrent and investment financing—application of private financial resources to public health finance problems.
- Company-managed health systems—opportunities for using company-

managed health systems to form partnerships with private health care programs.

- Education of the public through private outlets—mobilization of private commercial outlets and private resources to expand and improve health product use and health education.

Participants recommended that a center for Middle East health be organized and based in the region. With funding from the public and private sectors, the center would be responsible for determining the region's medical needs and goals, collecting data on health and financial issues, identifying joint venture opportunities, providing technical and financial information, organizing training seminars and establishing a health development bank which would provide soft, low-interest loans to encourage public-private joint venture health projects.

The proceedings of this meeting are available from CPR.

An AID project which provides technical assistance from a consortium headed by Boston University to help develop an innovative curriculum for the faculty of medicine at Suez Canal University (SCU) is having a broad impact on Egypt's higher education.

The government of Egypt has approved developing a new medical school in the governorate of Menoufiya provided that the curriculum for the clinical years follows the model developed at SCU.

An evaluation last fall identified several ways in which the project was beginning to influence medical education in Egypt. Having the curriculum and approach extended so rapidly to a second university is a further indication of the success of the project.



The Office of U.S. Foreign Disaster Assistance (OFDA) recently sponsored an intensive four-week training course on geologic and hydrologic hazards. Attending the Denver seminar were 42 participants from 28 countries.

Participants were shown how potential effects of a wide range of hazards have been mitigated in various economic and political settings and how these successes can be repeated in other societies. Conducted by the U.S. Geological Survey, discussions included

landslides, earthquakes and floods. Participants were shown that techniques for mitigating various hazards can reinforce each other.

The training course went a long way toward convincing participants that they have the option of reducing the vulnerability of their populations to hazards which lead to disasters. They also learned a collary: They can no longer afford to tacitly permit natural disasters to wreck their development plans.

In selecting the participants, care was taken that their cultures, backgrounds and career objectives complemented each other's.

—Fred Cole

FROM WID



Since its establishment less than five years ago, Women's World Banking (WWB) has become a worldwide organization working with

women in business and banking in more than 30 countries. As a result of a grant from the Office of Women in Development, Bureau for Program and Policy Coordination (PPC/WID), awarded in 1982 to advance and promote businesses owned and operated by low-income women, WWB today has evolved into an effective catalyst for strengthening women's economic roles.

Incorporated in the Netherlands in 1979, WWB is an independent financial institution organized because women in the small business sector frequently cannot obtain credit from commercial banks—due, in part, to inadequate business and financial management skills. WWB assists hundreds of women in both LDCs and industrialized

raising local capital. WWB provides management and technical assistance to the lending institutions, the local affiliate and borrowers.

Eligible enterprises are women-owned and -managed, as well as jointly held enterprises. Approximately 200 loans have been made by local lending institutions under the WWB loan guaranty program. To date, there have been no defaults.

Affiliates of WWB operate in Latin America and the Caribbean—in Haiti, Jamaica, Colombia, the Dominican Republic, Uruguay and Brazil. Women also have formed local groups and are designing affiliates in Honduras, Costa Rica, Chile, Argentina and Peru. In Asia, there are WWB affiliates in India, Thailand, Philippines and Malaysia. Two more—in Papua New Guinea and Indonesia—are working on incorporation. In addition to organizations in place in Kenya and Ghana, efforts are under way to establish affiliates in approximately five other African nations.

Future activities include a plan to close the gap between women who possess skills in business, finance, marketing and negotiating and those who are struggling to make their small businesses survive. As a direct result of this project, WWB anticipates reinforcing and expanding this worldwide network of women helping women.

AID's Bureau for Private Enterprise also has provided support for WWB's loan guaranty program. The bureau is collaborating with PPC/WID in the joint funding of an analysis by WWB to determine the feasibility, design and potential financing of an export marketing service organization to meet the needs of WWB's local affiliate organizations and small enterprises. In the long range, the organizations would aim at developing a direct marketing program to connect the producer with markets, locally, nationally and internationally.

Further information on the WWB project may be obtained by contacting Maria Otero or Nadine Horenstein in PPC/WID or Bruce Bouchard in PRE.

—Deborah R. Purcell



Over 100 representatives of private voluntary organizations (PVOs) participated in an April 12 conference in AID/W. The meeting was arranged, at the request of Administrator McPherson, by the Africa Bureau in cooperation with the Office of Private and Voluntary Cooperation, Bureau for Food for Peace and Voluntary Assistance (FVA/PVC). Its purpose was to design specific steps for enhanced joint AID-PVO efforts in Africa.

In preparation for the conference, a subcommittee of six PVO representatives and key AID staff met twice to establish the meeting structure. The agenda focused on strategy, procedures and other areas of mutual interest. The subcommittee will continue to meet to consider and help carry out conference recommendations.

Also attending the meeting were top management and office directors of the Africa Bureau, as well as managers and staff from other AID bureaus.

In his remarks at the conference, Acting Assistant Administrator for Africa Alexander Love outlined major problems that AID sees facing African

countries in the 1980s. He reviewed the broad lines of AID strategy for dealing with the problems, and proposed some specific areas for increased AID-PVO cooperation.

Another bureau speaker was Harriadene Johnson, director of the Office of Development Planning. She explained AID's planning and budgeting cycle and talked about new ways that missions will be encouraged to plan PVO activities.

PVOs selected Andrew Oerke, president of Partnership for Productivity, to speak on their behalf. Oerke praised AID for holding the conference and called for high-level recognition of the technical and administrative expertise that many PVOs have developed from years of field experience. He said that PVOs want to be full partners with AID and asked that mechanisms be developed to allow them greater involvement in the AID planning process.

After lunch, a panel of Africa Bureau Technical Division chiefs presented outlines of strategy in their respective sectors. This was followed by a question and answer session.

The conference ended on a note of optimism with PVO and AID representatives projecting even better relations in the future.

—Michelle Easton

“**Women's World Banking is an effective catalyst for strengthening women's economic roles.**”

countries participate more fully in the formal economy of their countries.

Central to WWB is its capital fund, with assets totaling nearly \$3 million, which functions as a guaranty fund for commercial loans to small, women-owned businesses.

WWB operates through local affiliates composed of women with banking and financial expertise. Local affiliates are responsible for identifying local lending institutions, securing management assistance and



The Bureau for Latin America and the Caribbean (LAC) has just completed a regional project that developed and field-tested low-cost, media-

based training programs for farm women. The project, "Educational Media for the Integration of Women," was carried out with an AID grant by the Inter-American Institute for Cooperation in Agriculture (IICA) of the Organization of American States.

Working in rural Colombia and Dominican Republic, IICA studied information needs of farm women, developed packages of appropriate technologies for them, provided training and evaluated the results. The project taught women to produce new farm products to increase family income or to supplement the family's diet.

Production of new farm products was designed so as not to disrupt the important traditional activities of the farm women. These normally include managing the farm's financial trans-

actions and savings, marketing the farm's products, managing livestock and child rearing.

The project used radio, *fotonovelas* (comic-style booklets), posters, and other inexpensive mass media to reach as large an audience of widely dis-

“ Missions are being encouraged to incorporate mass media components into projects. ”

persed and isolated farm women as possible.

IICA has published the methods used and the evaluation results. This information will be circulated throughout Latin America and the Caribbean to help adult education and agricultural extension programs more effectively meet the information needs of women

living on farms.

In other sectors, as well, the use of mass media in AID programming in Latin America and the Caribbean is expanding. Instead of developing separate mass communication projects, missions are now being encouraged to incorporate mass media components into projects whenever mass media can improve the impact and coverage of development services.

Other examples of recent AID mass media activities include renewed work with the educational television network in El Salvador; a plan to use educational radio for mathematics instruction in rural primary schools in the Dominican Republic; a major media advertising campaign in Peru to promote health practices; an experimental program of distance education via satellite with the University of the West Indies in the Caribbean; a private sector rural newspaper project for farm families in Honduras; and a multi-sector rural non-formal education project in Guatemala that will use community radio stations and locally produced print media.

—Richard Martin



Serving as role models, 13 AID employees recently met with District of Columbia public high school students during the seventh annual Nathaniel Stinson Career Fair at the Phelps Vocational Center.

Students at the fair attended presentations on careers of their choice and took part in discussions with role models. As it has for the past five years, AID provided role models in the government/public service area and had one of the 45 career-related exhibits that students visited following the presentations.

For the first time, attendance at the fair was voluntary. Those students who chose to attend appeared extremely interested in learning and in discussing their career interest with the role models. Agency employees emphasized the value of education and the importance of developing academic, language and technical skills for careers in the Foreign Service.

—Voncile Willingham



Most earthquake casualties in developing countries occur in earthen buildings. Reinforcement techniques developed by the Pontificia Universidad Catolica del Peru in Lima, with AID assistance, can increase building resistance to earthquake shocks by up to 300%. Furthermore, it is believed that an additional major increase can be gained through appropriate modifications in the characteristics of soils used to construct earthen buildings.

To fully develop this potential, the university, with a SCI grant, embarked upon a study of mortar properties as they relate to adobe masonry construction. Six zones of Peru, where adobe construction is traditional, were selected for the research. Soil samples were collected and their physical, chemical and mineralogical

characteristics studied.

Besides the obvious factor of workmanship quality, one of the most important findings was that the strength of adobe masonry depends greatly on the extent of "microcracking" in the soil mortar. Shrinkage, which accompanies the drying stage of mortar, produces tiny cracks. Most of this cracking occurs during the early, very rapid drying stage.

Although soil chemical composition did not seem to affect the strength of adobe, a relationship was found between strength and the soil's clay content. Soil with a lot of clay generally produces drier bricks, and therefore, more heavily microcracked masonry of poor strength.

In general, adding binding agents to soil did not prove to be very effective in strengthening adobe masonry. An exception, however, is that small amounts of manure added to the soil did improve masonry strength. Fibrous material in manure may inhibit mortar microcracking.

Researchers found no definite relationship between the strength of adobe masonry and the amount of silt or sand in the soil. Soils with coarse sand, however, were found to produce stronger masonry, possibly because the sand impedes microcracking.

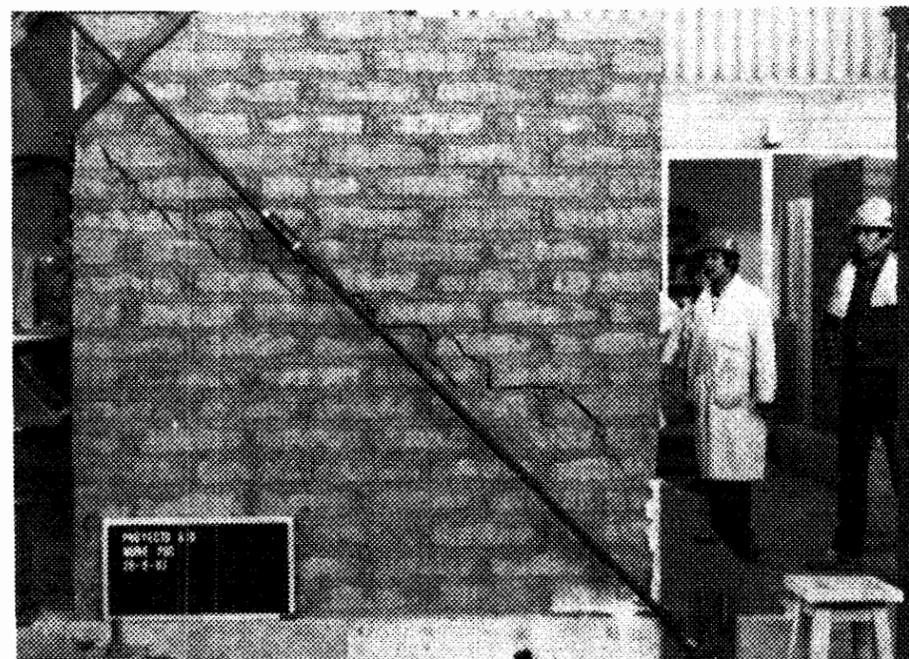
Researchers found that adding coarse sand reduces both the number and width of cracks. They also found that coarse sand helps integrate the brick and mortar for stronger overall masonry. But, the amount of sand has to be carefully controlled. Any deviation from the "optimum" enhances cracking. Adding straw seems to strengthen adobe masonry even more than coarse sand.

Based on their findings, researchers have developed a series of recommendations on selection of soils and

additives. Furthermore, a team of sociologists and anthropologists from the university made field surveys in both rural and urban settings to determine the best way of disseminating research findings to Peru's varied population.

The success of this SCI-funded project, which AID's Office of U.S. Foreign Disaster Assistance (OFDA) managed, has prompted OFDA to fund a follow-up study. According to Gudrun Huden, OFDA disaster preparedness officer, the second year's research aims at improving adobe in seismic and rainy areas. The project will investigate the effect of wetting-drying cycles on the overall strength and durability of adobe masonry.

—Miloslav Rechcigl



Researchers find the strength of adobe masonry depends greatly on the extent of "microcracking" caused by shrinkage that accompanies the drying of mortar.



The Office of Inspector General (IG) and the Office of Contract Management in the Bureau for Management's Directorate for Program and Management Services plan to execute three indefinite quantity contracts (IOC) with private accounting firms for worldwide audit services under the audit-work-order system. The scope of the work will be limited to financial and/or compliance audits of terms and conditions of AID-financed contracts, grants and other agreements.

Guidelines and procedures for ordering audit services, conducting audits, processing reports and general IG oversight of the program are being finalized for distribution in the field and AID/W. IOC audits will be initiated based on requests from the field and Washington and will be funded from project funds or other

money within their control and authorized for this purpose.

The IOCs will supplement audit efforts of the IG's regional audit staffs in the United States and overseas. This new arrangement responds to the Office of Management and Budget's (OMB) June 20, 1983 directive that all agencies be responsible for providing audits of their programs. This same OMB circular directs that audit be an integral part of the management process and that audit services and reports should be responsive to the management.

The Inspector General Act of 1978 requires that where non-federal auditors are used, AID's IG must:

- Assure the non-federal audit program complies with U.S. comptroller general standards for audit of governmental organizations, programs, activities and functions (1981 revision).
- Provide policy direction for conducting, supervising and coordinating audits of AID projects and programs.

—Jim Bender



To assure proper attention is given to private and voluntary organizations (PVOs) controlled by minorities, the Office of Small and Disadvantaged Business Utilization (OSDBU)

has established procedures for assisting entry-level PVOs. Minority-controlled PVOs are one of the groups that the Gray Amendment focuses on. The recently approved AID guidelines for implementing the Gray Amendment assign OSDBU the responsibility of assisting this group.

OSDBU's program was developed in cooperation with the Office of Private and Voluntary Cooperation of the Bureau for Food for Peace and

Voluntary Assistance (FVA/PVC), which maintains a register of PVOs. While the Gray Amendment and AID implementation guidelines state responsibility only to minority PVOs, OSDBU will assist *all* non-registered PVOs.

A minority-controlled PVO is one in which more than 50% of its board of directors are black Americans, Hispanics or American Indians, or economically and socially disadvantaged individuals. This definition includes women.

OSDBU provides initial counseling and assistance to *all* unregistered PVOs. Minority Resource Center (MRC) Representative David Rakes and his counseling staff perform these duties. After reviewing the needs of the entry-level organizations, any that are qualified for registration are referred

to FVA/PVC for further counseling. MRC staff assists organizations which do not qualify for registration as PVOs, by identifying other potential sources of funding within AID. OSDBU further advises minority organizations on ways to become qualified as a registered PVO. In addition, non-traditional PVO-type entities are encouraged to seek AID assistance. Examples are cooperatives, credit unions, federations of cooperatives, private foundations, and churches.

OSDBU's procedures do point out that, while registration does not guarantee AID funding, it does, by the nature of its process, give a registered PVO preference for AID funding. Registration is primarily a means to identify PVOs engaged in, or intending to engage in, voluntary foreign economic assistance operations. The

registration process determines whether PVOs meet certain general operating guidelines and accountability standards, and certifies the eligibility of PVOs to apply for AID resources intended for PVOs (generally 12-16% of AID's Development Assistance budget) including grants and subventions.

Inquiries should be addressed to Rakes at OSDBU, SA-14, Room 648, telephone (703) 235-1720.

OSDBU Begins Outreach Series

Washington and Philadelphia were the first two sites for OBR's outreach and information conference series "AID Opportunities for International Business." The article on page 1 is a report on the Washington meeting.

—James Bednar



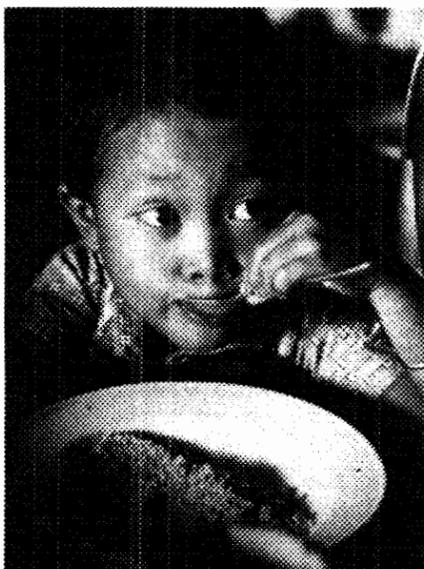
Agricultural cooperatives and farm credit banks belonging to Agricultural Cooperative Development International (ACDI) met in

Washington last month to honor some of their members. ACDI organizations which contributed more than 100 person-days to AID-sponsored participant training programs were recognized. In all, ACDI members contributed over 1,700 person-days to these programs.

The four leading organizations in 1983 were Farm Credit Banks of Omaha (191 person-days), Land O'Lakes, Inc. (144 person-days), Farm Credit Banks of St. Louis (125 person-days) and the Farm Credit Services of St. Paul (123 person-days). Certificates of recognition were presented to these organizations by Herb Wegner, coordinator for cooperative development, FVA/PVC.

School Feeding Seminar Hosted

The Office of Program, Policy and Evaluation (PPE) in the Bureau for Food for Peace and Voluntary Assistance (FVA) hosted a three-day seminar on improving developmental impacts of the P.L. 480 school feeding program. Fifty people,



School feeding programs can enhance school enrollment, academic performance and nutritional status of students.

representing PVOs, the World Bank, UNESCO, World Food Programme, AID and other U.S. government agencies attended the seminar, along with six host country representatives.

In her opening remarks, Julia Chang Bloch, FVA assistant administrator, said that the seminar is part of AID's effort to upgrade Title II programs and integrate school feeding programs with overall development strategy. To do this, she continued, assessments of school feeding programs should determine what are appropriate program objectives and what guidelines are needed for program and policy review.

The first day focused on information sharing. Beryl Levinger, assistant executive director for CARE, presented an overview of the major substantive issues related to school feeding programs including the relationship of school feeding to school enrollment, academic performance, and nutritional status. Ernesto Pollitt of the School of Public Health at the University of Texas also addressed the seminar on nutrition and educational achievement.

Skills development was the focus of the seminar's second day. Participants divided into three groups to design prototype school feeding programs that sought either to improve school enrollment, improve academic performance or improve nutritional status.

On the third day, the seminar concluded by looking at AID's existing school feeding program objectives, as outlined in *Handbook 9*, and suggesting ways of strengthening the current objectives. Participants concluded that strengthening the program would require shoring up the analytical base on school feeding projects and more sharply focusing the objectives of the program.

A report of the seminar's proceedings and conclusions is being prepared and will be available from FVA/PPE by the end of the summer.

New Brochures Published

The Office of Private and Voluntary Cooperation (PVC) now has an informational brochure on the AID-private voluntary organization (PVO) partnership. The contents cover resources

available to PVOs and other organizations, the initial steps for organizations seeking AID support, and the origin, purpose and process of registration. The brochure, the first of its type, has been well-received and is a useful explanation of AID's relationship with PVOs.

Also recently available from PVC is the annual report of American voluntary agencies engaged in overseas relief and development. The report, entitled *Voluntary Foreign Aid Programs*, covers the 167 PVOs registered with AID during fiscal 1983. The report describes the general nature of the work being carried out by these organizations including each PVO's geographic and sectoral concentration, as well as summaries of support, revenue and expenditures.

Both brochures are available from Ronnye McIntosh, Information Division, FVA/PVC, Room 250, SA-8, telephone 235-1684.

McPherson Signs Botswana Agreement

In a ceremony last month at the Blair House, Administrator McPherson signed a P.L. 480 Title II agreement with Botswana's minister of public service and information, Daniel Kwelagobe. The agreement provides 3,000 metric tons of vegetable oil, valued at \$3.8 million, for a government-to-government emergency feeding program. The agreement makes Botswana the 23rd African nation to receive emergency food aid in fiscal 1984.

—Lori Forman



To explain the objectives and goals of the AID/USIA cooperative exchange program, Gordon Murchie and Dennis Barrett, AID/USIA

exchange officers, recently attended the USIA Public Affairs Officers (PAO) Conference in Dakar, Senegal.

They conducted similar briefings at the PAO conferences in Nairobi, Kenya, and Amman, Jordan. "We believe the exchange will foster improved international media coverage of U.S. economic, food and disaster assistance, as well as increase joint programming between AID and USIA in the field as well as in Washington," said Murchie.

Barrett pointed out, "The program presented at the conferences is beginning to pay dividends." For example, Club du Sahel is funding a writer to cover in-country AID projects in the region, and the first stories under this contract are in the process of being used by USIA in Washington, by the Africa Regional Service's (ARS) *Afrique Etats-Unis* and AID publications, he explained. ARS also has contracted for 12 articles featuring AID's work in Kenya and neighboring countries.

To articulate U.S. foreign policy through the use of television, USIA has begun producing AFNET in which five African and two European capitals are linked by telephone circuits and four communications satellites. Administrator McPherson recently participated in the first show.

Tinsley Joins External Affairs

Sarah Tinsley, former director of the Office of Women in Development in the Bureau for Program and Policy Coordination, has been named deputy assistant to the Administrator in the Bureau for External Affairs. She will be responsible for the bureau's press and media activities.

"Press comment and reaction affects all phases of government activity. I look forward to playing a role in educating the American public about the positive work AID is doing in developing countries," said Tinsley.

Before coming to AID in 1981, Tinsley served as political director for political action committees at the National Republican Senatorial Committee. She also served as legislative assistant to Rep. Willis Gradison (R-OH) and Sen. Howard Baker (R-TN).

Tinsley received a BA from Skidmore College in Saratoga Springs, NY.

—Cynthia Johnson



AID's efforts to strengthen the role of the private sector in development recently took on a new dimension when the Bureau for Asia helped

sponsor a conference on "Environment and Development: The Future for Consulting Firms in Asia." The conference, held earlier this year in Singapore, was the third in a series of international meetings for engineering and environmental consulting firms organized by the non-profit World Environment Center (WEC) of New York.

After successfully holding the first two conferences in the United States—in New York and Houston—WEC sought assistance from AID to carry the third conference abroad to a setting that would facilitate even greater participation by LDC officials and indigenous, private consulting firms.

The purpose of the Singapore conference was to bring together

“
The time has passed for merely talking about the environmental aspects of development.”

representatives from development funding organizations, relevant officials from Asian government agencies, and executives of private sector consulting firms to discuss the best ways of promoting sustainable development.

This forum provided an unusual opportunity to exchange ideas and experience concerning the most pressing environmental problems facing Asian countries and to intensify commitment to prudent, cost-effective environmental management.

The role of the private sector in providing input to such management formed the central theme of presentations by conference speakers and became the subject of much of the informal discussion that occurred both during and following scheduled sessions.

Attending the conference were environmental officials from five countries—Indonesia, Thailand, Malaysia, Republic of Korea, and Pakistan; more than 100 consultants representing environmental and engineering firms in 22 countries; several representatives of non-governmental environmental organizations; and representatives of the major development assistance agencies in the Asia region—AID, the World Bank, the Asian Development Bank, and the Canadian International Development Agency (CIDA). A senior staff member from the East-West Environment and Policy Institute in Honolulu, led a special half-day session on regional training needs for environmental institution building and manpower planning.

Keynote speaker Emil Salim set the



Being introduced at the conference on "Environment and Development: The Future for Consulting Firms in Asia" are (from left) Michael Philley, environmental adviser, Bureau for Asia, AID/W; Colin Rees, senior environmental specialist with the Asian Development Bank; Robert Goodland, environmental affairs officer with the World Bank; Paul Wolf, environmental adviser of the Canadian International Development Center; Whitman Bassow, president of the World Environment Center; and Libby Bassett, moderator of the panel, also of the World Environment Center.

tone for the conference when he said the time has passed for merely talking about the environmental aspects of development. Salim, Indonesia's minister of state for population and environment, challenged participants to join forces in preparing "practical steps for implementing concrete actions."

AID stressed that the most serious environmental problems in developing nations cannot be solved through government and donor-assisted programs alone, but require a vital private sector able to contribute expertise and resources to sound environmental planning and management as an integral part of development.

Celso Roque, who until this year was the Philippines' chief environmental official, spoke of the need for innovation among public and private institutions just to keep pace with "the hurricane of technological transformation" in East Asia.

Roque, now an environmental consultant, himself, shared with several other speakers the view that environmental planning is tending toward more integration of social and institutional goals with the traditional concern for protection of the physical and biological resource base.

There is an encouraging trend in the Philippines, he added, for government and the private sector to work cooperatively in seeking new institutional arrangements that can respond effectively to the social and environmental challenges of applying science and technology to development.

For consultants these trends mean an increasing demand for integrated planning and impact analysis services, using multidisciplinary teams. Comprehensive environmental analysis now means taking into account the social and institutional effects of development as well as the physical-biological effects.

This creates the need for a new range of forecasting and projecting techniques, or services to predict the social infrastructure needed to support integrated projects. And it requires a commitment by consulting firms to develop cooperative on-the-job training of resident environmental professionals.

The consultants said it is up to the development lending agencies to spell out the environmental requirements of projects so that consulting expertise

can be provided at the very beginning of project design. While AID has established formal environmental procedures to better ensure that this is taken into account, the process is not as well defined by the other major donors.

AID, the World Bank, CIDA and other donors are beginning to direct resources for training and staff development at key Asian country institutions that must deal with environmental policy, research, planning and management. The problem is that there are many competing demands for these resources. This suggests that increasing allocation of these resources to environmental training will depend on the priority assigned to this area by Asian governments.

The consensus at the conference was that training in Asia is lagging behind the need for environmental professionals, and that this is posing an obstacle to environmentally sound development. It was recommended that training be included as an integral component of development projects with anticipated major impact on the environment. The Asian Development

Bank's Han River Basin Project in South Korea was cited as an example where 340 people have benefitted from such training.

In the end, political will was seen as the most necessary factor in ensuring environmentally sound development. The development lending agencies and environmental consultants can influence the political process through technical assistance that responds to policy needs and analytical support for national development planning. An example is the support that AID is providing for the preparation of national conservation strategies in the Philippines, Nepal, and Sri Lanka, and for a comprehensive country environmental profile in Indonesia.

Other donors are keenly interested in what AID is doing to support host country policy formulation in the environmental and natural resources area. They are beginning to think of ways in which they can complement the process and, in turn, better shape their own environmental policies and programs.

—Michael Q. Philley



Although House floor action on the 1985 authorization recently has been the major preoccupation in the Office of Legislative Affairs (LEG),

other legislative issues continue to require attention.

One of those issues is the emergency fiscal 1984 supplemental appropriation discussed in the last issue of *Front Lines* which, by the third week of May, still had not passed the Congress. Since conferees were unable to reach agreement on the two separate issues of the funding level for El Salvador and funding for the Central Intelligence Agency, both houses must resolve these sensitive issues in adopting the conference report. In addition, after agreeing to the full \$60 million P.L. 480 Title II request for Africa in the bill, the conferees deferred action on the \$175 million in worldwide P.L. 480 until the government-wide regular fiscal 1984 supplemental is marked up in June.

The regular supplemental contains other funding important to AID, including additional Central America funds (both Development Assistance and P.L. 480) and Operating Expenses.

Another action that remained unresolved in May was the budget resolution for fiscal 1985. On May 18 the Senate passed a budget resolution allowing 2% growth in fiscal 1985 for non-defense discretionary programs but specifically recommended that this growth be reserved for domestic programs and that foreign assistance be frozen at 1984 levels. Conference on that measure is not expected to be held until some time in June.

The next major hurdle in the authorization process is action by the full Senate. At this point any movement in the legislation depends on reaching a compromise on the Central America provisions.

So June may be a busy month, with action possibly occurring on the emergency supplemental, the regular supplemental, and the regular 1985 authorization.

—Ken Ludden

AGRICULTURE



Among the dozens of breeds of sheep found worldwide, some have a valuable characteristic known as prolificacy. This characteristic is basically the product of two important traits in sheep: the number of lambs born at each lambing and the number of lambings per year. Reproduction can vary from fewer than one lamb per year (average for those breeds that have developed in harsh environments) to many lambs per year (for sheep in intense husbandry practices that allow special feeding and care).

An animal scientist from the University of California at Davis recently teamed with scientists at Morocco's Hassan II University and with Indonesian scientists in the Agency for Agricultural Research and Development to study the genetics of prolificacy. The research was under the auspices of AID's Small Ruminant Collaborative Research Support Program (CRSP), which is managed by the Bureau for Science and Technology's Office of Agriculture (S&T/AGR).

Work in Morocco focuses on the D'Man breed, one of the world's most prolific sheep. They are generally raised in oases and fed on date palm residues—intensive husbandry in a limited environment. In Indonesia, the prolific Priangan breed is kept in small sheltered pens near village houses and fed daily with lush green fodder.

In the United States, the prolific breed generally used for crossing with local breeds to increase prolificacy has been the Finnish Landrace. The Finnish Landrace ewe has several lambs per lambing but does not give birth several times a year.

Prolificacy research has great payoff potential for sheep farmers in less

developed countries (LDCs), as well as for U.S. sheep farmers. To capitalize on that potential, several problems must be worked out.

First, the manner in which prolificacy is inherited needs to be understood and used efficiently. For example, it is not only important to raise the average lambing percentage in a flock, but the increase must be accomplished by each ewe producing twins. Flocks with ewes that produce a mix of single lambs and triplets require more management by a sheep farmer.

Second, the use of prolific genes in other than intensive agricultural systems presupposes the willingness of farmers to increase and improve their husbandry standards. Increased attention to husbandry may not be economical for every farmer when viewed in terms of the whole farm operation.

Third, the commercial value of genes for prolificacy could be enormous in LDCs if high-quality stock of proven prolificacy could be exported to countries seeking such genes. Egypt, for example, has no prolific local breed, but does have intensive husbandry systems that could exploit the prolific genes—if they could be safely imported. Likewise, importation of the prolific genes into the United States could favorably affect the U.S. sheep industry.

The Small Ruminants CRSP recently sponsored an international seminar on prolific sheep, which attracted 50 of the world's leading sheep scientists. The seminar proceedings will report some of the definitive research done to date. The CRSP also has sponsored workshops in Morocco and Egypt to share the expertise in use and management of prolific sheep with scientists in these countries.

The Small Ruminant CRSP research on prolific sheep should have an immediate impact on the welfare of the small-scale LDC sheep farmer. Import and export of the prolificacy genes should also produce long-term, far-reaching benefits for both LDCs and the United States.



In preparation for export, workers weigh yams at the Christiana Potato Growers' Cooperative in Christiana, Jamaica.

A recent workshop on appropriate postharvest technologies and export strategies for perishable Caribbean crops focused on domestic, inter-island and export market opportunities for Caribbean countries and on factors that affect exporting crops into international markets.

The Postharvest Institute for Perishables (PIP) organized the workshop in collaboration with Jamaica's Ministry of Agriculture, the International Food Storage Corp. and Ronco Corp., a consulting firm. The workshop was held in Kingston, Jamaica, and brought together representatives from more than 20 U.S. private sector companies with postharvest handling and transportation technologies and services, and representatives of the public and private sectors from nine nations. They were Jamaica, Belize, St. Kitts, St. Lucia, St. Vincent, Barbados, St. Thomas, Dominican Republic and Dominica.

Perishable root, tuber, fruit and vegetable handling and quality maintenance systems were discussed, including factors that influence produce while it moves through marketing channels. Ronco specialists who are assisting the AID mission in Jamaica with a large agricultural marketing project and PIP consultants gave presentations covering in-transit and arrival problems, temperature and humidity control, processing and storage, modified atmosphere transport, postharvest disinfestation, commodity grade standards, and custom regulations for U.S. entry. The use of food irradiation was discussed as a postharvest quarantine treatment to replace ethylene dibromide (EDB), a chemical that will not be allowed on crops after Sept. 1.

An important characteristic of the workshop was the presence of entrepreneurs. Toby Wolf of the International Food Storage Corp., Spokane, WA, worked with PIP to attract U.S. businesses to the workshop. An international commodity broker from the United States and marketing specialists with experience in the Caribbean reviewed joint ventures, export cooperatives, export marketing intelligence and international commodity brokerage

services. Caribbean and U.S. export-import firms discussed joint venture possibilities for the export of Caribbean agricultural products to the United States. Ten joint venture proposals and several hundred thousand dollars of business are being discussed as a direct result of the workshop.

The first week of the workshop provided the 150 Caribbean participants an opportunity to develop a good background for participation in the Caribbean Basin Initiative (CBI). The second week of the workshop gave them an opportunity to interact with representatives of U.S. businesses.

Several representatives from some of the smaller Caribbean nations met to plan for a traders' association. Work is continuing to establish a working relationship among private sector traders in the Caribbean in order to share market intelligence and influence shipping schedules for the benefit of traders joining the association.

The workshop introduced participants to modern technologies and heightened their awareness of opportunities for improved handling and distribution of Caribbean crops. The participants not only gained understanding of modern postharvest perishable marketing, but also made contacts with U.S. business firms with the technologies and interest to promote efficient perishable export marketing from CBI nations.

PIP organized the workshop under its project "Storage and Processing of Fruits and Vegetables," which is funded by S&T/AGR. The AID mission in Jamaica cooperated with PIP in planning and running the workshop. Funds for workshop participants from the CBI area were provided by AID's Regional Development Office in Barbados. The Jamaican Ministry of Agriculture and RONCO staff provided technical presentations and the bulk of logistics needed to ensure the success of this regional workshop.

South American cameloids, particularly the alpaca, represent a unique resource for Peru's highland farmers—predominantly Indians descended from the Incas. The alpaca



Small ruminant CRSP findings on prolific sheep should have an impact on the welfare of the small-scale LDC sheep farmer. Workshops in Egypt and Morocco recently shared expertise in use and management of prolific sheep.

provides a basic and vital supply of meat, hides and fiber for the highland farmers' livelihood.

Alpaca fiber is among the world's finest—and most sought after—animal fibers. It is produced in quantity and comes in colors ranging from shades of brown and red to black. Local artisans skillfully weave the fiber into garments.

Prices the farmers get for alpaca fiber destined for export are generally well below market value and exclude bonuses for quality. Most of the Peruvian fiber ends up in European markets, where middlemen, who grade and process the fiber, make substantial profits from re-exporting the fiber to the United States and other countries.

POPULATION

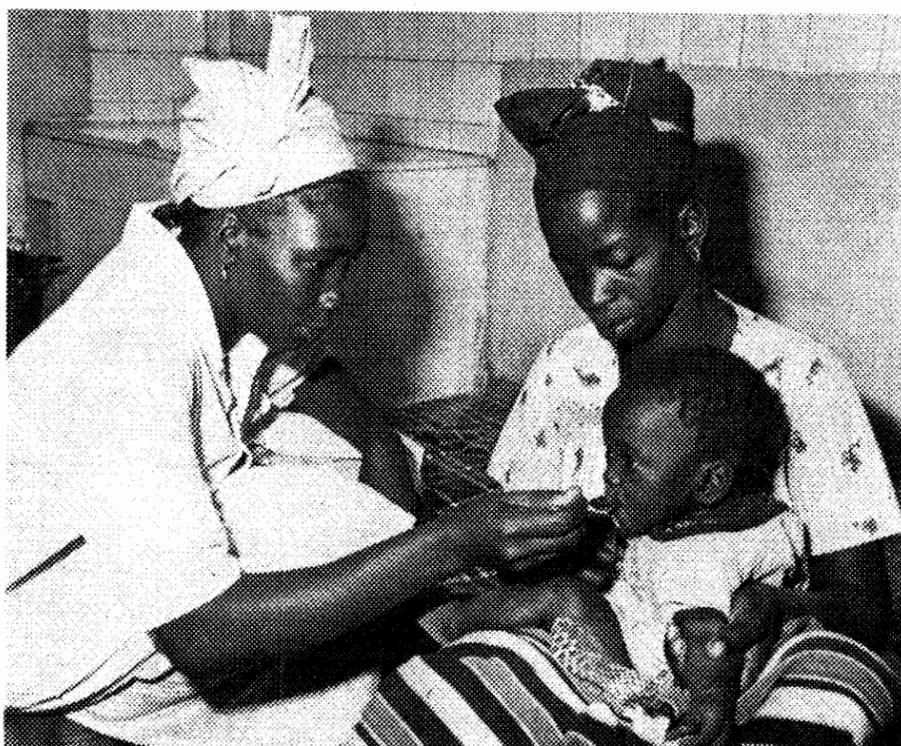
The evaluation team of the Population Council's International Research Awards Program recently provided a de-briefing on the "Determinants of Fertility." The team, which included Dr. James McCarthy of Johns Hopkins University, Dr. Thomas Merrick of Georgetown University and Dr. Charles Westoff of Princeton University, strongly recommended that AID continue its effort to stimulate social science research on fertility factors in developing countries.

The evaluation also found considerable merit in the peer review of the awards program. Through the process, research proposals are subjected to rigorous technical review, followed up with technical assistance to researchers in developing countries. The assistance helps improve the proposed research and indirectly strengthens the research capacity of developing country institutions.

Although most of the more than 20 research studies funded by the awards program are still under way, the project has exceeded expectations. Research is being conducted in Kenya, Mali, Nigeria and Togo. Another study soon will be funded in Uganda. Research findings will be reported in this column as available.

"There is good reason to believe that policies to reduce fertility should concentrate simultaneously on increasing literacy, improving health conditions and strengthening family planning efforts," said Dr. Phillips Cutright of Indiana University at a seminar sponsored by the Office of Population (S&T/POP). The seminar was entitled "Recent Declines in Fertility in Developing Countries." Based on an examination of fertility levels in 83 developing countries, Dr. Cutright found that education, health and family planning programs have significant, independent effects on reducing fertility.

The study also found that once family planning efforts and social development are held constant, economic development, as indicated by per capita gross domestic product or per capita energy consumption, has little effect on fertility. Dr. Cutright's research is part of an AID-funded Fertility Determinants Project at Indiana University, subcontracted through the Futures Group's RAPID I project.



AID's Mass Media Health Practices Project, which teaches people to recognize, treat and prevent infant diarrhea, has been expanded to Peru, Honduras and Swaziland.

Copies of an article based on Cutright's research can be obtained from the S&T/POP's Policy Division, SA-18, Room 803, 235-8081.

NUTRITION

The home garden is a mainstay for many families in developing countries. Managed as part of the household, home gardens provide flavors, colors and textures—not to mention essential minerals and vitamins—to vary the basic diet of staple energy foods. When expanded into "mixed-gardening," combined with home fish ponds, or poultry or small livestock enterprises, the home garden can also become an important source of protein as well as additional calories.

AID's Office of Nutrition (S&T/N) has been working with UNICEF, the Asian Vegetable Research and Development Center (AVRDC), the Peace Corps, and the League for International Food Education (LIFE) in developing and promoting home gardening. With the upsurge of interest in "farming systems" throughout



Since one principal source of vitamin A (as well as iron, calcium, vitamin C and significant amounts of protein) can be found in dark green, leafy vegetables, AID's Office of Nutrition promotes home gardens.

AID, S&T/N also has been assisting the designers and managers of farming systems projects with incorporating relevant nutritional considerations.

UNICEF has been a strong supporter of school gardens, with a view to influencing the improvement of gardens at the family level, and has collaborated with AID in these endeavors. A UNICEF representative chairs the International Vitamin A Consultative Group (IVACG), which S&T/N originally established. Since one of the principal sources of vitamin A (as well as iron, calcium, vitamin C, and significant amounts of high-quality protein) can be found in dark green leafy vegetables, S&T/N and the Asia Bureau sponsor a nutritionist at AVRDC to design and promote home gardens. This work is beginning to spread to other countries in Asia.

S&T/N and the Peace Corps last August commissioned the design of a home garden training manual. This manual is being used to teach basic mixed gardening techniques to field-level workers in health, nutrition, rural development and agriculture. Their counterpart Peace Corps volunteers also take part in the training. Fifteen Honduran specialists were trained under this program in November 1983. In April-May 1984, 15 Western Samoans and three Tongans were similarly trained. Further training programs with the Peace Corps are planned for Ecuador and the Central African Republic.

With S&T/N support, LIFE is compiling and analyzing the existing literature on home gardens as a means of increasing food supplies and improving nutrition in developing countries. Publications from this activity will include an annotated bibliography and a monograph surveying the literature. In addition, LIFE is developing a library and a roster of experts in this field.

Other organizations showing an interest include FAO, which took part in the Africa-based meeting of IVACG. It was at this meeting that the African strategy of dramatically increasing the natural sources of vitamin A was enunciated. The World Bank has also expressed interest.

EDUCATION

The Mass Media Health Practices Project, which is teaching people to recognize, treat and prevent infant diarrhea in The Gambia and Honduras, was the subject of a recent seven-minute broadcast on National Public Radio. The program was aired nationwide on "All Things Considered" at 5 p.m. and again at 6:30 p.m.

AID's role in the educational effort to teach people about oral rehydration therapy was emphasized. The broadcast included segments of radio programming from The Gambia and brief interviews with Project Officer Anthony Meyer, and William Smith of the Academy for Educational Development. The academy is assisting the joint Office of Education (S&T/ED) and Office of Health project.

The project has expanded to Peru, Honduras and Swaziland. Other countries in Africa and Asia have expressed interest.

For details about the project and its results, and further information, contact Meyer, S&T/ED, SA-18, Room 603, telephone 235-9006.

A review of the Radio Community Basic Education project in rural communities of southwestern Dominican Republic shows that nearly all first-year students returned to enroll in the second level. This contrasts sharply with the return rate in regular schools. Furthermore, evaluations show that students enrolled in radio education centers under the project are doing very well scholastically.

For details contact Jean Meadowcroft, SA-18, Room 609, telephone 235-9006.

FROM RD

The Employment and Small Enterprise Division's Agro-Industrial Development Project recently sent three advisory missions to the field to help developing countries plan strategies for agro-industrial development. The project is carried out by the Industry Council for Development (ICD), an international group of companies that offer their staff for advisory services on a no-cost, volunteer basis.

In Jamaica, at the request of the prime minister, an ICD representative and the Kraft Food Corp. helped the government plan its agro-industrial strategy and mechanisms to channel private sector expertise to Jamaica and to other developing countries. Later, a Kraft jams and jellies expert spent a week in the country advising on the development of a new gourmet food line that the government is helping a private sector firm launch for export.

In Pakistan, the ministers of planning and of agriculture worked with a three-member ICD team to develop a national strategy for small and medium agro-industries.

Early this fall, a training workshop will be held to bring representatives of private agro-industries, the banking community and private agribusiness institutions together.

For details about the project contact Christopher Mock, SA-18, Room 613, 235-8964.