

# CALENDAR

## OCTOBER

**21-26:** Twentieth Annual Caribbean Food Crops Society Meeting. The theme is "Small Farming Systems in the Caribbean," St. Croix, U.S. Virgin Islands. Contact: Walter I. Knauzenberger, chairman, Organizing Committee, Caribbean Food Crops Society, c/o Cooperative Extension Service, College of the Virgin Islands, P.O. Box L, Kingshill, St. Croix, U.S. Virgin Islands 00850; telephone (809) 778-0246

**22-26:** Tenth International Road Federation World Meeting, Rio De Janeiro, Brazil. Contact: IRF, 525 School St. SW, Washington, DC 20024; telephone (202) 554-2106

**25-28:** The African Studies Association 27th annual meeting, Los Angeles, CA. Carol Thompson, Department of Political Science, University of Southern California, Los Angeles, CA, 90089-0044

## NOVEMBER

**8-9:** National Council for International Health Midwestern Regional Meeting, Chicago. Meeting topic is "Possibilities in International Health." Contact: Graeme Frelick, NCIH, 2100 Pennsylvania Ave. NW, Suite 740, Washington DC 20037; telephone (202) 466-4740

**8-11:** Seminar on Ecology and Management of Problem Soils in Asia, Bangkok, Thailand. Contact: Dr. T. C. Juang, Director, Food and Fertilizer Technology Center, Department of Soil Science, Faculty of Agriculture,

Kasetsart University, Bangkok, Thailand

**9:** U.S. Small Business Administration, Small Business Association of New England, Private Enterprise Bureau of AID, and Volunteers in Technical Assistance will co-sponsor a day-long conference on international joint venture and licensing opportunities in India for U.S. manufacturers. Contact: A. B. Deolalikar, Volunteers in Technical Assistance, 1815 North Lynn Street, Suite 200, Arlington VA 22209

**11-14:** Joint annual meeting of the American Council on Education and the National Association of State Universities and Land-Grant Colleges in Denver, CO. Contact: ACE or NASULGC, 1 Dupont Circle, Washington, DC 20036

**15-18:** Third International Conference on Pediatric Social Work, Miami, FL. Contact: Allen F. Johnson, President, International Association for Pediatric Social Services, 6 South Terrace, Auburn, MA 01501; telephone (617) 382-4297

**15-18:** Society for Medical Anthropology/American Anthropological Association 83rd annual meeting, Denver. Contact: Lynne Goldstein, 1703 New Hampshire Ave., N.W., Washington, DC 20005

**28-30:** National Council for International Visitors Southern Regional Conference, Orlando, FL. Contact: NCIV 1630 Crescent Place NW, Washington, DC; telephone (202) 332-1028

**25-29:** Entomologist Society of America annual meeting, San Antonio, TX. Contact: W. Darryl Hansen, Executive Director, Entomological Society of

America, 4603 Calvert Road, College Park, MD 20740

## DECEMBER

**3-6:** American Society of Tropical Medicine and Hygiene annual meeting, Baltimore, MD. Contact: Dr. John Scanlon, Secretary-Treasurer, ASTMH, P.O. Box 29837, San Antonio, TX 78229

**5-6:** Board for International Food and Agricultural Development (BIFAD) meeting, sponsored by AID, Washington, DC. Contact: John Rothberg, AID/BIFAD, Room 5318, Washington, DC 20523; telephone (202) 632-0228

**6-13:** Seminar on "Strategies of Integrated Pest Management for Basic Food Crops in the Sahel" in Niamey, Niger. Contact: Mrs. B. A. Daoule Diallo, Regional Director, IPM Project, B.P. 7094 Ouagadougou, Burkina Faso (formerly Upper Volta)

**9-13:** Entomological Society of America annual meeting, San Antonio, TX. Contact: W. Darryl Hansen, Executive Director, Entomological Society of America, 4603 Calvert Road, College Park, MD 20740

**10-13:** The Scientific Association of Ivory Coast and the American Association for the Advancement of Science will sponsor an African regional seminar, Grand Bassam, Ivory Coast. Contact: J. Thomas Ratchford, Associate Executive Officer, AAAS, 1776 Massachusetts Avenue NW, Washington DC 20036

**17-21:** Sixth World Congress for Rural Sociology, Manila, Philippines. Contact: The Secretary, IRSA, Department of Agriculture, University of Queensland, St. Lucia 2LD, 4067 Australia

*Any additions or corrections should be addressed to "Calendar," Front Lines, AID, Washington, DC 20523*

# FRONT LINES

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

OCTOBER 1984

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



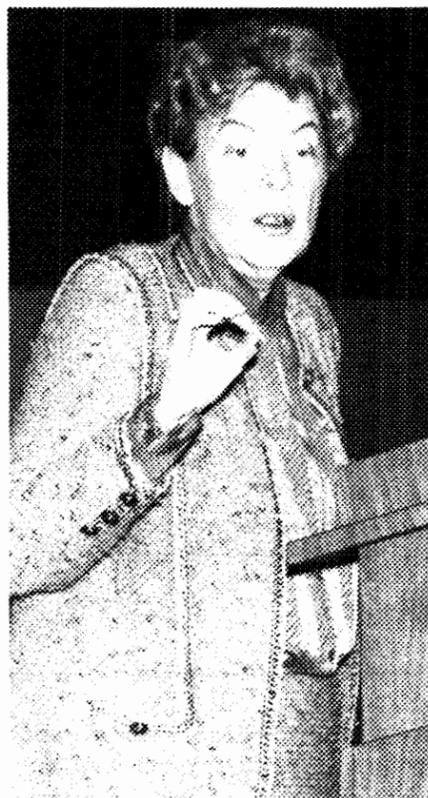
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## AID IN BOLIVIA

### Typhoon Strikes Philippines

### Jonas Salk Speaks to Agency

### Conference Stresses Importance of Women



Ambassador Jeane Kirkpatrick says women should be integrated into a total development plan.

## Kirkpatrick Addresses ACVFA Women's Importance Stressed

**S**tressing the importance of fully integrating women in development, U.N. Ambassador Jeane Kirkpatrick addressed the Advisory Committee on Voluntary Foreign Aid's (ACVFA) quarterly meeting Sept. 13. Including women in economic development was the focus of the two-day conference held in Washington, D.C.

"One of the basic changes . . . that occurs in the process of modernization is the progressive inclusion of women in progressively larger portions of society," said Ambassador Kirkpatrick.

Kirkpatrick suggested that goals be set for introducing women into non-traditional roles. In order to bring about changes, an assessment of where women stand in each society must be made. However, she said, development professionals should understand that the tools to change a society are

limited to the leverage a donor has with a given country.

Warning against raising unrealistic expectations, the ambassador said, "By setting utopian goals, we are likely to fail to achieve what is practically possible." She recalled once asking a Peace Corps volunteer in Africa what it was he actually did. He replied that at the time he was trying to persuade local farmers it was better to use cows to pull plows than the number four wife. "That may seem like a modest goal, but it's a very important goal for the number four wife," she stressed.

"I think the most important principle concerning women in development is that they should be integrated into a total development plan. Women's concerns should not be treated as an adjunct to ongoing programs." Kirkpatrick continued, "You do not deal with the problem of inclusiveness

of women by establishing an International Women's Year. I am not an opponent of the International Women's Year . . . but I am absolutely opposed to imagining that by establishing a Decade for Women or International Women's Year we are dealing with the problems of women in development." She noted that until a plan for including women systematically is integrated into all the major programs of the United Nations, there will be no serious effort by the U.N. to improve women's roles in economic development.

Kirkpatrick pointed out that including women in all parts of development will not only help the women involved, but also will make development efforts more successful.

—Paul Olkhovsky  
Conference report is on page 2.

## Jonas Salk Speaks at Agency Forum

**D**r. Jonas Salk, founding director and resident fellow of the San Diego-based Salk Institute, spoke at the Administrator's Forum on Sept. 11. His talk, entitled "The New Reality," focused largely on the changing values and perspectives that are occurring as a result of the rapid population growth in modern times.

In his introduction, AID Administrator M. Peter McPherson praised Dr. Salk's research work which helped lead the way to development of the polio vaccine. "All of us in this room, in this nation, and in the world are deeply indebted to the genius, compassion and perseverance of this truly great man of the century," McPherson said.

"What I'm doing now is what I've done before, but in a wider scope," Salk said. "I align myself with the spirit of what you're doing," he told the predominantly-AID audience. "I want to see if I can be a helpful bridge between science and technology and organizations that work in the development field."

Salk briefly described his work on vaccines, including research on combining vaccines and eliminating the negative cold chain which would facilitate use in many areas of the developing world. Despite progress made in immunization against polio, about 500,000 cases of the disease are reported in the world every year. When it comes to health, immunization is always a good thing to do first when "you have to do everything at the same time," Salk said. He noted that the development of an economic infrastructure and the enhancement of education in many areas of the third world are necessary to facilitate

better health care. Salk also emphasized that maternal and child health are key factors in development.

Through a slide show presentation, Salk showed that the rate of population growth in modern times is unprecedented when compared to growth in the last thousand years. As a result, Salk says, mankind is moving into a "new reality" where old values are giving way to new ones based on a world of relatively limited resources. According to Salk, a new "ism"—mutualism—has evolved which incorporates individualism with the collective view that conflict is unproductive. Previous emphasis on competition, independence and power is giving way to collaboration, interdependence and consensus. Short range concerns are yielding to long-term future-oriented thinking.

Particularly in the developed world, prior concern with "death control" is being replaced by a more pro-health view of the world. And, preoccupation with quantity of life, or number of children per family, is giving way to concern with the quality of life. In the years ahead, such differences between the developing and developed world will diminish.

Salk proposed a new way of thinking about the world which he calls the "Evolutionary Way of Thought for Survival"—an evolutionary approach to problem solving. The change in values and perceptions noted over time is, according to Salk, part of the evolutionary process. "We and our problems are part of evolution and we now have the ability of becoming a part of the process itself to help guide things into the future." Reconciliation of natural sciences and humanities, institutions and individuals, science



Dr. Jonas Salk emphasizes that maternal and child health are key factors in development.

and art as well as eastern and western thought is important "if," as Salk says "we are to make it in the evolutionary scheme of things."

Dr. Salk is personally involved in research programs aimed at understanding and manipulating the immune system as this may have a bearing on the control of autoimmune and neoplastic diseases, such as multiple sclerosis and cancer. He is also engaged in writing, from his viewpoint as a physician-biologist, about the prospects and alternatives for the future of man. His books to date are: *Man Unfolding* (1972) in which he introduces his philosophy; *The Survival of the Wisest* (1973), *World Population and Human Values: A New Reality* (1981) and *Anatomy of Reality: Merging of Intuition and Reason* (1983).

Front Lines recently spoke to Dr. Salk in an exclusive interview featured on page 9.

## Typhoon Strikes Islands

**A**ID provided \$1 million in disaster relief to the Philippines to restore electrical power services destroyed by Typhoon Ike.

The strongest typhoon to hit the Philippines since 1970, Ike swept through the Visayan Islands and the northern part of Palawan Island before moving to the China Sea Sept. 3. Communication lines were devastated, and substantive information on the destruction did not reach the U.S. Office of Foreign Disaster Assistance (OFDA) until Sept. 5.

The typhoon killed over 1,000 people, and left more than 60,000 families homeless. In the wake of the disaster, over 1,000 persons were missing. Many buildings and roads were destroyed. Power lines and water supply systems were rendered unserviceable in many areas.

Unusually high winds, clocked at up to 144 miles per hour, knocked down close to 100% of the power poles and lines in Surigao City. In other areas, losses ranged up to 50% of all power lines, crippling electrical service to many urban and rural areas. Estimates counted more than 10,000 power poles down, with 6,000 needing replacement.

Without electric power, medical services are sharply curtailed and pumps for potable water systems cannot operate. Working through OFDA and the mission staff, the Agency set re-establishment of electrical services as its first priority.

In addition to the \$1 million already allocated, negotiations were ongoing to allocate another \$1 million from fiscal 1984 Foreign Disaster Assistance Account for Philippine disaster relief.

# ACVFA Examines Value of Women



Richard Derham

Participating in the ACVFA meeting, Richard Derham, (acting) assistant administrator, Bureau for Program and Policy Coordination, stressed AID's commitment to continuing the WID training programs.

by Deborah R. Purcell

Private and Voluntary Organizations (PVOs) are on the cutting edge of development and play an instrumental role promoting women in development concerns. However, it is important that AID promote a variety of women-related technological resources at the local level. These were among the policy recommendations offered at the quarterly meeting of the Advisory Committee on Voluntary Foreign Aid (ACVFA) held Sept. 13 and 14 at the State Department.

In opening remarks to the conference, Administrator McPherson noted "We don't need to single out women as a special group, we need to include them." McPherson stressed the importance of women as producers and as an integral part of AID programs.

The meeting examined female participation in economic, human and natural resource development in keeping with its theme, "Mainstreaming Women: Inclusive Economic Development in the Third World." After opening remarks by Administrator McPherson and a keynote address by U.S. Ambassador to the U.N. Jeane Kirkpatrick, representatives of PVOs, other private sector organizations, universities and AID participated in a series of workshops examining key concepts of economic development and the value of women's participation in human and natural resource development.

The workshop sessions were designed to share and to determine policy implications from PVO field experiences—particularly as they relate to women in agriculture, credit, small enterprise development, health, population and natural resources. Each workshop panel included a PVO with field projects in the particular sector under consideration, an outside resource specialist and an AID official with expertise in the specific sector.

One workshop, "Small Enterprise Development: Survivability vs. Entrepreneurship," chaired by Willie Campbell, ACVFA member, discussed the critical role of women in small

enterprise development. The problems inherent in traditional modes of household economics were reviewed and a number of recommendations resulted including:

- Economic development planning must take place in a context of specific sociological and cultural knowledge about the beneficiaries of development efforts.
- AID should make every effort to mainstream women's involvement in enterprise development into its mission portfolios.
- AID should support long-term credit initiatives as well as training programs. While these programs can be expensive, considerable long-term gains exist in improving the health, education, and well-being of women and children.
- PVOs should be used extensively as the bridge between AID and rural and urban households.

Other workshop sessions covered topics such as "Capital Formation: Strategies for Increasing Women's Access to Credit;" "Income Generation: Economic Implications of Education and Training;" "Primary Health Care Delivery;" "Family Planning and Population Activities;" "Women and Agriculture: Increasing Access to New Technologies;" and "Water and Reforestation: New Services, New Careers." Several Agency officials participated including Julia Chang Bloch, assistant administrator for Food for Peace and Voluntary Assistance, and Richard Derham, assistant administrator, Bureau for Policy and Program Coordination (PPC). Other AID representatives included Kay Davies, director, Office of Women in Development (WID); Tom McKay, director, Office of Private Voluntary Cooperation; Nadine Horenstein and Maria Otero, Office of Women in Development; Ann Van Dusen, Office of Health; and Kathy Piepmeier, PPC/PDPR.

Several recommendations emerged during the final session of the meeting:

- There is a need to improve communication links between government organizations and PVOs. Better

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Front Lines, a publication for employees of the Agency for International Development, is published monthly by the Bureau for External Affairs. It has been reviewed and approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, Front Lines, AID, Washington, DC 20523. Phone (202) 632-4330. Next Issue: November 15, 1984.

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Cover Photo: In Bolivia's altiplano, communities are building earth dams and irrigation systems to improve agricultural production. Mission of the Month starts on page 6.

# New AID Course Features Private Sector

by Edgar C. Harrell

**W**hat is the "proper" role of the private sector in development? Is there a conflict between the private enterprise initiative and the basic human needs (BHN) mandate? Are there tools or resources in the private sector that AID professionals can use to design and implement more effective projects? How do business people make decisions? What motivates them? What do businesses do and why do they operate the way that they do?

These are all questions that most AID professionals have about the relationship between the private sector and AID's development work. Yet these concerns have never been addressed by a course aimed at AID professionals who are not full-time private sector officers. A new course to be offered in December is designed to fill this gap.

The Training Division, the Bureau for Private Enterprise and the Private Enterprise Council have collaborated in the development of a two-week course for AID program, project development and technical officers with collateral private sector development responsibilities. The course is called "The Role of the Private Sector in Development: Management Tech-

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No matter how well a project is designed, its success is enhanced by the effectiveness of its delivery system.

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niques and Resources in AID's Development Work." It will be pilot-tested in Hagerstown, Md., starting on Dec. 9 and ending on Dec. 21, 1984.

The course represents the first intensive attempt to assist AID professionals without private business experience to learn about using the private sector to strengthen their projects. Twenty-five mid-career officers with collateral private sector development responsibilities from the field and AID/W will be selected from nominations submitted by mission directors and senior AID/W officials. The deadline for nomination is Oct. 26.

No matter how well a project is designed, its success is enhanced by the effectiveness of its delivery system. If a business is to survive, it must develop a successful strategy to encourage potential customers to choose its products over those of its competition. This course will explore new ways to improve the influence of projects by looking at case studies of concepts that use "private sector marketing" concepts to enhance the delivery of BHN products and services.

A growing number of AID program, project development and technical



The AID-sponsored training course on management techniques will examine how businesses operate and sensitize foreign service officers to third world private enterprise.

officers now have collateral responsibility for developing projects with private sector components. They are responsible for the formulation and design of strategies, programs and projects that use the private sector in providing cost-effective services to increase the productivity of poorer people in developing countries. Most of these officers have not, however, worked extensively in the private sector and have little or no formal business or management training. This course is designed to meet their needs.

The course objectives include increasing officers' awareness and appreciation of how businesses operate and how business people think. It will help them become more familiar with the language of business, the investment decision-making process and the goals, motivations and "risk profiles" of business people in the United States and in less developed countries (LDC).

The course will look at the varying roles of the public and private sector in supporting and providing economic services to the community. It will expose the participants to the key issues confronting small and micro businesses and entrepreneurs. It will also help the attendees better appreciate the differences between American and LDC businesses.

The course will introduce and demonstrate the use of managerial analytical tools to evaluate the impact of policy, legal and regulatory constraints on the business community in the development process. This will enhance the course participant's ability to develop project, program and country strategies to reduce those constraints so that businesses can play a more significant role in AID's projects. These same tools can be used in the design, implementation and development of projects, programs and policies that do not involve business or private sector components.

Finally, the course will help increase the officers' understanding of the inter-

relationships and implications between traditional development approaches and private enterprise initiatives.

The course has been designed and will be taught by business school professors, private sector business people, AID professionals and management consultants who have extensive developing country and private sector experience. It deals exclusively with private sector issues and tools and resources which are relevant to those who design, manage and evaluate LDC projects. It will use LDC "cases," group exercises, panels and presentations by LDC and American business people and development officials.

The course is divided into three major segments. The segment on the application of basic managerial tools to development issues will provide training in: finance and accounting; marketing; agribusiness; health and population system operations; business and commodity system analysis; and strategy and competition.

The segment on public and private

sector issues facing development professionals will explore: government regulation and policies; state-owned enterprises; small and micro-enterprises and employment generation; traditional and non-traditional exports; local and foreign investment; and resources available within the U.S. government and from commercial businesses and associations and bilateral and multilateral development agencies.

The final segment of the course will focus on the development of sectoral, regional, country and project development strategies to use business techniques and resources in AID projects.

Nominations for participants in the courses should be sent to the Office of Technical Training, SA-14, room 425, Attn: A. Herriott. A course announcement cable will be sent out in early October.

*Edgar Harrell is the acting assistant administrator for the Bureau for Private Enterprise.*

## ACVFA

From page 2, column 2

communication is also needed among PVOs. Only by sharing lessons learned and common experiences will PVOs be better able to assess the aggregate impact of women in development policies.

- More women should be involved in decision making in both project design and implementation.
- ACVFA should consider establishing a task force to study the linkages between economic development and women in development issues.
- Both women-specific and women-integrated projects are necessary to ensure mainstreaming women into economic development.

At the concluding session, Derham

affirmed AID's Women in Development policy to the PVO community by emphasizing, "We need to communicate that policy, not just the words but the spirit."

Considerable interest was expressed by PVO representatives regarding AID's plan to continue the successful in-house training program on women in development designed by the Harvard Institute for International Development (HIID) for the PPC/WID office.

Derham stressed AID's commitment to continuing the WID training programs and stated that PVOs would also be included in the coming HIID workshops Oct. 28-30 and Dec. 17-19.

*Purcell of the Office of Women in Development is a Front Lines correspondent.*

## AID'S IMPACT IN THE FIELD

# Pioneering Approach Created for Evaluations

by Donald Bowles

**P**roviding credit to micro enterprises, which typically employ three or four workers, is an important part of the Agency's development program. Micro enterprises provide employment for much of the non-farm labor force.

But evaluating the success of efforts to help micro enterprises can be difficult. Success in ventures to assist micro enterprises obtain credit is usually measured by examining loan repayment rates and cost recovery.

In a pioneering approach developed by FVA/PVC, economists Peter Kilby and David D'Zmura of Wesleyan University compare project cost with the additions to national income resulting from the project. The study by Kilby and D'Zmura is important as a test of evaluation methodology and for its conclusion that private and voluntary organizations (PVOs) can effectively assist very small enterprises by providing credit.

The study is based on evaluations of five micro enterprise lending projects in Burkina Faso (Upper Volta), Brazil, Honduras, the Dominican Republic, and Peru. Four of these projects were designed and implemented by PVOs. Benefit-cost analysis requires that costs include not only out-of-pocket expenses but allowance for the opportunity costs of the projects, which include diverting workers from other productive activities. *Direct benefits* are equal to wages, rent, interest and profit, or the value added to products by the micro enterprises. Two *indirect*

*benefits* also occur in the form of "backward linkage" to firms supplying the client firm, and in increased business for firms supplying consumer goods, whose sales increase as a result of increased income generated by the client firm.

The authors recognize that benefit-cost analysis causes extreme anxiety

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The simplest loan delivery systems are the most cost-effective and they yield greater benefits to the borrower.”

among those involved with development projects, often for good reason. However, they defend the method as necessary if judgments about project success are to be explicit and defensible, and if evaluators are interested in the economic rather than merely the financial sustainability of a project.

It is important to note that the concept of internal rate of return (economic return on investment) central to the methodology employed in this study differs significantly from the concept of profit. The rate of return is based on the discounted cash-flow analysis over the life of the project, rather than the results of a single year's

economic activity. It is based on economic prices reflecting real scarcities rather than market prices, and it covers all resources employed, not just fixed assets. From this perspective, profitability is a rather limited test of success, although financial viability remains important.

The findings of this study are as important for development practitioners as the methodology.

First, four of the five projects had internal rates of return above 100%, thus placing micro enterprise lending projects among the most successful of all types of foreign aid programs. At the same time, all were unprofitable in the financial sense during the period studied, with only one project (in Peru) even covering administrative costs. High rates of inflation, and reluctance to charge interest which reflected those rates led to capital erosion in these lending projects. The question of how best to support such enterprises remains an important policy issue among donors.

Second, considerable benefits derive from backward linkages to suppliers. In two of the projects (Honduras and Peru), backward linkages alone compensated for over one-fourth of project cost. Since retail trade provides no new linkages, benefits relative to costs tend to be low. The lesson is that empirically-based estimates of inter-industry purchases should be one criterion for choosing target activities. These will show both backward and forward linkages. Generally, projects that exclude retail establishments will have higher benefit-cost ratios.

Third, projects designed to assist producers in localized economies can increase the supply of goods enough to stimulate price reduction through competition. Since the price reduction does not in any way reduce producer efficiency, the benefits to consumers exceed the benefits producers would

have retained without the price reduction, and the benefits can be large, as this study demonstrates.

Fourth, the simplest loan delivery systems are the most cost-effective. Because of quick disbursement, they also yield greater benefits to the borrower. Such systems involve relatively few visits, minimal documentation of past business performance and make no attempt at in-depth evaluation of the proposed venture. In all cases, strict enforcement of repayment agreements is essential.

Fifth, while the evidence is somewhat mixed, training to strengthen the managerial and technical abilities of borrowers raises costs without noticeably improving production or management, thus worsening the benefit-cost ratio.

Sixth, PVOs can effectively help very small enterprises in cost effective ways. In part, this results from their ability to learn from past mistakes resulting from their experience in the field. Also, they have a strong motivation to work at the local level among the poor.

The study's conclusions are an important contribution to both the current policy debate as well as to finding solutions to applied problems. The study also addresses important questions with a methodology which should be studied carefully within AID as we seek to understand the difference between project effectiveness, sustainability and economic growth.

These comments are based on a paper by Peter Kilby and David D'Zmura, *Searching for Benefits*, to be published for FVA by CDIE. Two related papers sponsored by FVA are Robert W. Hunt, *Voluntary Agencies and the Promotion of Enterprise* and the *Report on the Small Enterprise Development Workshop*. All will be available from CDIE.

# Agency Brings Scientists to Development

**A**ID's Science, Engineering, and Diplomacy Fellows Program has entered its third year. The program of one-year fellowships is sponsored by the American Association for the Advancement of Science (AAAS) under an AID grant. The AAAS awards the fellowships to scientists in the corporate or academic community to bring their scientific expertise to bear on development problems. The fellows receive salary and travel allowances while gaining valuable practical experience.

The fellowship program is administered by the Office of the Science Advisor. Funding is provided for one fellowship per year; however, in the last two years various AID bureaus have funded additional fellowships from their own budgets.

Marea Hatzios, one of last year's fellows, calls the program "a real opportunity" to engage in "hands-on applied science." A native of Washington, she received her Ph.D. in tropical marine ecology from Yale.

Since coming to the Bureau for Latin America and the Caribbean (LAC) last year, Hatzios has been involved

in many different projects. In Haiti, she completed a sectoral assessment of the fisheries industry. In Ecuador, she helped design a coastal resources management project. Although she has been involved in marine projects throughout Latin America and the Caribbean, Hatzios claims only half of her time is spent on marine work. The other half is spent on such non-marine projects as an economic botany analysis of plant resources in Ecuador.

AAAS fellows bring more than just technical expertise to their jobs. Says Hatzios, "People in our areas usually have contacts that may not be readily available to the people at AID." Hatzios illustrates this by citing her efforts to involve colleagues in the private sector and organizations like the National Fisheries Service in development projects.

Laneta Dorflinger, another of last year's AAAS fellows, works out of the Office of Population in the Bureau for Science and Technology. She came to the Agency from Harvard, where she earned a Ph.D. in reproductive biology. She now conducts research on population problems.

"My background fits in perfectly with the work I've been doing," Dorflinger says. During her tenure at AID, she has helped organize workshops on population research and on the use of oral contraceptives in developing countries. Additionally, she is managing a programmatic cooperation agreement with the Population Council in New York which may result in development of an improved contraceptive for use in the developing world.

Like Hatzios, Dorflinger has traveled widely, visiting population projects in Bangladesh, India and Thailand. "I've really been excited about the projects I've been involved in," she says.

AID Science Advisor Howard Minners believes the AAAS fellowship program is as beneficial to AID as it is to the fellows. "AID participates in the program in order to benefit from the innovative research of the fellows," he notes. "The fellows often bring a fresh approach to solving nagging technical problems."

Richard Scribner, manager of science and policy programs at AAAS

says of the fellows, "Without exception, their expectations of the program were exceeded. They gained experience (in) actually applying some of their expertise." The result, he says, is increased self-confidence in their professional abilities.

AAAS fellows are not an isolated lot. At the beginning of their fellowship, they attend a two to three week orientation with 40 AAAS Congressional fellows and one AAAS fellow from the State Department. Throughout their fellowship, the group continues to meet and exchange impressions. According to Dorflinger, seminars are held once or twice a month. Participants hear from a guest speaker before eating a bag lunch or dinner. Fellows, their co-workers at AID and officials of AAAS are unanimous in their opinion that the fellows program is a success. Both as a means of personal and professional growth and as a vehicle for corralling new scientific ideas for solving development problems, AAAS fellowships help build a better future.

—Kevin Rushton

## PERSONALITY FOCUS

## Charles Greenleaf

by Roger Mahan

**I**'ve always enjoyed competition," says Charles Greenleaf, Jr., AID's assistant administrator for Asia. "That's why I enjoy sports, and that's why I enjoy politics."

But Greenleaf is never content to sit back and be a mere spectator. Somehow or other, he's drawn into the thick of the action, whether it's in the realm of sports, politics, government or academic life.

The desire to participate has taken some unusual tacks. His long-time enthusiasm for the Chicago Cubs involved owning stock in the club, until the Cubs were sold to the privately-held Chicago Tribune Corporation. "I only had one share," he says. "I attended stockholders meetings during the years they were in the cellar. So I've not only been a fan over the years, but someone with a financial stake in the Cubs, although one share is hardly a significant investment."

Visitors to Greenleaf's office will be shown the Cubs calendar which has hung on his wall all season long. "That's been up there for a while," he recounts proudly. "I didn't put that up just when they became candidates for the pennant. That was there at the beginning of the season when they were assumed to be last."

Beyond his interest in the Cubs, Greenleaf's desire to be a participant rather than a spectator has brought him experience in government and politics as well.

Greenleaf began his career teaching history and government in a high school in Winston-Salem, N.C.

But he wasn't content to just sit back and explain how the political process worked. "I wanted to get into the action. That's why I left teaching. I left wanting to go into either the foreign policy field or into domestic politics. Initially, I picked the latter."

The choice was a logical one. As an 11-year-old, he had stuffed envelopes in Dwight D. Eisenhower's 1952 presidential campaign. By the early 1960s he was ready to take a more responsible role in electoral politics.

"I had some friends running for the legislature," he recalls. "I helped them in their campaign." His friends were Republicans running in then-solidly Democratic North Carolina. "In those days you could fit the Republican caucus in a telephone booth," Greenleaf laughs.

Greenleaf's friends won their legislative contests. This inspired him to consider devoting his full energy to a career in government.

In 1968, Greenleaf left teaching to return to Michigan, where his family had moved from his boyhood home of Elkhart, Ind. He took a job as research assistant to then-Lt. Gov. William Milliken. This first foray into government whetted his appetite for more. After Milliken was elected governor, Greenleaf moved up to the post of administrative assistant for policies and programs.

Greenleaf stayed with Milliken until 1975, except for a period when he studied at the London School of Economics.

There, Greenleaf notes, he developed his interest in the policy side of politics. "I'm probably unlike some people in the political business who are primarily campaign oriented," Greenleaf says. "For them, the bell goes off every two years and they're into a campaign. I've been involved in campaigns, but I'm more interested in what happens after you win the election than I am in the election. I don't agree that it gets boring after you win."

Leaving Milliken's office, Greenleaf worked briefly for Sen. Robert Griffin. He then entered a mid-career graduate program at the Kennedy School of Government at Harvard. Before receiving his M.P.A. in 1977, Greenleaf spent the 1976 campaign season working for the President Ford Committee.

After getting his master's degree, Greenleaf served as President Ford's liaison to Republican candidates during the 1978 campaign. Early in 1979 he was invited to become assistant director of the Institute of Politics at Harvard University.

During 1980, Greenleaf left Harvard to work with the Reagan-Bush Committee as deputy staff director to George Bush.

When the new administration entered the White House in 1981, Greenleaf served briefly on the staff of the Office of Presidential Personnel. In July 1981 he transferred to AID, being named senior advisor to the Administrator.

Though Greenleaf would have been satisfied to return to Harvard after the 1980 campaign, he notes that the chance to work at AID was an opportunity too good to pass up.

"I wanted to get involved in a policy-related activity, preferably in international affairs, and if possible dealing with development. And I found that would be possible at AID."

Prior to 1980, Greenleaf had an active interest in development. Early in his career, he had considered joining the foreign service, and at one point even thought of applying for a career position with AID. In college, he studied international relations and developmental economics at Princeton's Woodrow Wilson School. He also did graduate work in economics at the London School of Economics and had kept up his reading on the subject.

His academic background prepared him for his work at AID. "I thought development assistance—the foreign aid part of U.S. foreign policy—was extremely important. I thought it had not received enough attention, or been given enough credit for the role it has played. At the same time, I thought that there were things that the Reagan Administration could do to improve the program, such as putting an emphasis on private enterprise as part of the development process," he says.

During his first year at the Agency,



Of his arrival at AID, Charles Greenleaf says "I wanted to get involved in a policy-related activity, preferably in international affairs, and if possible dealing with development."

Greenleaf worked closely with Administrator McPherson on broad policy questions. One highlight was helping prepare AID's contribution to the North/South Summit held in Cancun in 1981.

In the summer of 1982, Greenleaf was tapped to be assistant administrator for Asia, which provided an opportunity to serve in a line management position. Since the heart of AID's work takes place in the missions, Greenleaf notes, he was excited to be able to work more closely with them.

After assuming his post in the Asia Bureau, Greenleaf concentrated his efforts on putting the Administrator's strategic priorities into operation. He focused on applying the "four cornerstones" concept to the strategic plan for Asia.

During his first year as assistant administrator, Greenleaf devoted most of his efforts to this goal. "I think we really did a solid job of that," he observes. "And when I say 'we' it obviously means the mission directors, since we spent a whole mission directors' conference on that subject alone. And it was much more than just the mission directors' conference. Working sector by sector, geographical area by geographical area, melding the whole thing together. That was goal number one, and we basically accomplished that."

With the end of his first year as assistant administrator and the successful completion of work on the bureau's strategic plan, Greenleaf shifted his emphasis to the management operations of the bureau.

"That's been the major priority of my second year with the bureau," Greenleaf says.

"The 'Asia Bureau experiment' is the main feature of this effort. It involves reorganizing the administrative responsibilities between Washington and the field with the emphasis of giving the field more implementation responsibilities, and having Washington focus more on policy," Greenleaf notes. "For example, this means giving missions more of an opportunity to approve projects themselves. This is the bread and butter of this Agency,

and it was a very sensitive subject. It is basically a trade-off of responsibilities between Washington and the missions.

"We spent a long period of time, with discussions back and forth, including at the mission directors' conference, hammering this out," Greenleaf relates. "We came up with a package of proposals which were ultimately approved. We actually have tried them out experimentally at a few missions on a pilot basis, and we have decided now to apply the new procedures to all missions in the Asia Bureau. It's a little early to tell, but I think we're headed in the right direction."

Entering his third year as assistant administrator, Greenleaf stresses that a major objective will be to insure the initiatives of his first two years remain on track. But another emphasis will be on personnel.

"Coming from a background with experience in personnel matters and education, I think the most important thing I can spend my time on is making sure to get the best people I can in these jobs with the bureau," Greenleaf notes. "Management structures and operations are important. But the key is getting to know the people as well as you can, making sure that you take an interest in their careers. I try to spend a lot of time on that. I try to see all the people from the field when they come in. I want to speak to them about what's on their minds, where they're going in their next assignment or whatever they want to talk about."

On the personal side, Greenleaf recounts as a prime interest keeping physically fit through sports. He is a tennis player and enjoys the chance to play basketball.

When asked if he would ever consider returning to the classroom as a teacher, Greenleaf reflects and answers yes. "I enjoyed teaching," he says. "I could go back to it." But judging from his active life, it seems unlikely he could ever lead a life on the sidelines.

*Mahan is a senior writer in the Bureau for External Affairs.*

## MISSION OF THE MONTH

# AID'S MISSION IN BOLIVIA

by Lori A. Forman

**B**olivia has been called the "Tibet of South America." It is easy to understand why. Bolivia is a breathtaking land 12,000 feet above sea level. Upon arrival, travelers feel lightheaded. Perhaps this results from the altitude. But it may result as well from the strikingly beautiful mountainscapes and the fresh, crisp atmosphere near the top of the world.

Illimani, a snow-covered peak to the southeast of La Paz, rises to a height of 21,000 feet. La Paz, Bolivia's capital city, lies in the bowl of a valley. Thousands of houses and a few steep roads link the villages perched on the heights surrounding the city to the modern office buildings of the city's center.

The descent is not only an indicator of altitude, but also of economic condition. High on the altiplano, mud houses are numerous while sanitation

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Today, Bolivia faces the most severe economic crisis of its recent history.

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and water systems are scarce. Down in the city proper, high rise apartments and offices pop up, while further down in the valley there are houses with yards, children and dogs.

The altiplano cradles famed Lake Titicaca, the world's highest navigable lake which was the center of a highly advanced culture. Known as Tiahuanaco, it flourished between the seventh and tenth centuries. About the year 1200, the Aymara Indians, the mainstay of the Tiahuanaco civilization, were conquered by the Quechua-speaking Incas. The Incas controlled most of what is now Bolivia until the Spanish conquest in 1535.

Bolivia's silver mines were a major source of wealth for the Spanish Empire. However, the decline of Spanish Royal authority during the Napoleonic wars launched Bolivia on a turbulent course toward an independence marked by chronic political instability.

Bolivian silver once bolstered the glory of a great European power. But today, Bolivia faces the most severe economic crisis of its recent history. It is among the poorest countries in Latin America and its per capita gross national product is the lowest in South America.

In the early 1970s, Bolivia achieved impressive growth rates of 6-7% per year, due largely to an influx of developmental credits from multilateral

and bilateral donors and private foreign banks. High world prices for tin and petroleum, then Bolivia's leading exports, helped increase foreign exchange earnings. But by the end of the decade, the current account and balance of payments were in deficit.

It is easy to see why economic recovery is the priority of the AID mission in La Paz and of the Bolivian government. The official public deficit exceeds 16% of the gross domestic product (GDP), and the GDP, itself, has declined in real terms by nearly 17% over the last three years. The country has scarce international reserves, and a mounting balance of payments deficit now exceeding 5% of the gross national product.

Economic problems grew in 1983. The crops did not. The "El Nino" current brought floods, then drought which eliminated over 70% of the harvest. Necessary food imports drained Bolivia of scarce foreign exchange. Additionally, mining production declined, unemployment increased and inflation soared.

Despite attempts by the government to remedy the situation, the economy continued to deteriorate in 1984. Mission reports indicate that the inflation rate for the first quarter of 1984 annualizes at 1,000%. Virtually every segment of the economy is estimated to be in a steep decline.

In this physical and economic context, the 17 American and 38 Bolivian direct hire personnel of the mission are joined by more than 100 contractors to work on 20 major projects.

AID's Bolivia operations are overseen by Mission Director Henry Bassford and Deputy Director David Cohen. The director of the mission's Office of Health and Human Resources is operationally responsible for the immediate assistance programs while



As part of Project OSCAR, a food-for-work project in the Alti Beni region, students attend classes for half of the day . . . and build roads after class.

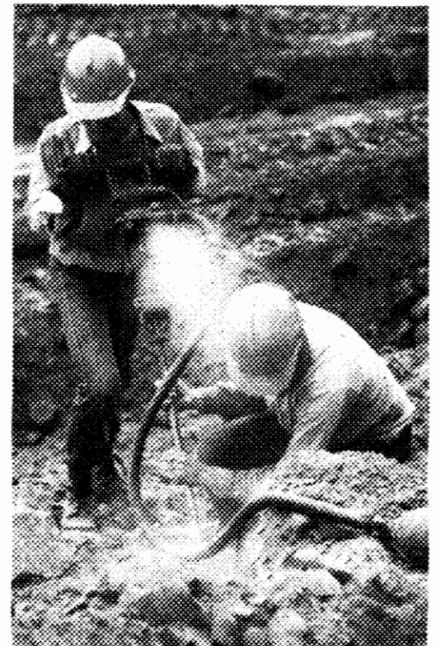
Robert Thurston, AID's chief rural development officer, oversees the longer-term recovery program.

According to Lee Hougen, departing health and human resources chief, over \$100 million of P.L. 480 and Disaster Assistance funds comprised the fiscal 1983/84 mission disaster assistance program.

The U.S. disaster relief effort in Bolivia is overseen by a 13-member committee of AID and Embassy personnel. AID, in turn, has its own disaster relief working committee, headed by Bassford and Cohen.

A unique element of the mission's disaster response following El Nino was the successful monetization of Title II rice under the emergency program. About 15,000 metric tons of rice were made available for sale through the National Rice Company (ENA) to rural campesino families affected by the drought. This provided the campesinos with essential carbohydrates while the program received the equivalent of \$1.7 million in local currency proceeds.

The mission has the longest running and most successful Title III program in the world. Deputy Agricultural Development Officer David Johnston, project manager for Title III, credits the success of this



\$92 million program to the quality of the people involved. "The program is administered by the Title III Executive Secretariat, an independent office in the Bolivian government. Ten of the 12 people in that office have been there since the beginning (1979)," says Johnston. "The executive secretary and his staff are highly respected professionals."

Working together, AID and the Executive Secretariat have defined 17 major project areas and 105 subprojects, funded through Title III wheat sales. These projects range from irrigation systems to tree nurseries to scholarships for campesino



Campesino women carry blocks of sod to help build a small dam. The water behind the dam will be used to irrigate farmland, and the dam also will be stocked with fish.



Road projects in remote areas of Bolivia are often self-contained sections of concrete. Drainage pipes are taken from the cast and readied for use.

school children. Despite their diversity, all projects share two elements. They benefit poor campesinos and promote economic growth.

The development impact of the program, its impressive accounting system and favorable evaluation reports lead Johnston to conclude, "This is the best project I've worked on so far. It may also be the best Title III program in the world." Others seem to agree. Representatives of the Bolivian Title III Executive Secretariat have already gone to Haiti and Costa Rica to help develop and improve the Title III programs in those countries.

While P.L. 480 programs have played an important role in the mission's strategy for economic recovery—particularly during the emergency period—they represent only half of the mission's fiscal 1984 resources.

The long term development strategy of the mission is summed up by Cohen who says, "Outside of our development programs to stem the growth of narcotics, our main objective here is economic recovery. The private sector programs, efforts to maintain constitutional democracy, the Food for Peace program—all these tie together with the theme of economic recovery."

AID's long-term strategy is aimed at Bolivia's three primary growth centers—La Paz, Cochabamba and Santa Cruz. This corridor was chosen because it promises the best return for the development dollar given its high agricultural and industrial potential. And in this area, the theme is again private sector recovery and expansion.

In April 1984, the government announced a series of economic reforms including reduction or elimination of subsidies on basic consumer products and devaluation of the peso by 300%. This should help ameliorate some of the nation's economic woes. But much work remains to be done, and the mission is playing an active role.

For example, the mission's policy reform project is helping develop an Economic Policy Planning Unit in the government which will design a coherent economic policy.

The unit was created to overcome three constraints to sound policy development: lack of inter-institutional coordination; lack of a mechanism to marshal and direct

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AID is promoting development initiatives which curb the flow of narcotics into the United States.  
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existing government resources; and lack of policy continuity due to political instability. These conditions fostered short-term, politically-expedient economic policies rather than sustained development and growth.

AID support for the Policy Reform Project began in 1983 and will continue through 1986.

The mission's focus on strengthening Bolivia's small but tenacious private sector has resulted in innovative projects in health care, agriculture and rural development.

Strengthening Bolivia's private micro enterprises is the Agribusiness and Artisanry (A&A) project, initiated in 1978. It seeks to establish a self-financing system, promoting agricultural and artisanry investments directly benefiting the poor.

The kind of projects financed by A&A loans range from small rural artisanry projects—requiring \$1,000-\$5,000 in credit—to medium-sized agribusiness or manufacturing projects with credit requirements of up to \$25,000. The artisanry activities include woodworking, textiles, traditional musical instruments and ceramics. Nearly two-thirds of the loan disbursements go to rural agribusiness, with the remainder covering rural/urban artisanry and urban agribusiness. The mission considers the A&A project a key element in its assistance strategy, providing private venture capital for micro and small enterprises.

The Small Farmer Organizations Project also reflects the mission's emphasis on private sector development. This project is strengthening Bolivia's independent cooperative movement. It includes a revolving credit fund to provide capital for participating cooperatives and a grant fund to assist communities with self-help economic infrastructure projects.

The mission is intent upon helping the private sector provide needed social services. The Self-Financing Health care project is an excellent example of such innovation. This project is developing a self-financing, private sector health care delivery system through a multi-purpose cooperative, serving low income people in the Department of Santa Cruz. If successful, it will be copied in other regions of Bolivia.

Another interesting initiative in rural health is the mission's Radio San Gabriel project, which assists a non-profit radio-supported rural health delivery system in the Department of La Paz.

In Bolivia's Chapare region, AID is promoting development initiatives which should curb the flow of narcotics into the United States. In the Chapare, approximately 12,000 small farming families reportedly grow 80% of the total coca grown in Bolivia and 90-95% of the coca entering the illicit international market. The relative cost of growing coca, the increasing international demand for cocaine and the high yields for the farmers have all contributed to a doubling of coca production in the region over the last five years.

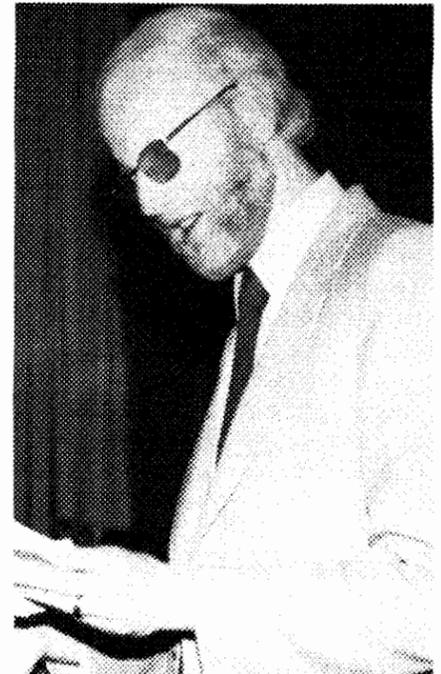
When the Bolivian government signed a set of narcotics agreements with the United States in August 1983, AID initiated economic support for the region with the Chapare Regional Development project. AID will help the Bolivians modify and improve agriculture and forestry products in the Chapare and create markets for these products with Bolivia's growing agribusiness sector. This should create commercial alternatives to coca production for Chapare's small farmers. The project is now moving forward, hand-in-hand, with the Bolivian narcotics control program.

AID staffers aren't adversely affected by Bolivia's altitude and find the post an attractive place to work. "This is probably the best place I've ever worked," says Cohen. "The group of people we have in this mission is probably the most motivated, hard-working, professionally competent group you could have. It's a nice working environment. Even though we've been extremely busy, tempers don't get short and the work gets done."

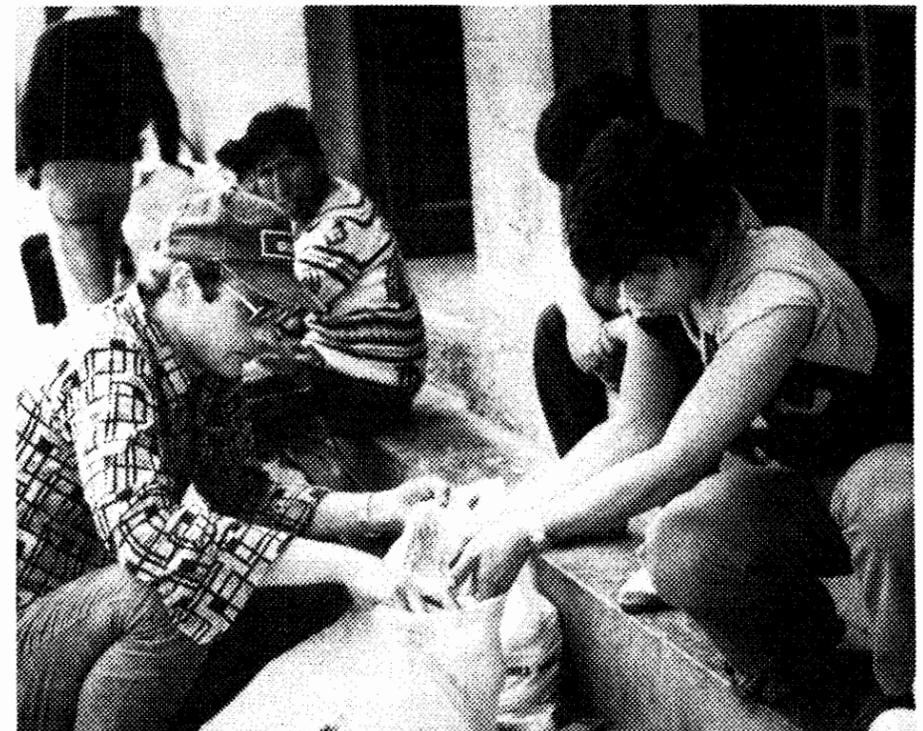
Executive Officer Timothy Bertotti says, "Morale is every high in the mission. Contributing to this is the high professional standard of the Bolivian employees. They're aggressive, energetic, and they work long days." He feels this dedication is particularly admirable given the rapid devaluation of the Bolivian peso. "We have people with us whose earning power has dropped to a tenth of what it was five years ago. These are quality people, with substantial responsibility," he says.

One such person is Arnulfo Penalzoa, who will be retiring this month after 20 years as coordinator of the mission's Food for Peace program. Penalzoa has seen several changes in the P.L. 480 program over the last two decades, most notably its increasing size. "In the past, we didn't

(continued on page 8)



Deputy Mission Director David Cohen sorts through the daily mail.



AID contractor Martin Ede stops in a village to purchase tangerines and oranges. Ede is responsible for monitoring Title II food programs in the La Paz district.

## State Liaison Office Available to AID

community. It functions as a resource center and a referral service, providing information to foreign affairs agencies' employees and their families. This information is useful especially to families preparing for going abroad or for their return to the Washington area.

FLO is prepared to give general information on a variety of subjects. Some of the people able to serve AID families include Cynthia Porter, education counselor; Sonya Sandman, employment coordinator; and Phyllis Habib, support services officer. These persons can provide assistance in many

areas, including education, employment, divorce and adoption, says Deputy Director Susan Parsons. "If you have just returned to the United States or are preparing to go abroad, the Family Liaison Office is available to help you. In fact, we always are available to assist the foreign affairs community," Parsons adds.

FLO has about 110 counterpart offices located abroad at the major embassies and consulates. These have some of the same information available that FLO in Washington offers. The community liaison office coordinators who are in charge of them

are well-attuned to the local scene, explains Norma Price, FLO program assistant. They have a wealth of information available to the employee and his/her family upon arrival at post. The coordinators also work with the Washington office to make settling into life abroad as easy as possible.

In addition, FLO offers seminars on career development and works with a group of foreign-born spouses who have formed their own network to aid non-native born spouses become acquainted with life in the United States. FLO also supports "Around the World in a Lifetime," (AWAL), a group of teenagers who help each other make re-entry into life in the United States as painless as possible.

The Washington office is located in room 1212A near the C-Street entrance of the Department of State, telephone 632-1076 or 632-3178.

Families returning from long periods overseas, and those preparing to leave for long periods, often require some help in adjusting to what will be a new life, says Marcia Curran, director of the Family Liaison Office in the Department of State.

Created in 1978, the Family Liaison

"  
FLO always is available to assist the foreign affairs community."  
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Office (FLO) serves the non-official needs of the entire foreign affairs

## Bolivia

From page 7, column 4

have these levels of emergency assistance. Even in 1978, when we had serious flooding and drought, we only used 4,000 metric tons. This year, we used 28,000 metric tons in emergency distribution and 15,000 metric tons in emergency sales."

Sonia Aranibar has also been with the mission longer than any of the U.S. staffers. She joined AID as a secretary nine years ago, moving up quickly to training officer. Sonia has recently become an assistant program officer. "I enjoy it because I am the project manager for the special development projects account, which provides direct assistance to rural communities," says Aranibar. She travels a month each year, visiting rural communities throughout Bolivia. Her favorite projects deal with campesino women.

"The groups that involve men are large. Women tend to get together in small groups that are much stronger," she says.

Life at the mission is not all work, although at certain times it seems like it. The great outdoors offers camping, trekking and mountain climbing. Recently, Roberto Leon de Vivero and six members of the AID and Embassy staffs scaled Huayna Potosi, a peak of 19,950 feet. Other members of the American community went to Cuzco, Peru for a three-day hike through the Inca ruins at Macchu Picchu.

David Johnston prefers hunting and panning for gold. "I've had some success, but I'm not going to get rich," he jokes. He has also done a lot of hiking and camping. Johnston's wife

As part of the festivities, a campesino wears a mask satirizing the appearance of the Spanish conquistadors.



Jennifer is Boy Scout coordinator and has served on the Cub and Boy Scout committees.

Executive Officer Timothy Bertotti sums up life in La Paz: "There are fewer activities than in many other cities, but there's still plenty to do." He adds golfing, tennis and jogging to the list of outdoor activities available to people living in La Paz. For spouses who want to work, Bertotti says mission policy aggressively promotes employing spouses to the maximum extent possible. The goal is to ensure that everyone who wants to work can.

AID's Bolivia mission is the highest anywhere in the world. And, life in the high mountain atmosphere seems to provide something special for just about everyone.

Forman is a special assistant to the assistant administrator for Food for Peace and Voluntary Agencies.

Micro-enterprises employing one to five workers are important to development. But it is often difficult to determine how donors can best foster them. An evaluation by Robert W. Hunt of Illinois State University commissioned by FVA/PVC suggests an answer to this question. The report contends private voluntary organizations (PVOs) can provide assistance in establishing and maintaining micro-enterprises.

According to Hunt, lack of credit retards the growth of small enterprises. PVOs can help overcome this problem, he says. For example, the Northeast Union of Assistance to Small Businesses (UNO) project in Caruaru, Brazil, decentralized operations and brought UNO offices closer to clients. This enabled the staff to become acquainted with their clients. At the same time, the state bank agreed to speed up the processing of loans, reducing the time needed for loan approval by 90%. As a result, there was a substantial increase in loans processed per staff member and the total number of loans granted by UNO/Caruaru.

Credit is likely to be of great im-



portance to small-scale enterprises that possess management skills. Hunt found that training and extension courses boost management skills most where the trainees own firms which are relatively large and where they are integrated with credit programs. It is also important that the trainees be motivated for business success, and come from social groups which place a premium on education. Finally, training and extension are more effective when beneficiaries are organized into mutual support groups. The Dominican Development Foundation required training as a condition for a loan, and that experience suggests that despite some backsliding into old, un-informed practices following training, the owners displayed more effective management than they did before training was provided.

Equally important to the success of

small business is creation of supporting institutional relationships. In the Partnership for Productivity project in Burkina Faso (formerly Upper Volta) emphasis is placed on creating complementary economic relationships within a community. For example, the project assists both the urban and rural microsector, working through demonstration farms to generate technologies in improving agricultural production, in recognition of the link between the agricultural sector, rural purchasing power, and rural off-farm enterprise. Moreover, there is a concern in the project for "networks," for finding social and political factors which are supportive and which contribute to the project's success.

PVOs act as "entrepreneurs" filling "gaps" between clearly defined inputs in a given case and the broader development requirements of the

project setting. This means that one cannot define an "ideal" PVO suitable for all times and places. Similarly, efforts to find matches between types of PVOs and types of projects may be in vain. Nor is it possible to state that "participation" is the key to success, or that a strongly innovative PVO will necessarily be more effective than one less venturesome. Instead, PVOs must be understood as parts of a larger "system." Their comparative advantage lies in their ability to help small enterprises directly, and to develop networks between individuals, firms and the wider political economy. In sum, they can be institution builders capable of adapting to a wide variety of circumstances.

These comments are based on a paper by Robert W. Hunt, *Voluntary Agencies and the Promotion of Enterprise*, to be published for FVA by CDIE. Two related papers sponsored by FVA are *Report on the Small Enterprise Development Workshop* and *Searching for Benefits* by Peter Kilby and David D'Zmura. All will be available from CDIE.

## Salk Shares Views on Future of Man

Dr. Jonas Salk is the founding director and resident fellow at the Salk Institute in San Diego, Calif. Dr. Salk received his M.D. in 1939 from the New York University College of Medicine. In 1947, he joined the University of Pittsburgh as director of its virus research laboratory. While continuing research on influenza, he began studies on poliomyelitis. In the course of this work, observations were made pointing the way toward the development of a vaccine for paralytic polio. The Salk Institute conducts research on cancer, multiple sclerosis, myasthenia gravis, diabetes and birth defects. Dr. Salk is currently engaged in writing from his viewpoint as a physician/biologist about the prospects and alternatives for the future of man. He recently shared his views with *Front Lines*.

**Q.** *Dr. Salk—you have been a pioneer in the health field and your work has benefited millions of people. From your experience, if you look at the status of health care, what are the basic differences that have evolved between the developed world and the developing world?*

**A.** Well—it is clear that there is a lag between so-called "health care—health practices" and "medical care—medical practices" in the developed and developing countries. Rather than dwell on the differences we might talk about the similarities of needs in both parts of the world. Let's begin with something as fundamental as immunization. It is basic, essential, cost-effective and advantageous because it involves prevention. I believe that the most important thing that we can do in the developing countries is to develop preventive practices with respect to diseases which would have the effect of enhancing health. When we talk about the developing countries, we're talking about human development and, therefore, we're talking about human health. If we focus upon that, then we begin to see the things that need to be done in the developing countries that have already been done in the developed countries.

**Q.** *For example?*

**A.** Maternal and child care and everything that is related to it. The needs of women and children both for health and for education are basic. If one were to think in terms of producing a product in the factory, to say nothing of producing a human being, you'd want that product to be as free of fault as possible and have the very best possible conditions to begin with. These same principles and practices need to be introduced consciously and deliberately with respect to human health.

Let me illustrate the point by the fact that there are about 500,000 cases of paralytic polio a year occurring worldwide. Most of these are in the developing countries. There are about five million deaths that are preventable by oral rehydration, by attention to nutrition, and that

eventually will be spared by vaccines that are still to be developed for parasitic diseases and other infections. We need to prepare ourselves for the eventuality of vaccines preventing still more diseases, when science and technology progresses sufficiently farther ahead. This possibility is already evident from our experience with vaccine-preventable diseases.

**Q.** *We eradicated smallpox. What other diseases are on the verge of being shut down?*

**A.** The same thing can be true for polio and measles. Any disease for which humans are the sole reservoir can be eradicated. Any disease for which humans are not the reservoir, as in the case of tetanus and rabies, we'll have to continue to immunize. Advances in science and technology will put us in a position to do more than we are now doing, provided we have in place the administrative machinery. I want to emphasize the administrative machinery because that is the limiting factor at the present time.

**Q.** *What kind of administrative machinery do you mean?*

**A.** I can illustrate that by an example of the work my colleagues in France and Holland and I have been doing in many developing countries. The object is to increase the efficiency of immunization—to reduce the

“ Any diseases for which humans are not the reservoir (rabies), we'll have to continue to immunize. ”

number of doses, if possible, and also to eliminate at least one of the cold chains. One big problem is the need for the deep freeze—for the oral live polio vaccine. It requires multiple administrations and in the developing countries there are vaccine failures. That's a problem that still remains to be solved.

Back in 1977, we engaged in a collaborative program using vaccine developed with new technology in Holland to determine if it were possible to reduce the number of doses of vaccine and particularly of polio vaccine and still have it be effective. We had observed that if the vaccine were sufficiently potent, it should be possible to immunize with a single dose for life. After conducting studies in West Africa, we adjusted the dose and combined the polio component with DPT so that it was a single vaccine against diphtheria, tetanus, pertussis and polio. We observed that it could be used effectively in only a two dose regimen where the two doses could be given two months apart, six months apart, or longer. The coverage



**Jonas Salk:** "There are about five million deaths that are preventable by oral rehydration, by attention to nutrition, and that eventually will be spared by vaccines that are still to be developed."

in both urban and rural areas was far greater than anything that had been observed before and the authorities found that this worked exceedingly well. And it didn't require the deep freeze—it did not require the negative temperature cold chain—so with the reduced number of administrations and the elimination of the negative cold chain this clearly has administrative and economic advantages.

We are continuing to focus attention on increasing efficiency and simplification because the ideal way of immunizing would be to have as many vaccines combined together in a single vaccine that could be given at the same time with the fewest number of doses.

So the necessary science and technology for this is being developed. What is now needed is to develop the infrastructure to make it work.

By using immunization as a key, as a primer if you like, then all other things, such as oral rehydration therapy, family planning and education will follow.

**Q.** *How successful have we been in meeting the health problem in the developing world?*

**A.** I would look upon it as a challenge—as a continuing challenge. We have developed the scientific ways and means. Now we have to engage scientifically in developing the will. "Where there's a will, there's a way." But now that there is a "way," I ask the question, is there the "will?" So the need, I think now, is for the scientific approach to the development of will as distinct from the development of ways to solve these problems.

**Q.** *Are you optimistic?*

**A.** Indeed I am. I think that humans are responsive. They love to exercise their will. If they are given half a chance and are not discouraged or allowed to feel that it's hopeless, you'd be surprised at how much can be accomplished.

**Q.** *Do you see the growth, perhaps, of world population as an impeding factor?*

**A.** That's part of the challenge. I see the growth of the world population as a fact of life. I don't see it as a disease anymore than I see adolescence as a disease. I see it as something that has to run its course. But at the same time I recognize, in some places, it can get out of hand in the sense of outstripping resources and possibilities for life by an overcompensation in the sense that a large number of children die in the first year of life and women will have 11 children in order to end up with three. Now that's a waste. That's an inefficient use of woman-power and of human life. If, now, we were to find a way to deal with that problem more efficiently and recognize the importance of the quality of the child's life as well as the quantity of children, we would then immediately address ourselves to the condition of women and to the condition of infants.

Wherever attention has been paid to the education of women and the health of women and of children, in due course, the rate of population increase diminishes and then begins to balance—births and deaths.

**Q.** *What is the social responsibility of a scientist in a changing world?*

**A.** Greater than in a non-changing world. And that's true for all of us. The scientist's responsibility is greater still because the scientist knows things that other people don't know. If he keeps those things a secret, then he has not fully discharged his responsibility. In my view, development of scientific knowledge and technology serves an evolutionary purpose. While I am also for science as applied to improving the human condition. Those of us who know something can be done to improve the human condition have a responsibility to share that—not simply to leave it to others. Shakespeare said that all the world's a

(continued on page 9)



## ASIA

- Bangladesh** *Dacca*  
Director James Norris  
Deputy Director William Joslin
- Burma** *Rangoon*  
AID Representative Charles Ward
- India** *New Delhi*  
Director Owen Cylke  
Deputy Director Richard Brown
- Indonesia** *Jakarta*  
Director William Fuller  
Deputy Director Robert Clark
- Nepal** *Kathmandu*  
Director Dennis Brennan  
Deputy Director Janet Ballantyne
- Pakistan** *Islamabad*  
Director Donor Lion  
Deputy Director Jimmie Stone
- Philippines** *Manila*  
Director Frederick Schieck  
Deputy Director Mary Kilgour
- South Pacific** *Suva, Fiji*  
Regional Development Officer  
William Paupe
- Sri Lanka** *Colombo*  
Director Frank Correl  
Deputy Director William Schoux
- Thailand** *Bangkok*  
Director Robert Halligan  
Deputy Director Carol Peasley



## AFRICA

- Botswana** *Gaborone*  
Director J. Paul Guedet  
Deputy Director Edward Butler
- Cameroon** *Yaounde*  
Director Herbert Miller (Acting)
- Chad** *N'Djamena*  
AID Representative John Woods
- Ghana** *Accra*  
Director Leroy Wagner
- Kenya** *Nairobi*  
Director Charles Gladson  
Deputy Director Barry Riley
- Lesotho** *Maseru*  
Director Edna Boorady  
Deputy Director Tom Friedkin
- Liberia** *Monrovia*  
Director Lois Richards  
Deputy Director John Pielemeier
- Mali** *Bamako*  
Director David Wilson  
Deputy Director James Anderson
- Mauritania** *Nouakchott*  
Director Donald Miller  
Deputy Director vacant
- Niger** *Niamey*  
Director Peter Benedict  
Deputy Director Jesse Snyder
- Senegal** *Dakar*  
Director Sara Jane Littlefield  
Deputy Director Carole Tyson

# WHO'S WHO IN THE FIELD

- Somalia** *Mogadishu*  
Director Louis Cohen  
Deputy Director Gary Nelson
- Sudan** *Khartoum*  
Director William Brown  
Deputy Director Keith Sherper
- Swaziland** *Mbabane*  
Director Robert Huesmann  
Deputy Director Jimmy Philpott
- Tanzania** *Dar es Salaam*  
Director Frederick Gilbert (Acting)
- Uganda** *Kampala*  
Director Irvin Coker
- Upper Volta has been changed to:  
**Burkina Faso** *Ouagadougou*  
Director Emerson Melaven  
Deputy Director Lawrence Heilman
- Zaire** *Kinshasa*  
Director Richard Podol  
Deputy Director Arthur Lezin
- Zimbabwe** *Harare*  
Director Roy Stacy  
Deputy Director John Hicks

### AID Offices

- Burundi** *Bujumbura*  
AID Representative George Bliss
- Cape Verde** *Praia*  
AID Representative August Hartman
- Djibouti** *Djibouti*  
AID Representative John Lundgren
- The Gambia** *Banjul*  
AID Representative Byron Bahl
- Guinea-Bissau** *Bissau*  
AID Representative Gussie Daniels
- Malawi** *Lilongwe*  
AID Representative  
Sheldon Cole
- Rwanda** *Kigali*  
AID Representative  
Eugene Chiavaroli
- Togo/Benin**  
*Lome/Cotonou*  
AID Representative Myron Golden
- Zambia** *Lusaka*  
AID Representative John Patterson

### Sections of Embassy

- Guinea** *Conakry*  
AID Affairs Officer Mark Wentling
- Sierra Leone** *Freetown*  
AID Affairs Officer William Lefes

### Regional Economic Development Services Offices

- East Africa REDSO/EA**  
*Nairobi, Kenya*  
Director John Koering  
Deputy Director Peter Bloom
- West Africa REDSO/WA**  
*Abidjan, Ivory Coast*  
Director Laurance Bond  
Deputy Director Gordon MacArthur



## NEAR EAST

- Egypt** *Cairo*  
Director Michael Stone (until Nov.)  
Deputy Director Arthur Handley
- Italy** *Naples*  
Office for Southern Italy Earthquake  
Reconstruction Program  
AID Representative  
Richard Dangler
- Jordan** *Amman*  
Director Gerald Gower  
Deputy Director vacant
- Lebanon** *Beirut*  
Director Terry Lambacher (designate)  
Deputy Director vacant
- Morocco** *Rabat*  
Director Robert Chase  
Deputy Director Harry Petrequin Jr.
- Oman** *Muscat*  
AID Representative F. Gary Towery

- Portugal** *Lisbon*  
AID Affairs Officer  
Michael Lukomski

- Tunisia** *Tunis*  
Director James Phippard  
Deputy Director vacant

- Yemen** *Sanaa*  
Director Charles Weden  
Deputy Director Thomas Rose



## LATIN AMERICA AND CARIBBEAN

- Belize** *Belize City*  
AID Representative  
Neboysa Brashich
- Bolivia** *La Paz*  
Director Henry Bassford  
Deputy Director David Cohen
- Costa Rica** *San Jose*  
Director Daniel Chaij  
Deputy Director Bastiaan Schouten
- Dominican Republic** *Santo Domingo*  
Director Phillip Schwab  
Deputy Director Craig Buck
- Ecuador** *Quito*  
Director Orlando Llenza  
Deputy Director Gerald Wein
- El Salvador** *San Salvador*  
Director Robin Gomez  
Deputy Director Thomas Stukel Jr.
- Guatemala** *Guatemala City*  
Director Charles Costello  
Deputy Director Hjalmar Kolar
- Guyana** *Georgetown*  
Director Alex Dickie Jr. (Acting)
- Haiti** *Port au Prince*  
Director Jerome French  
Deputy Director Phyllis Leslie Dichter
- Honduras** *Tegucigalpa*  
Director Anthony Cauterucci  
Deputy Director Ronald Nicholson
- Jamaica** *Kingston*  
Director Lewis Reade  
Deputy Director Julius Schlotthauer
- Nicaragua** *Managua*  
Deputy Director Robert Coulter Jr.
- Panama** *Panama City*  
Director John Lovaas (Acting)
- Paraguay** *Asuncion*  
AID Representative Paul Fritz
- Peru** *Lima*  
Director John Sanbrailo  
Deputy Director George Hill
- Regional Office for Central American  
Programs (ROCAP)**  
*Guatemala City, Guatemala*  
Director Paul Montavon  
Deputy Director John Eyre
- Regional Development Office/  
Caribbean**  
*Bridgetown, Barbados*  
Director William Wheeler  
Deputy Director Terry Brown  
Associate Director for Grenada  
James Habron
- Brazil** *Brasilia*  
AID Representative Howard Lusk
- Mexico** *Mexico City*  
AID Representative Samuel Taylor

## INTERNATIONAL ORGANIZATIONS

### Food and Agriculture Organization

*Rome, Italy*  
U.S. Executive Director to the International Fund for  
Agricultural Development (IFAD) Allan Furman  
Attache for Development Affairs Peter Strong

### Development Assistance Committee Organization for Economic Cooperation and Development

*Paris, France*  
U.S. Representative David Lazar

### International Labor Organization, World Health Organization, Disaster Relief Organization

*Geneva, Switzerland*  
Attache for Development Assistance Michael Dwyre

### Asian Development Bank

*Manila, The Philippines*  
AID Development Adviser to the  
U.S. Executive Director F. Wayne Tate

### United Nations

*New York, NY*  
Development Coordination Officer James Kelly  
Development Coordination Officer Hal Fleming

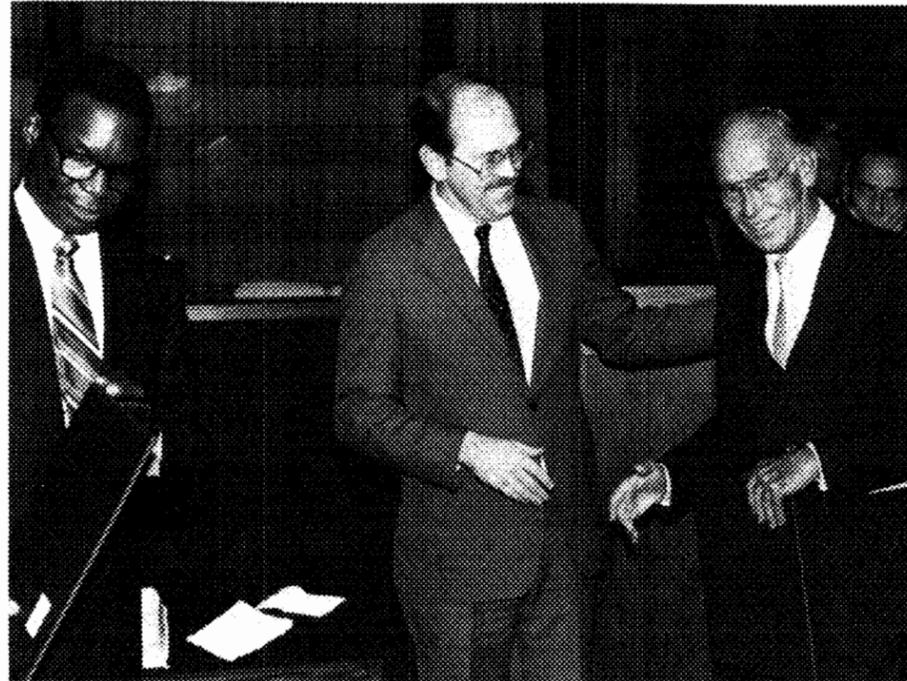
**H**ighlighted by a congratulatory message from President Reagan, the Office of U.S. Foreign Disaster Assistance (OFDA) celebrated its 20th anniversary Sept. 19 at a special ceremony at the State Department. Deputy Administrator Jay F. Morris read the message from the President, which commends the work of OFDA as a reflection of the traditional generosity and compassion of the American people.

The President noted: "I am pleased to recognize the Office of Foreign Disaster Assistance for its 20 years of outstanding service in bringing America's concern and care in times of emergency to millions of people who are unable to help themselves. . . . By coordinating U.S. government aid to countries hit by natural or man-made disasters, OFDA has set an example of cooperation among government agencies while working effectively with our private sector and other donors to relieve suffering around the world."

At the ceremony, Administrator McPherson said, "It is important to remind ourselves that as human beings we can overcome natural disasters. This celebration allows us to look back at our accomplishments and have a sense of history."

In brief remarks, OFDA's first director, Stephen Tripp, recalled the creation of the then-named Office of the Foreign Disaster Relief Coordinator. He emphasized the continuing valuable contribution disaster relief

## Reagan's Message Marks Anniversary



Administrator McPherson (center) congratulates Stephen Tripp, OFDA's first director, as OFDA Director Julius Becton (left) gets ready for the next presentation.

makes to the U.S. foreign assistance program.

Julius Becton, present OFDA director, stressed the importance of disaster preparedness. He commended his staff for always "coming through" despite being shorthanded.

McPherson and Becton later pre-

sented five awards for outstanding contributions to America's disaster assistance program. Those receiving awards included: Stephen Tripp; Paul Bell, disaster specialist and consultant to OFDA and the government of Costa Rica; Victor Wehman, AID environmental engineer; Ray Schultz, vice

president of Sister Cities International; and Raymond Lynch, project manager and disaster preparedness specialist with Partners of the Americas.

Sister Cities International honored the OFDA staff with a plaque for their humanitarian relief efforts over the last two decades.

During the past 20 years, OFDA has helped victims of 729 disasters in 121 countries. These disasters killed over two million people and affected more than 746 million. The U.S. government has provided \$2.3 billion in aid.

In the last year alone, OFDA has responded to 40 disasters overseas including droughts in Africa, cyclones in India and Africa, floods in Thailand, Spain, Portugal, New Zealand, Brazil, and South Korea, and typhoons in the Philippines.

To meet worldwide emergencies, OFDA maintains relief supplies in Italy, Guam and the United States. Tents, blankets, cots, cooking stoves, auxiliary generators, water pumps, hand tools and other vital items can be delivered in 24 to 72 hours to disaster victims.

In the past, OFDA's role was mainly that of providing relief assistance. Today, OFDA not only provides emergency relief aid, but also helps countries prepare, predict, and plan for disasters. OFDA's principal focus today is to strengthen countries' abilities to cope with disasters through increased reliance on their own resources.

## Salk

From page 9, column 4

stage and I find myself saying these days that all the world's a laboratory. My laboratory happens to extend somewhat beyond the bench.

**Q.** *Your laboratory has become the world in a way?*

**A.** It has. At this point the world's become a village—a global village as said by others—and we can no longer restrict ourselves only to a narrow focus of the lens of the microscope—we've got to use the "macro-scope." We have to address not only the microbial problems but the "macro-bial" problems. The latter are perhaps by far the most important.

**Q.** *What is an example of a "macro-bial" problem?*

**A.** I'm using that metaphorically. When I talk about the microbial cause of disease—that's obvious. When I talk about the "macro-bial" cause of disease—that's human-caused disease. We can be the cause of our own problems. Whether it is because of greed or because of usurpation of power or because of anti-social behavior or doing violence to ourselves as well as to others. Anything that's anti-life and causes disease in an individual and in a society, I look upon as pathological and "macro-bial" in origin.

**Q.** *Within the laboratory that you define in the broadest sense for yourself, as a scientist you must set personal priorities—personal jobs that*

*you want to tackle. What are those priorities?*

**A.** Each one chooses his own priorities. Life to me is like an *a la carte menu*. I have chosen the things that I have done in the past. I seem now to have an appetite for some of the larger questions of human health or world health which can be interpreted as the kinds of health problems that exist in different nations or this can refer to the health of relationships internationally. I see it even more broadly than that as is reflected by my interest in human evolution. I see us as the product of the process of evolution which has been going on for eons, and that we have now become the process itself.

**Q.** *Can you elaborate?*

**A.** If you like, I use the term "metabiological" evolution for what others refer to as cultural evolution. I use it to imply that there is a mechanism that is beyond the genetic mechanism.

This mechanism is responsible for our evolving even more rapidly than is our biological nature. I see evolution as universal evolution—meaning evolution as it has manifested itself in what I call the pre-biological, the biological and the metabiological phases.

As I have said in a recent book, *Anatomy of Reality: Merging of Intuition and Reason*, I look upon ideas as the equivalent of biological genes. What I call metabiological evolution is the evolution not of life but of consciousness, the unit of which is in the mind. Ideas are equivalent in metabiological evolution to genes in

biological evolution. And then pre-biological evolution is the evolution of matter—physical matter.

**Q.** *Is your concept of metabiological evolution scientifically justifiable?*

**A.** I think it is a scientific concept. If you like you can call it a theory. It's testable and it's presentable in a way that is scientifically rigorous. I can offer a great deal of evidence in support of this view. This view is not unique. Others have observed that a process is going on that is beyond the genetic in which human choice, or human will is operative.

Now it may be that we have not yet identified the anatomical location of the units, or elements, that are involved in the process of what I call metabiological evolution, or the evolution of our consciousness. To put it in the simplest way possible, each successive generation is different than the one before it by virtue of our experiences. I would say that those in our generation are more highly evolved than those in the preceding generation and as compared to the generation before.

**Q.** *Where is the process of metabiological evolution going to lead us?*

**A.** It is and has been leading us to where we are now but this is where, I suggest we need more wisdom. That's why one of my recent books is entitled, *The Survival of the Wisest*. The point I try to make is that wisdom is the new basis for fitness. What we need now to guide us into the future is wisdom in addition to knowledge. If there is a deficiency with respect to anything, then it's wisdom.

**Q.** *Would you care to share your wisdom with us and say that we as humans should direct our metabiological evolution in a certain way?*

**A.** We ought to choose wisely, and in the choice, we will be participating in the process of metabiological evolution. We are the choosers in this instance. In the case of biological evolution, it's natural selection that operates. Here it's human choice. I would say that the choices that we need to make would take into consideration the species and the planet as well as the individual. We need to look upon ourselves internationally as in need of a philosophy based upon what I call mutualism. The idea being that we're in it together and that it would be much more advantageous to solve our problems mutually rather than to create problems for each other.

**Q.** *If you were to have a brief message for readers of Front Lines, what would that message be?*

**A.** I would say that development professionals have the most important job in the world to do. They are the new missionaries. They should look upon themselves as the missionaries for the species and for the life that is possible in the future for all of us. They are carrying on nature's work, the work of evolution. They should not be deterred and should get as many others to share in discharging this responsibility as possible.

*The interview with Dr. Jonas Salk was conducted by Raisa Scriabine, director, Office of Publications, Bureau for External Affairs.*

## Ideas Aided by Graphics

As part of the technology transfer emphasis of the Water Management Synthesis II project, Utah State University is using computer graphics to teach Ecuadoran technicians and farmers irrigation principles.

David Pines, project coordinator, says that because concepts of irrigation are difficult to explain in words and still pictures, animation helps. One animated sequence, for example, shows how water penetrates through soil and how soil retains water. The viewer can better understand which methods distribute water evenly across a field and which soil types better retain water.

The Utah team has developed 45 video modules in Spanish and English. Each contains about 2,000 segments and about 450 animated computer graphic sequences. It runs for about 15 minutes.

## Sulfur Study Key Element

Research to solve sulfur shortages could be a key element in efforts to increase food production in the tropics. Mission agricultural development officers may find the book, *Sulfur in South East Asian and South Pacific Agriculture*, helpful.

This new publication contains 24 excellent papers on the status of soil sulfur and sulfur research presented at an international seminar in Indonesia in May 1983. Discussions of the papers and work group reports are included.

Limited copies of the books are available, compliments of the Sulfur Institute, Washington, DC, which joined with the Australian Development Assistance Bureau to sponsor the sulfur seminar. Missions desiring multiple copies should order them from: Department of Agronomy and Soil Science, University of New England, Armidale, NSW 2351 Australia. The cost is Australian \$12 plus postage. Single copy requests may be made to S&T/Publication and Information, room 209, SA-18, AID/W.

## AID Veteran Dead at 59

John M. R. Pope, a 17-year veteran of the Agency, died of cancer at Georgetown Hospital Aug. 30. He was 59.

Hope most recently was a general development officer in Mauritania. Prior to his transfer there in February of this year, he worked three years in Washington with AFR/SWA. He was a project manager in Burkina Faso (Upper Volta) before being posted to the United States. Other postings included Indonesia and Vietnam.

Before joining AID, Hope was city manager of Fontana, Calif. He also worked as chief administrative officer for the city of Los Altos, Calif.

Hope is survived by his wife Marian and seven children from a previous marriage.

# AID BRIEFS



Administrator McPherson and the Egyptian Minister of Planning and International Cooperation Kamal Ahmed El Ganzouri sign two agreements in which AID will provide \$267.2 million for Egyptian development projects. Under the first, AID is providing \$165.3 million for the improvement of Cairo's sewerage system which will alleviate major public health problems for much of the population. The other agreement is a \$101.9 million cash transfer grant to help finance Egypt's balance of payments deficit. Antoinette Ford, (right) assistant administrator for the Near East Bureau, witnessed the signing.

## Spirit Sparks CFC Campaign

*The Combined Federal Campaign (CFC) has started its annual drive for funds. At AID, the campaign will run from Oct. 15 to Oct. 31. This event is now nearly 30 years old, and this year, for the first time in the campaign's history, individuals will be able to use the CFC to give to any charity in the country that meets IRS standards for non-profit organizations. Previously, donations were limited to the more than 300 local and national organizations that maintain a relationship with the CFC. Contact your office CFC chairman for more details.*

### A Message from the Administrator

The 1985 Combined Federal Campaign was kicked-off at a rally on Sept. 20. The theme of this year's campaign is "Catch the Spirit," and I am sure that AID employees will have no problem catching this year's spirit. Employees at AID fully demonstrated their commitment to the CFC by their extensive participation last year, when the Agency far exceeded its goal. Because of this exemplary effort, I have been honored by Secretary of Agriculture John R. Block, Chairman of this fall's Combined Federal Campaign, to serve as Vice Chairman.

Through the CFC you can be sure that help can be there when it is needed—help for the disabled, help for the needy overseas, help for troubled families, help for us when we need it.

It only takes a majority of one to keep the spark of hope alive. It only takes a majority of one to give someone else the chance for a better life. It only takes a majority of one to combat debilitating illnesses. It only takes a majority of one to make a

commitment of love. Today you can brighten someone's future. Catch the spirit—give to the CFC.

I encourage you to join me in making life richer for others today. The gift you give will help someone tomorrow.

—M. Peter McPherson

## Agency Loan Assists Peru

Small and medium-sized private agribusinesses in rural Ecuador are expected to benefit from a \$5.6 million credit pool activated by a loan from AID. The \$2.8 million loan was made through AID's Bureau for Private Enterprise (PRE). The pool will be funded by two Ecuadoran private development banks, Financiera Iberoamericana S.A. (FINIBER) of Quito, and Financiera de Guayaquil S.A. of Guayaquil.

The project expands private capital market development in Ecuador, and will provide small businesses with access to trade credit and, later, to local currency term credit. The new loan pool is earmarked for rural agro-industrial enterprises with fixed assets under \$300,000. AID and the government of Ecuador have targeted the agribusiness sector for development because of its capacity to generate jobs and to increase both food production and rural incomes.

The AID loan proceeds will be deposited in a U.S. bank and used to guarantee trade credits for imports and securities sold by the two Ecuadoran institutions in local markets with local currency. This arrangement, by keeping dollars off-shore, is designed to reduce the foreign exchange risk and increase the local savings pool without causing inflation.

## Retired DA Murphy Dies

John E. Murphy, deputy administrator of AID from 1974 to 1977, died Sept. 5. He was 68.

A native of Albany, N.Y., Murphy had a distinguished career with the Agency and its predecessor organizations. He served as comptroller for the Mutual Defense Assistance Program in the late 1940s, and as deputy assistant administrator of the International Cooperation Administration. In 1950, he was named first inspector general and comptroller, foreign assistance, reporting directly to the under secretary of state.

Murphy's tenure at AID capped a varied career with the federal service. After graduating from the State University of New York, his first job was with the Works Progress Administration.

Later, Murphy joined the National Youth Administration. During World War II, he served with the Office of Emergency Management and the Office of War Information. Murphy retired after leaving AID in May 1977.

Survivors include his wife Catherine, two sons, two daughters and several grandchildren.

## Bookfair Family Night Starts Oct. 19

The Association of American Foreign Service Women (AAFSW) is planning to kick off the 24th annual Bookfair with Family Night on Oct. 19, beginning at 5 p.m.

Family Night will welcome employees of State, AID and USIA and their families. Children will be able to watch films and cartoons in the Dean Acheson Auditorium. In addition, the State Department cafeteria is planning a special family menu including spaghetti with meatballs, hot dogs, hamburgers and decorated cupcakes.

The Bookfair was conceived 24 years ago as a fund-raiser for scholarships to aid foreign service children. Over the years, many charitable organizations in Washington have also become recipients of funds from the Bookfair.

The Bookfair features an Arts Corner, a Children's Corner with games and comic books, and a Stamp Corner. The foreign language section of the Bookfair includes books in more than two dozen languages.

Spouses planning to attend Family Night unaccompanied by an employee should apply in advance for a building pass. AAFSW members may obtain passes by contacting Charlotte Harrell at 642-8613. An unaccompanied spouse without a pass will not be permitted to enter the building.

The Bookfair will run until Saturday, Oct. 27, but will be closed on Tuesday and Wednesday. It is open to the public, and the hours are 10 a.m. to 4 p.m.

**RETIRED**

**Betty L. Ashley**, Pakistan, secretary, after 22 years  
**Beverly A. Brown**, M/SER/MO/CRM/RM, communication/records supervisor, after 23 years  
**Francis R. Campbell**, S&T/POP/AE, program analyst, after 14 years  
**Raymond Fort**, Egypt, associate mission director, after 7 years  
**Jennie O. George**, LAC/SAM, secretary stenographer, after 8 years  
**Gerald P. Gold**, Panama, contract officer, after 18 years  
**Harrison J. Hahn**, M/PM/OD, administrative officer, after 28 years  
**F. Samuel Ostertag**, M/SER/EOMS/OM, management officer, after 22 years  
**Kenneth B. Youngs**, IG/RIG/II/W, foreign assistant inspector, after 20 years  
**William Munroe**, IG/RIG/A/W, auditor, after 25 years.  
*Number of years are AID service only.*

**DEPARTED**

**Kelly T. Anderson**, COMP/CS/R  
**Sherie A. Athanas**, M/PM/R  
**Daisy M. Bolton**, PPC/CDIE  
**Bernadette F. Brown**, COMP/CS/R  
**Carolyn Y. Colbert**, COMP/CS/R  
**Sharonetta M. Dawson**, S&T/FNR  
**Regina O. Deadwyler**, M/PM/PP  
**Christine K. Given**, M/SER/COM  
**Bruce J. Janigian**, GC/H  
**John W. Logan**, M/SER/COM/TS  
**Sherri J. McVay**, AA/XA  
**David C. Miller**, M/SER/IRM/  
MMP  
**Diane Daughtry Nichols**, LAC/  
DR/PS  
**Joanne H. Rouse**, LAC/DR/HN  
**Timothy O. Sherer**, M/SER/CM  
**Carole Spalding**, M/PM/FSP/CDE  
**William B. Stallsmith**, Niger  
**Richard A. Tropp**, A/AID

**PROMOTED**

**Patricia A. Allen**, M/SER/IRM/  
AS, clerk typist

**WHERE  
IN THE WORLD  
ARE AID EMPLOYEES**

**Linda Dianne Bennett**, M/FM/  
LMD/LS, clerk typist  
**Maggie M. Boyajian**, M/PM/ERS,  
employee relations assistant  
**James J. Deery**, M/SER/CM/SO/  
OSC, supervisory contract specialist  
**Frances D. Fisher**, M/PM/TD/  
AST, clerk typist  
**Rosalind Serena Gadson**, ASIA/  
EA, secretary typist  
**Betty E. Green**, LAC/DP/CPS,  
program operations assistant  
**Kathleen Hearne**, NE/MEEUR,  
secretary stenographer  
**Carla Maria Johnson**, LAC/DR/  
CP, secretary stenographer  
**Kathy T. Lewis**, M/SER/MO/  
CRM/RM, secretary typist  
**Andrew P. Luck**, M/AAA/SER,  
administrative operations assistant  
**Patricia A. Mackall**, AFR/SWA/C,  
secretary stenographer  
**Rhodina C. McIntosh**, FVA/PVC/  
PL, supervisory international coopera-  
tion specialist  
**Stephanie A. McWhirter**, PPC/  
WID, secretary typist  
**Sylvia J. Mitchell**, PPC/PD/PIA,  
program analyst  
**David D. Ostermeyer**, M/FM/  
CAD/FA, supervisory operating  
accountant  
**Mary A. Quinn**, M/SER/IRM/  
MPS, management analyst  
**Daniel F. Riley**, M/SER/IRM/  
MPS, management analyst  
**Jane A. Shallcross**, S&T/HP,  
executive assistant  
**Wilma J. Smith**, IG/SEC/PS, clerk  
typist  
**Shirley A. Toth**, S&T/EY, program  
operations specialist

**Cynthia B. Tucker**, AA/XA, secre-  
tary stenographer  
**Bessie A. Walker**, PRE/I, clerk  
typist

**MOVED**

**Austin J. Ballard**, audit manager,  
RIG/A/KARACHI, to Auditor,  
IG/RIG/A/W  
**Virginia Ann R. Ballengee**, secre-  
tary typist, AFR/SA/MSZ, to emp-  
loyee development clerk, M/PM/  
TD/PCT  
**Linda A. Bernstein**, assistant supply  
management officer, M/SER/COM/  
NEA, to assistant project development  
officer, HEDSO/E&S/AFR  
**Douglas P. Broome**, assistant pro-  
gram officer, LAC/DP/DPD, to  
deputy program officer, India  
**Letitia Kelly Butler**, program officer,  
NE/MEEUR, to COMP/DS-NONJAO  
**Eugene E. Chin**, accountant finan-  
cial analyst, Yemen, to M/FM/  
PAFDCMA  
**Lolita L.M. Chin**, executive assis-  
tant, Yemen, to assistant personnel  
officer, M/PM/FSP/TS  
**Gary W. Cook**, assistant health  
development officer, Philippines, to  
assistant population development  
officer, NE/TECH/HPN  
**Thomas Fenelon Cornell**, program  
officer, AFR/EA/SDE, to project  
development officer, Sudan  
**Martin V. Dagata**, mission director,  
El Salvador, to regional development  
officer, LAC/CAR  
**Dominic A. Dantonio**, program offi-  
cer, AFR/SA/LN, to assistant  
program officer, Philippines

**Helen A. Davidson**, staffing assis-  
tant, M/PM/CSP/A, to personnel  
staffing specialist, M/PM/CSP/B  
**Valerie L. Dickson-Horton**, foreign  
affairs officer, AA/AFR, to assistant  
project development officer, Sudan  
**Vivian H. Gallas**, personnel officer,  
COMP/FS, to assistant personnel  
officer, M/PM/ERS  
**Joan C. Johnson**, assistant program  
officer, AFR/EA/STIOS, to program  
officer, Guinea-Bissau  
**Willard I. Johnson**, international  
cooperation officer, PPC/DC/UN, to  
social science analyst, S&T/HP  
**Thomas L. Marr**, management  
auditor, RIG/A/Nairobi, to auditor,  
IG/PPP  
**Henry L. Miles**, assistant program  
officer, AFR/DP/PPE, to deputy  
program officer, COMP/FS  
**William T. Oliver Jr.**, foreign affairs  
officer, A/AID, to program officer,  
Philippines  
**Jose M. Pena**, audit manager, RIG/  
A/LA, to management auditor,  
RIG/A/Nairobi  
**Allen P. Randlov**, public health  
adviser, COMP/FS/M, to project  
manager health development, S&T/  
H/HS  
**Gordon L. Ransom**, regional in-  
spector general/II, RIG/II/Nairobi,  
to foreign assistant inspector, IG/  
RIG/II/W  
**James A. Schill**, assistant program  
officer, COMP/FS, to refugee adviser,  
OFDA/LACA  
**Steven H. Singer**, program officer,  
Asia/EA/ISP, to Food for Peace  
officer, FVA/FFP  
**Reginald Von Raalte**, project devel-  
opment officer, Asia/PD, to associate  
MSN director, Egypt  
**Thomas J. Walsh III**, accounting fi-  
nancial analyst, Panama to COMP/FS  
**Victor W.R. Wehman Jr.**, sanitary  
engineering, S&T/H/WS, to environ-  
mental engineering, OFDA/OS  
**Max H. Williams**, project manager  
education, COMP/FS, to employee  
development office, M/PM/TD/PCT  
**Jerry J. Wood**, assistant rural devel-  
opment officer, Thailand, to project  
manager, AFR/RA/P-II



Recognizing that shortages of trained human capital continue to be a major constraint to African development, the Africa Bureau has developed a new strategy paper outlining plans to intensify AID's efforts in higher-level human resources development.

Many African governments and institutions still rely heavily on expatriate personnel for policy-making, management and technical skills. The World Bank estimates that 80,000 resident non-nationals provide technical assistance to public service and parastatal bodies in 40 African countries. More than half of these expatriates are teachers.

Although sub-Saharan Africa has about eight percent of the world's population, it has only about one percent of the students enrolled in higher

education. Latin America, with about the same population as Africa, has 10 times the number of students in higher education.

A major element of the Africa Bureau strategy on development training is to expand AID's participant training programs in the United States and Third World countries through either academic degree training or short-term technical training. While the U.S. academic training is concentrated at the graduate level, baccalaureate, associate degree or certificate training may be appropriate for some specialized technical fields.

The Africa Bureau's African Graduate Fellowship Program (AFGRAD) currently is one of AID's most successful participant training programs. In addition to strengthening the managerial and technical capacities of African institutions, personnel trained by this project also contribute to the formulation of development policies, the transfer of appropriate technologies, and development of the

indigenous private sector.

The Africa Bureau is planning to expand the AFGRAD program under the AFGRAD III project. Under the program, U.S. universities waive tuition fees for exceptionally well qualified African students at the graduate levels. AFGRAD III will begin in the 1985-86 academic year, and will provide advanced training for 700 students from 41 African countries.

Of these 700 students, proposals call for 530 to enroll in master's or doctorate programs at U.S. universities. About 120 participants will seek bachelor degrees at U.S. colleges or universities, and 50 participants will enter short-term post-graduate study programs at U.S. or Third World centers of learning.

AFGRAD III builds on a series of prior training projects. These include AFGRAD I, which brought 1,300 students from 33 African countries to U.S. graduate schools in 14 "waves" from 1963-1976, and AFGRAD II

which will bring 690 students to the United States between 1977 and 1985.

Follow-up studies to trace the employment patterns of AFGRAD alumni were carried out in 1975 and again in 1983. They show that 87% of AFGRAD alumni are living and working in Africa. Over half of the graduates have been employed by education and research institutions, thereby placing them in a position to transfer their knowledge and skills to the next generation. About one-fourth of them work in governmental and parastatal agencies, while others have moved into jobs in banks, international organizations and the private sector.

Over half of the older alumni now have major responsibility for policy formation and decision-making in their places of employment, a major reason for the establishment of AFGRAD over 20 years ago.

—Michelle Easton

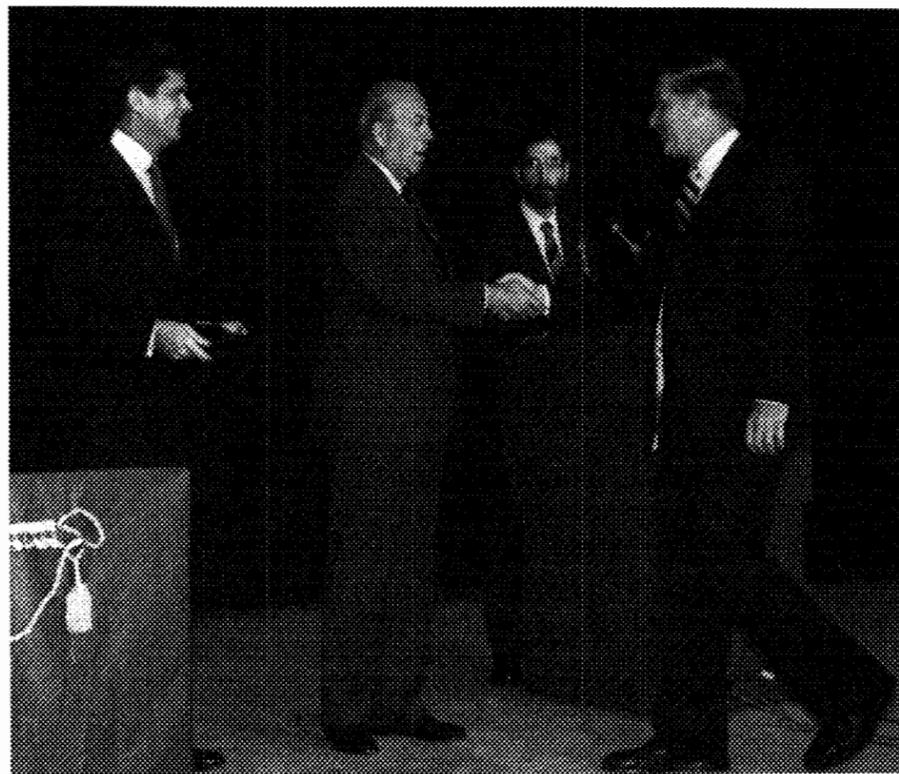


Deputy Administrator Jay F. Morris approved a revitalized career ladder program, effective immediately, which will provide greater upward mobility opportunities for civil service (GS) employees and ensure that career ladder positions are filled by the most qualified people.

- Features of the revised career-ladder program include:
- There will be closer linkages of performance appraisals in both the selection process and subsequent promotions. Those who apply must have current performance ratings of at least satisfactory, with all critical elements rated at least satisfactory. Following selection, employee development will be carefully monitored to assure appropriate progress before further advancement.
  - Career ladder jobs will be announced as upward mobility assignments.
  - Each career ladder announcement will contain a clear definition of the benchmarks that must be accomplished before progression to the next grade.
  - When a selection is made, the Civil Service Personnel Division of the Office of Personnel Management (M/PM/CSP) will assist the supervisor in developing a training plan specific to the needs of the selected candidate.

Supervisors will be expected to assign each employee in a career ladder position projects of sufficient complexity to allow the employee to demonstrate whether he or she is capable of performing satisfactorily at the next higher level in the career ladder position project of sufficient each employee with feedback on performance during and at the completion of these developmental assignments.

As the employee in a career ladder position progresses, M/PM/CSP will work with the supervisor to ensure



Deputy Administrator Jay F. Morris (from left) and Secretary of State George Shultz congratulate Alexander Ray Love as he receives the Distinguished Service Award.

that the employee's performance satisfies the benchmarks that have been prescribed for promotion to the next level, the prescribed training or alternative developmental activities have been accomplished and the employee has demonstrated the ability to do higher level work.

Supervisors and employees are encouraged to contact their staffing specialist in M/PM/CSP for additional information and guidance.

#### SFS PRESIDENTIAL AWARDS PRESENTED

President Reagan has approved Distinguished Service Awards of \$20,000 for Donor M. Lion, Asia Bureau, and Alexander R. Love, Africa Bureau, and Meritorious Service Awards of \$10,000 to 13 other career members of AID's Senior Foreign Service.

Lion is currently the director of the AID mission in Pakistan, the second

largest U.S.-supported economic development program in the world. When the United States resumed aid to Pakistan in 1981, Lion was chosen to launch the new program. He guided the design of a multi-billion dollar economic development program that has demonstrated to the Pakistanis the seriousness of the U.S. commitment to their economic development and political stability.

Love currently serves as deputy assistant administrator for Africa, which has more AID projects and personnel than any other region. He was named to the position as part of a major reorganization of the bureau. He played a key role in developing AID's Africa initiative for solving Africa's fundamental food and agricultural problems, successfully marshaling support for it within the foreign affairs establishment. His efforts directly led to the Secretary of State's inclusion of the Africa initiative

in the fiscal 1985 budget.

The 13 SFS career members who will receive Meritorious Service Awards of \$10,000 are: Peter Askin, Walter Bollinger, Irvin Coker, Martin Dagata, Allison Herrick, Lane Holdcroft, Marion Kellogg, Frank Kimball, James Norris, Lois Richards, John Sambrailo, Roy Stacy and William Wheeler.

Secretary of State George Shultz presented the awards during an honors program Sept. 20.

#### SFS PERFORMANCE AWARDS NAMED

Fourteen career members of AID's Senior Foreign Service have been added to the list of winners of Performance Pay Awards announced in the July 1984 issue of *Front Lines*. The awards are based on superior performance during the July 1982-May 1983 rating cycle, and range from \$4,500 to \$10,000.

The additional winners are: Thomas Ball, Philip Birnbaum, Edwin Callahan, Eugene Chiavaroli, Robert Craig, John Eckman, John Eriksson, Raymond Fort, Jay Johnson, Ronald Levin, Calvin Martin, Brandon Robinson, Joe Sconce and David Wilson.

These additional Performance Pay awardees were alternates on the list of 75 SES career members recommended by the Performance Pay Board, and moved up into the places vacated by officers who were subsequently approved for Presidential Service Awards. The Foreign Service Act of 1980 prohibits SFS officers from receiving both Performance Pay Awards and Presidential Service Awards during the same rating cycle.

#### FROM PM

The 1984 open season for changes and new enrollments in health insurance programs will run from Nov. 5 through Dec. 7. Changes and new enrollments made during the five-week period will be effective Jan. 6, 1985.

A revised *Health Benefits Registration Form*, SF 2809, will be available at all AID/W and mission management offices. Only those wishing to make changes or enroll should fill out the form.

As in previous years, all employees will be given copies of the *Enrollment Information Guide and Plan Comparison Charts*. The Guide outlines benefits and costs of each plan for 1985.

An AID General Notice with specific information will be distributed before the open season begins.

—Marge Nannes



The Near East Bureau is currently undertaking major efforts to improve the evaluation and management of its programs and projects.

the bureau will resume its schedule of noontime seminars focused on selected aspects of project and program management. The first seminar, held in October 1983, assessed the bureau's non-evaluation project information systems. Subsequent seminars on this subject addressed the adequacy and frequency of mission periodic reporting and whether a system could be derived to reduce the overall reporting workload and provide more timely and essential information to the bureau. Out of these discussions new guidelines for project status reporting have been issued and standards for mission portfolio reviews have been established.

In November 1983, the NE Mission

Director's Conference placed priority on a review of the bureau's PID review and approval process. The noontime seminars proved to be an excellent forum for discussing NE Bureau-AID/W staff concerns and for considering mission suggestions and comments on proposed revisions of the PID guidelines. New PID guidance and review procedures reflecting both AID/W and field inputs were thus developed and issued in July 1984.

The noontime seminar series starting this month takes up where the earlier work left off. Discussion will focus on two major themes: preparation of issue papers for bureau review of project and program documents and post-review reporting requirements; and the role of the AID/W project backstop officer in the project review and approval process. Additional seminars covering topics such as contracting and staff training are being considered.

On a parallel track, the assistant administrator for the Near East Bureau recently authorized the release of a comprehensive set of guidelines

for evaluation in the bureau. The guidelines, the results of a year-long effort that defined the needs of each level of the bureau for evaluative information, assessed how these needs were being met and recommended ways the evaluation system could be improved. The guidelines, which are based upon existing Agency guidance, define the bureau's standards for bureau evaluations and discuss the implementation of project specific evaluations.

Also in October, the bureau plans to hold a series of writing workshops. The goal of these workshops is to increase the ability of project officers to produce documents that communicate effectively. These workshops have been created by Minerva Neiditz with assistance from the bureau's staff. The drafting of issues, briefing and action memoranda will be covered throughout the Agency to improve Neiditz will work with offices writing skills. She has already conducted similar workshops for the senior staff of the Agency.

#### IDI DEADLINE

Deadline for receipt of inquiries for the September 1985 International Development Intern Class is Nov. 10.

Those wishing to apply should send a resume or Form 171 to Brigid Kelly, M/PM/R, room 1430, SA-1.



Over the last five years, AID employees have lost about 90 years of annual leave. This has occurred despite constant reminders by Agency officials that employees take the leave to which they are entitled.

Does AID have such dedicated employees that they are willing to lose the leave that is so precious to other federal employees? Or, is there something wrong in the system that hampers employees from taking leave? When the Office of Inspector General auditors sought the answers to these questions, they found no hard evidence to support either view.

The auditors decided to contact employees to learn why they do not take the leave to which they are entitled. With the assistance of the Office of Personnel Management, a brief questionnaire was sent to all employees who lost 40 hours or more of annual leave in 1983. About 266 employees in the United States and abroad received questionnaires out of a total of 790 employees who forfeited 31,829 hours of annual leave in 1983.

Almost 200 responses were received,

presenting a candid picture of how AID employees feel about forfeiting annual leave. About 57% of those responding said they routinely lost leave each year. Some said they really didn't mind the loss and accepted the fact that it came with the territory. Others were less reconciled to the realities of the workplace. The most common theme expressed was that problems in scheduling leave and the resulting forfeiture were caused by some combination of workload and understaffing. About 30% of the responses indicated that the loss of leave negatively impacted on job performance.

The responses also showed that most leave is scheduled by employees in the last part of the year, particularly in the fourth quarter. This failure to spread the leave more evenly throughout the year contributed to problems for both supervisors and employees in attempting to reschedule leave close to the end of the year.

Another problem identified by employees was the difficulty of taking all the earned leave during home leave years with the limitation of 45 days leave, including annual leave.

The Office of the Inspector General recommended that the director in the Office of Personnel Management

consider the results of the review and address the concerns raised by employees, including the workload and staffing patterns that make it hard for employees to take their leave, and AID's policy on accumulating and using annual leave in home leave years.

In commenting on a draft of the report, Director William Sigler agreed that scheduling remains a primary cause of lost leave in the Agency. To bring this issue to everyone's attention, he proposed that supervisors be required to certify to their executive director offices by April 1 of each year that employees in their work units have scheduled for use any leave which will be subject to forfeiture during the rest of the leave year.

Sigler said administrative leave, which is for use at the discretion of the Agency, can be used to accommodate employees who are scheduled to be on leave but are required to work during periods of extreme staff shortages or work overloads.

With respect to the 45-day limitation on leave during home leave years, Sigler said additional leave may be granted under special circumstances and, when staffing permits, extended absences will be allowed. Thus, it might be possible for those employees in a "use or lose" category

to use additional annual leave in connection with home leave.

—Joe Ferri



Oct. 18 marks OFDA's 20th Anniversary. Seeing so many "old faces" from around the Agency reminds us that whatever successes we've enjoyed in our work have been largely due to the consistent support of those in the field and in the regional and technical bureaus. Often in the heat of battle, where we spend a lot of time, we forget to thank the people getting their hands dirty in the missions, the people finding the money when we run out, those who make sure the delivery is ASAP and the many others on whom we have learned we can depend. This column is dedicated to you all, with our heartfelt thanks.

A report on the anniversary celebration is on page 11.

—Julius Becton and the OFDA Staff



A new structural material suitable for housing has been developed in a cooperative project between the University of Idaho and Escuela Nacional Ciencias Forestales (ESNACIFOR) in Honduras. The development of the material, which is a composite of wood waste and cement, has been supported by the AID Office of the Science Advisor.

Professor A. A. Moslemi of the University of Idaho and Professor Jose Francisco Garcia of ESNACIFOR have worked on the project for more than a year, and are now making test panels of the material.

The panels are composed of wood particles held together by a cement binder using water and inexpensive inorganic additives. The ratio of cement to wood varies from two or three parts of cement to one part of wood by weight. The ratio would be reversed if measured by volume.

The panels are suitable for use in all climates, especially in tropical areas where wood structures are vulnerable to rot and insect attack. The cement bonding makes the material inedible to insects, while providing excellent resistance to wood-destroying fungi.

Tests on the panels show that they do not burn easily. They give off virtually no hazardous fumes if burned. For example, no organic adhesives are used in the material so the panels do not emit formaldehyde fumes when burned, as do particleboard or plywood. The material is also superior to particleboard because of its better dimensional stability under test conditions.

The density of the material can be varied over a range that is generally

heavier than particleboard and lighter than concrete. The material can be lightened by increasing the ratio of wood to cement; however, there is a point beyond which altering the ratio will unacceptably weaken it.

For the last year, researchers have been examining a number of wood sources for use in the material. Four Honduran pines, a hardwood, and a bagasse (sugar cane residue) have been examined. Initial hydration tests examined the compatibility of the various species with cement. The four Honduran pines tested were promising, forming strong bonds with the cement and producing structurally strong panels. Current tests at ESNACIFOR laboratories in Siguatepeque, Honduras are determining the level of strength and dimensional properties achievable at the current level of the technology.

Ruben Guevara, director of ESNACIFOR, believes the new building material has great potential for use in housing construction both in Honduras and around the world. The raw materials needed for this technology are available virtually anywhere, and little capital is needed to construct a plant capable of producing the panels. Procedures already exist for rapidly constructing housing out of the new material, which is suitable for both interior and exterior use. And folded panels could replace solid wood as studs.

The material is easily machinable with standard woodworking tools. It can be nailed, glued, painted and machined similar to solid wood or resin-bonded particleboard.

The technology creates new uses for residue from sawmills, thinnings from forestry improvements and residue retrievable from the forest floor. According to Professor Guevara, some 75-80% of the tree biomass is wasted in logging and milling operations. A

great deal of this lost biomass can be retrieved by this type of technology.

The new technology is likely to have spinoff effects in the United States as well. Lodgepole pine, a species in large supply throughout much of the United States, has been successfully tested as an excellent wood base for the material. The little-used species bonds excellently with cement.

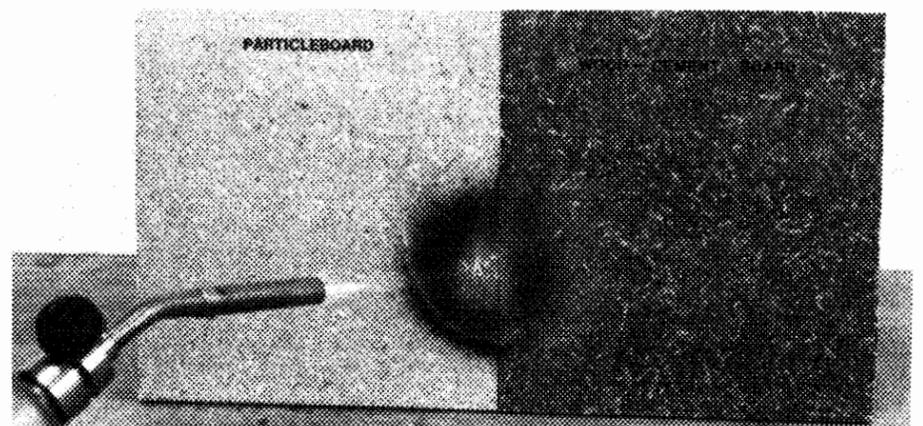
Researchers are already receiving weekly inquiries about the economic feasibility of manufacturing the new building material, according to Moslemi. "So far, we have concentrated on technology development; in

the near future we need to examine economic feasibility under Honduran conditions, and eventually, in the United States as well," he says.

Manufacturing the new material should be relatively easy, researchers say, because the plant design is a relatively simple one. No wood drying is necessary, they say, and no hot pressing is required.

Project directors plan to present a paper on their findings at the ninth World Forestry Congress scheduled in Mexico City, July 1-12, 1985.

—Miloslav Rechcigl



Scientists examine the results of tests on the new building material showing the material's strength and resistance to fire.





## AGRICULTURE



AID officers working with the High-Performance Sederhana Irrigation Systems project in Indonesia have requested advice on the best

microcomputer to analyze engineering and socioeconomic data. The request was received by Tom Sheng, a civil engineer who manages the Colorado State University computer component of the Agriculture-Rural and Institutional Development Offices' Water Management Synthesis II (WMS-II) project.

Based on his observations in India and Sri Lanka, Sheng says interest in microcomputers is growing in the developing countries. But, he adds, "having the system there is not good enough. They need someone who can put it together, who can set up the hardware and who can provide the initial training."

Indonesia, like most developing countries, needs help in setting up a computer program. Thus, Sheng is headed for Sederhana, fully realizing that WMS-II will receive future similar requests.

WMS-II has developed programs for figuring simple statistical analyses, plotting channel profiles, predicting water infiltration into soil, calculating water conveyance losses, and drawing topographic maps. The programs, with a portable microcomputer, have helped WMS-II staff train participants at Diagnostic Analysis of Irrigation Systems Workshops held in India, Sri Lanka and Bangladesh. As participants familiarize themselves with computer technology, they recognize the computer's potential as a research aid.

Most developing countries have large, mainframe computers in their capital cities. But the computer is expensive to use and data analysis may take as long as six months. On the other hand, microcomputers are relatively inexpensive, readily available, flexible and easy to use, and have nearly the same capacity as many of the mainframe computers found in developing countries. Development planners increasingly are including a microcomputer component in their plans.

### GRAIN LOSS STUDIED

About 10% of all grain produced worldwide is lost in storage. Losses may run higher in some developing countries.

"Many developing countries are in a grain-deficit situation," says Valerie Wright of Kansas State University's Food and Feed Grain Institute (FFGI). "One of the least expensive ways to increase the food supply is to reduce the amount of grain lost in storage." Wright coordinates an annual seven-week grain storage and marketing short course taught by FFGI under a cooperative agreement with AID.

The course stresses the basics of grain storage and marketing. Participants get information they can take home and apply to grain storage

and management decisions in their own country. The course was attended by 37 persons from 14 countries.

Wafi Hamami, chief of the technical division in Morocco's Ministry of Agriculture, a 1984 participant, is determined to draw new policies. "Most of our imports come from the United States," he said. "With what I have learned, I will be able to better understand the change in prices of the U.S. grains and use the U.S. marketing system more effectively in choosing when to buy."

Another participant, Julio San Martin, head of the Agronomy Department, Escuela Nacional de Agricultura in Catacamus, Olancho, Honduras, will develop a new course to teach management of stored grain. "I developed an elective course last year that included storage," San Martin said. "Now I will stress storage even more." He is considering making the course required. "The training students receive at Escuela Nacional de Agricultura is particularly important to storage practices in Honduras because most of the students from that college work directly with small farmers," he said.

Nyakallo Moletsone, research officer in Lesotho's Ministry of Agriculture, will develop alternative market structures and channels to lessen the impact of ever-decreasing grain production caused by drought. Lesotho has had a drought for two years. As a result, most of the country's grain is imported along with drought-relief supplies.

"The course has helped me to understand what other markets do and what improvements can be made in Lesotho," Moletsone said. She believes the course content will help her in researching the best way to insure distribution of the much-needed commodities used to help combat the effects of the drought.

The 1985 course will be held June 10-July 26. Information is available from Raja Jaffan, project manager, S&T/Agriculture, room 409, SA-18.



A new course conducted by Kansas State University will help reduce the amount of grain lost during storage.

## NUTRITION

A three-year project has recently been launched to improve the weaning of infants in developing countries. The project was designed by the nutrition staffs of the regional bureaus, FVA, PPC and S&T, based on the state of the art and input received from the field.

In poor countries, published infant death rates range four times above those in the United States. Much of the higher death rate results directly or indirectly from protein-calorie malnutrition. Infant malnutrition is also an important contributing factor in deaths due to other diseases such as diarrhea, upper respiratory infections and measles. In some developing countries, the fatality rate from ordinary measles is more than 100 times that of the United States.

A well-nourished child is less susceptible to infection (or can better combat infection) than a malnourished one. This project is designed to help countries address the problem of malnutrition during the critical period when the child moves from a diet of mother's milk to the diet of the rest of the family.

Once an infant passes the age of three to six months, mother's milk is no longer sufficient for growth and development. Other supplemental foods are required. The transition from mother's milk to the regular diet of the family is known as "weaning."

Technical assistance planned under this project will help countries promote nutritional weaning practices among their people. Among the services likely to be available to the field are:

- Technical assistance in education to bring about behavioral change.
- Pilot demonstrations and field tests to reduce constraints on proper weaning.
- Training for those who promote change.
- Public information (on such topics as convenient home recipes and the availability of centrally processed weaning foods).
- Training in public managerial skills.

Because so little is currently known about weaning practices in developing countries, plans call for the completion of assessments in several countries identified as "principal sites." One will be selected in each of the four major geographical regions. This will help AID learn more about improper weaning practices before technical assistance is offered. These initial assessments could touch on questions such as:

- The prevalence and management of diseases among weaning-age children.
  - Conditions of food hygiene.
  - Cultural traditions and beliefs (such as concepts of "hot" and "cold" foods and health conditions).
  - Family knowledge about the special nutritional needs of the weaning-age child.
  - Family knowledge of food preparation and preservation to meet these needs.
  - Family economic status and the competition for time and energy that could be devoted to care of young children.
  - The local availability of suitable foods for weaning preparations.
- In addition, the initial assessments

would evaluate the nutritional benefits of what families are currently doing to complement breast milk in infant diets. These would be retained to the extent possible or modified within the bounds of cultural norms.

The selection of the four regional "principal sites" will depend on host country and AID interest, the potential for collaboration and the representative nature of problems with current weaning practices at the sites.

Further information is available from the project manager, Chloe O'Gara, S&T/N.

## HEALTH

The Office of Health (S&T/H) has approved a five-year project to support two broad programs of research into the control of diarrheal diseases by the World Health Organization (WHO). The funding started in fiscal 1984 and will continue through fiscal 1988.

The project provides support for biomedical research to develop new tools for prevention and treatment of diarrheal diseases and operational research to best apply existing control strategies such as oral rehydration therapy (ORT).

The biomedical research is expected to include the development and testing of simplified laboratory kits for the identification of diarrheal pathogens; the defining of the epidemiology, ecology and means of transmission of the major diarrheal pathogens; the development and field-testing of

“  
The health services research will include studies to define the basic epidemiology of chronic diarrhea.  
”

vaccines against cholera and typhoid fever; clinical trials of new formulations of oral rehydration salts that contain amino acids, dipeptides and starch; clinical trials to determine the appropriate use of antibiotics and anti-diarrheal drugs; and research on the most appropriate dietary management of diarrheal diseases.

The health services research will include studies of the best ways to administer ORT in the home; studies of various approaches to convey messages about diarrheal diseases; evaluation of ORT programs; development of surveillance and reporting systems for national disease control programs; research on the impact of breast-feeding, hand washing, water and sanitation improvements, and measles immunization on diarrheal diseases; and studies to define the basic epidemiology of chronic diarrhea.

A small portion—less than 5%—of the project's \$7.5 million funding is expected to support workshops offering advanced training in epidemiology, clinical trials and laboratory diagnosis.

## FROM RD

A long-distance communications experiment carried out by Michael Farbman, chief of the Employment and Small Enterprise Division, shows how the Agency can improve its technical and managerial efficiency and effectiveness. Farbman hopes "it will herald a new era of international telecommunications in AID."

The experiment involved a "lap" computer—the IBM-compatible Sharp PC-5000—and a modem, a device that couples a computer to the telephone system. Farbman used the system to instantly relay tabular and written material he created on the microcomputer's word-processing system to Washington from Paris, where he recently represented the Agency at an OECD Development Assistance Committee meeting on cooperation for industrial development in low-income countries. R&D staffers, in turn, were able to communicate with Farbman, who was able to make management decisions and provide office supervision, supported by written materials, nearly 4,000 miles away.

The experiment, conducted in cooperation with M/SER/IRM's Microcomputer Technical Resource Center, clearly demonstrates that the applications of this technology—such as for review or approval of scopes of work, amendments to official documents submitted for approval or technical review, transmission of documents between AID/W project officers and contractors/cooperators, etc.—can result in substantial time and cost savings. The system also can contribute to improved Agency technical and managerial efficiency.

For information about long-distance communications contact the Technical Resource Center, 235-9201.

### MEREC DEVELOPS IDEAS

Managing Energy and Resource Efficient Cities (MEREC) is a demonstration project intended to develop and disseminate ideas about how rapidly growing secondary cities can use energy and other resources most efficiently.

MEREC demonstrations are well under way in Tacloban, Philippines; Guarda, Portugal; and Phuket,

Thailand. Several innovative energy and resource efficiency projects are emerging from these demonstrations. No less important has been the emergence of local planning process innovations as well as direct benefits for AID missions.

MEREC is helping AID offices in the three countries determine the potential for related efforts in other urban areas, and for linking the public and private sectors to work on city development issues, often for the first time. It also has demonstrated how to make the most of indigenous technical expertise to solve local development problems. Technical assistance backup is provided by Tennessee Valley Authority (TVA) experts. Many of the lessons learned through MEREC about local development planning processes and energy/resource efficient technologies are relevant for rural as well as urban areas.

The city of Tacloban reports a fuel savings of 29% per cubic meter of waste collected as a result of MEREC-generated innovations in its waste management program. New energy-efficient housing units are being built from local materials, some of them previously considered waste products. The MEREC demonstration in Guarda emphasizes water conservation, energy efficiency in heating, biogas generation and greater use of local construction materials such as granite and timber. In Phuket, the centerpiece of the MEREC demonstration is the conversion of abandoned tin mine land to a multiple use area including housing, park land, aquaculture and agriculture.

The MEREC demonstration project terminates at the three sites in late fiscal 1986. But enough already has been learned and tested, in terms of the planning process and the energy and resource efficiency technologies that can be employed to establish regular MEREC projects in other countries where they would support mission CDSSs.

In July 1984, brief descriptions of the MEREC process and products were sent to all AID missions to alert them to the availability of TVA expertise to mount such projects in their respective host countries. For further information contact S&T/RD, 235-8860.



The AID-World Health Organization Conference concluded that more coordination between the two organizations would improve primary health care programs.

## FROM HP

More coordination between AID and the World Health Organization (WHO)—especially at the national level—would improve programs in primary health care and family planning, delegations of the two organizations determined when they met in Geneva in July. Administrator McPherson recommended the meeting in a letter to Dr. Halfdan Mahler, director general of WHO.

The AID delegation was headed by Dr. James Sarn, Agency director of the Directorate For Health and Population. Other members included the health-population nutrition leaders of the regional bureaus and PPC: Charles Johnson, Near East; Linda Morse, Latin America and the Caribbean; William Goldman, Asia; Charles Gurney, Africa; and Katherine Piepmeier, PPC.

The delegation conferred for three days with program directors and other key staff members of WHO and WHO's regional offices to outline the major programs that would benefit from improved coordination at the central, regional and country levels. Another purpose of the meeting was to explore the best uses of institutional resources in support of primary health care and family planning activities, both present and future.

Among the suggestions for closer coordination:

- Follow-up meetings to improve program coordination at the country level should include not only AID and WHO, but also other donors.
- Routine information exchange between the two organizations.
- Special efforts to stimulate program coordination in oral rehydration therapy, water and sanitation, family planning, the provision of essential drugs, policy dialogue in regard to the use of health resources, health research and other areas.
- Analyses of health policies and health resources so that developing countries can better assess requirements.

- Closer cooperation on the problem of recurrent costs, including health budgeting; efficiency of primary health care program components; private sector initiatives; self-financing mechanisms; balance-of-payments interventions; and international and local currency financing options.

Small working groups from AID and WHO will begin work on these areas to improve coordination and will seek advice and guidance from AID regional bureaus and missions.

## SPEAKERS CIRCUIT

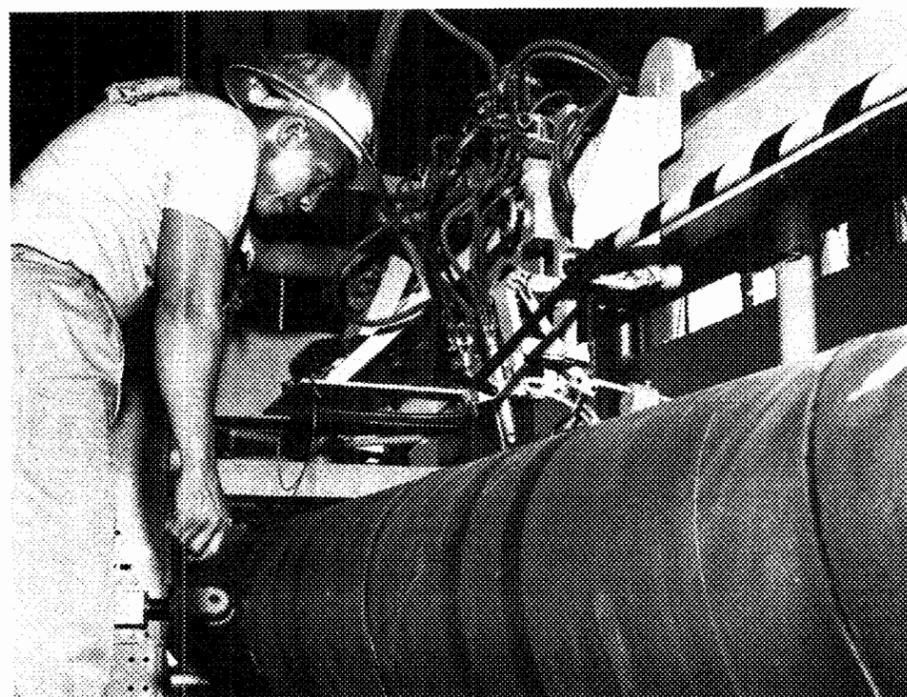
Administrator McPherson spoke on cooperatives in Lesser Developed Countries (LDCs) at the Nationwide Insurance Corporation in Columbus, Ohio, Aug. 1.

Edwin Hullander, associate assistant administrator, Office of Policy Development and Program Review (PPC), spoke on U.S. foreign assistance programs to students from the Washington Center for Interns, Aug. 7.

Victor Rivera, assistant administrator, Bureau for Latin America and the Caribbean, spoke to the American G.I. Forum in Denver, Colo., Aug. 8. The American G.I. Forum is the nation's oldest Hispanic veterans organization. Rivera spoke on AID and Hispanic issues. He also participated in a Caribbean Basin Initiative Conference in Chicago, Aug. 28.

Julia Chang Bloch, assistant administrator of the Bureau for Food for Peace and Voluntary Assistance, spoke on the P.L. 480 program to the U.S. Feed Grains Council in Colorado Spring, Colo., Aug. 13.

John Wilhelm, recently retired from the Bureau for Africa, spoke on how the conflict in the Middle East affects the world energy situation at a meeting of the Midwest Gas Association in Lake Osage, Mo., Aug. 21.



The MEREC Project will help factories in the Philippines (like this one) make better use of energy.