

CALENDAR

JULY

15-26: 1985 World Conference of the U.N. Decade for Women, Nairobi, Kenya. Government delegates, representatives of intergovernmental agencies and official observers will review the U.N. Decade for Women and make recommendations for action to the U.N. General Assembly

22-26: "Education in the Information Age: The Impact on Teacher Education and Teaching," sponsored by the International Council on Education for Teaching to be held in Vancouver, British Columbia, Canada. Contact: Dane Russo, ICET, One Dupont Circle, Suite 616, Washington, D.C. 20036; (202) 887-0685

23-26: National Wilderness Research Conference, Fort Collins, CO. Contact: College of Forestry and Natural Resources, Colorado State University, Fort Collins, CO 80523

28-Aug. 2: International Estuarine Conference, Durham, NH. Contact: Bjorn Kjerfve, Belle W. Baruch Institute for Marine Biology and Coastal Research, University of South Carolina, Columbia, SC 29208; (803) 777-4529

AUGUST

4-9: Workshop on PVO Strategies for Tree Planting by Peasant Farmers, sponsored by the Pan American Development Foundation and the Council of Haitian Protestant Churches, Haiti. Contact: Glenn Smucker, direc-

tor, Proje Pyebwa, B.P. 15574, Petionville, Haiti; 509-1-6-0786

5-Sept. 13: Short Course on Comprehensive Vector Control (taught in English and Spanish). Contact: M. Tidwell, short course coordinator, International Center for Public Health Research, University of South Carolina, P.O. Box 699, McClellanville, SC 2948; (803) 527-1371

8-9: "The Global Economy: Today, Tomorrow, and the Transition," sponsored by World Future Society, Washington, D.C. Contact: World Future Society, 4916 St. Elm Avenue, Bethesda, MD 20814; (301) 656-8274

19-30: Science, Technology, and Innovation Management Course conducted at the University of Denver, CO. Contact: James Frasche, Denver Research Institute, University of Colorado, University Park, Denver, CO 80208; (303) 753-2185

SEPTEMBER

1-6: 12th World Conference on Health Education, sponsored by the International Union for Health Education, Dublin, Ireland. The theme is "Health for All—Meeting the Challenge." Contact: Mary D'Ardis, Health Education Bureau, 34 Upper Mount St., Dublin 2, U.K.

2-27: Project and Program Planning and Evaluation Course, University of Denver, CO. Contact: James Frasche, Denver Research Institute, University of Colorado, University Park, Denver, CO 80208; (303) 753-2185

2-Oct. 2: Shelter Provision and Settlement Upgrading Workshop,

sponsored by the Oxford Programme of Development Workshops, Oxford, U.K. The workshop is intended for professionals in environmental planning in developing countries. Contact: Oxford Programme of Development Workshops, c/o Department of Town Planning, Oxford Polytechnic, Headington, Oxford, OX3 0BP, UK.

18-20: AID Advisory Committee on Voluntary Foreign Aid (ACVFA) meeting, Oakland, CA. Contact: Sherry Grossman, AID/ACVFA, room 227, SA-8, Washington, D.C.; (703) 235-2708.

12-19: Fourth World Wilderness Congress, Denver, Estes Park, and Fort Collins, CO. Contact: Jay Hughes, Chairperson, Dean of the College of Forestry and Natural Resources, Colorado State University, Fort Collins, CO 80523

15-20: Fourth International Conference on Packaging, sponsored by the International Association of Packaging Research Institutes and the Michigan State University School of Packaging, Michigan State University, East Lansing, MI. The theme of the conference is "Packaging—The World's Future." Contact: Michigan State University, East Lansing, MI 48824; (517) 355-9580

25-27: Fourth International Conference on Environment and Development, sponsored by the World Environment Center and the Dutch government in cooperation with AID and the World Bank, The Hague, The Netherlands. The conference will focus on Africa and the Middle East. Contact: Frederica Capshaw, World Environment Center, 605 Third Avenue, 17th floor, New York, NY 10158; (212) 986-7200

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

FRONT LINES

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

JULY 1985

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

PN-ACZ-520



AID IN MOROCCO

**Gender: Focus of Development Strategy
Forum Emphasizes Africa's Plight**

Panelists Emphasize Africa's Plight

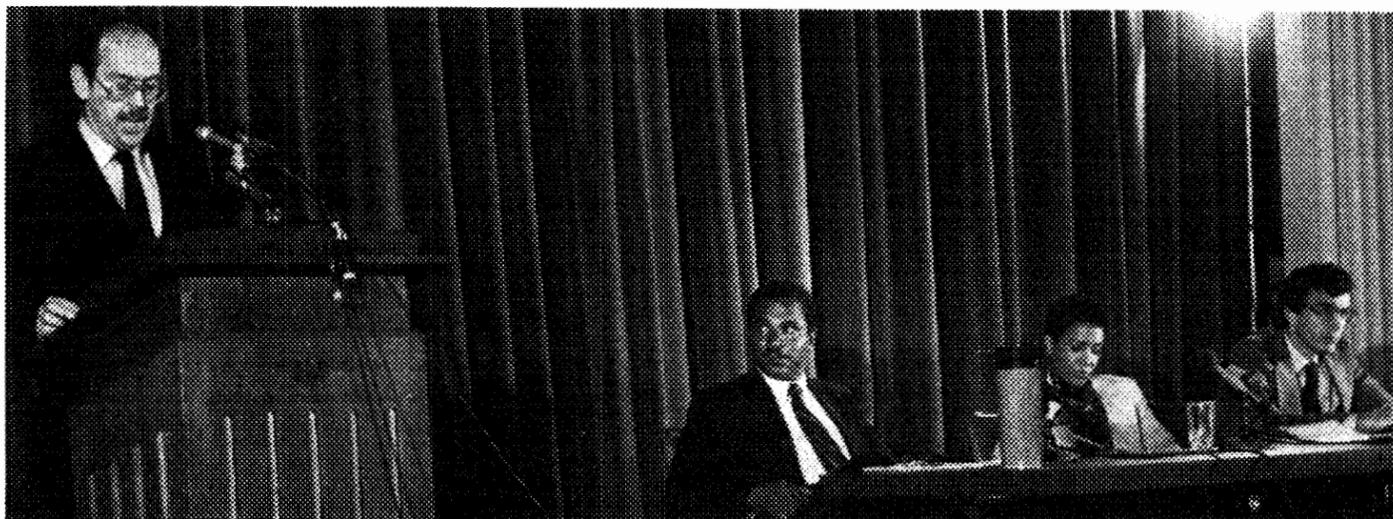
by Judy Van Rest

The public's eyes are beginning to glaze over, and there is relatively little belief in long-term solutions for the African food crisis, said Renee Poussaint of WJLA-TV, Washington, D.C., in her presentation at the recent Administrator's Forum, June 4.

The forum, which also featured C. Payne Lucas, executive director of Africare, and Lloyd Timberlake, editorial director of Earthscan, focused on the critical problems African nations face today, particularly long-term agricultural and related environmental problems.

Held on World Environment Day, the forum was part of AID's continuing effort to come to grips with not only the immediate food emergency, but also Africa's future.

While introducing the panelists, Administrator McPherson emphasized two points vital to solving Africa's plight: "agricultural pricing issues—how much farmers are paid and how that affects how much they produce—and the need for improved agricultural tech-



During the recent Administrator's Forum, Administrator McPherson introduces (left to right) C. Payne Lucas, Africare; Renee Poussaint, WJLA-TV; and Lloyd Timberlake, Earthscan.

nology for a Green Revolution in Africa."

McPherson also stressed the continuing challenge of feeding nations while helping them become self-reliant in food production.

"Every day for the past 20 years or so, the average African has eaten less than the day before. The stark reality is that Africa has lost the ability to feed itself," said Lucas.

He noted several reasons for the African situation, including African government policies which emphasize cash crop economies over basic food grain production, low prices paid to farmers for their produce that, in turn, reduce incentives to grow surplus foods, increasingly urbanized populations that consume rather than produce farm products, high population growth rate, and inadequate infrastructures—feeder roads, exten-

sion agents, credit for peasant farmers.

"But most alarming," he said, "is the visible erosion of Africa's fragile landscape. Drought has merely accentuated the effects of human exploitation of scarce natural resources."

However, "there is good news," he continued. "The past quarter century has been a period of transition, experimentation and learning. All things considered, most African nations have achieved significant progress in such areas as public education and health care.

"Africa is a continent of survivors, of cultures which have evolved under relatively harsh conditions. It is this tradition, more than any other, that gives me hope that Africa will survive this latest test of endurance and adaptability."

Lucas said that more and more African governments are turning

to the independent peasant farmer for food production rather than relying on "mechanization, cooperatives or large state-run farms." For example, since its independence in 1980, and despite its emphasis on cooperatives, Zimbabwe has given both peasant and commercial farmers incentives to grow food through maintained producer prices, credit to buy seed and fertilizer, and extended feeder roads and storage facilities.

In 1984, Zimbabwe's small farmers produced 400,000 tons of corn for market. The government was able to cancel orders for millions of dollars of imported grain. This year, the maize harvest is expected to fill national reserves and provide grain for export.

"There is a consensus that real development in Africa," Lucas said, "begins with the individual small

(continued on page 2)

Council Highlights Health

Research findings and management issues affecting health care systems in developing countries were the main topics discussed at the National Council for International Health (NCIH) 12th annual international conference in Washington, D.C.

Nearly a dozen Agency employees were among the more than 200 speakers at the June conference that attracted over 700 participants.

Robert Clay, public health adviser of the Office of Health, Bureau for Science and Technology (S&T), spoke on a primary health care program in the Mysore district of the Indian state of Karnataka.

Drawing heavily on the findings of an extensive study of the project conducted by the Bangalore-based India Institute of Management, Clay described the effectiveness of various management methods used by the low-cost village-level health care delivery system. These included methods used to train and supervise about 1,500 health guides and to manage the project's drug supplies.

In another panel, Lawrence Cowper, senior malaria adviser, Office of Health, S&T, detailed the significance of supply coordination systems to the overall effectiveness of national malaria control programs.

(continued on page 4)

AID Increases Scholarships

Since 1944, approximately 245,000 students have received training under the U.S. foreign assistance program," said Administrator McPherson, speaking before the National Association for Foreign Student Affairs' (NAFSA) 37th Annual Conference in Baltimore, Md. on May 30.

The conference focused on relationships between U.S. educational institutions and U.S. and foreign governments. Topics included: sponsorship of students; the effect of governmental regulations on institutions involved in the exchange process; procedures for cooperation among governments, colleges universities and schools; and the present and prospective links between public diplomacy and the private sector in international education.

"Since the beginning of this Administration, an increased emphasis has been given to the AID Scholarship Training Program," McPherson said. "In 1982, nearly 8,000 students received training here. That number increased in 1984 to more than

10,000." In addition, the U.S. Information Agency has increased its number of scholarships from 2,500 in 1983 to nearly 3,000 in 1984.

Emphasizing that the United States is not alone in the recognition that "scholarship diplomacy" builds lasting links between nations, McPherson said that Communist bloc countries offered scholarships to about 83,500 students in 1982 as compared to 12,500 scholarships sponsored by the U.S. government.

However, because U.S. colleges and universities open their doors to thousands of non-government sponsored students, the United States has a large lead over Soviet bloc countries in total number of enrolled developing country students. For example, during the 1981-82 academic year over 240,000 developing country students were enrolled in U.S. universities. The vast majority paid their own tuition.

In recent years, the AID scholarship program has focused on agriculture, nutrition and other development fields at the graduate

level, according to McPherson. Now, AID scholars will be able to study a wider variety of subjects.

In discussing the vital role of universities in U.S. international education and training programs, the Administrator said that universities have the responsibility to provide relevant learning experiences for AID-sponsored students and help develop research opportunities to match developing country needs. In return, participant trainees boost the international status of universities and create stronger ties that improve understanding between nations.

"Around the world, AID will increase traditional training efforts in technical training and post-graduate study in the United States," McPherson said. "Our goal is to provide developing countries with the capacity to begin dealing with their own problems. Education and training are essential parts of the process."

—Lindsey Stokes
senior editor/writer,
Bureau for External Affairs

Panelists

From page 1, column 4 farmer, in his or her village, on his or her plot of land."

He suggested several ways to help Africa recover from its agricultural crisis—improve drought resistant crop varieties of grain, promote more agricultural research and dissemination of that research, and secure access to accurate soil moisture and rain prediction data.

Poussaint's discussion centered around the media's role in garnering public support for both short- and long-term solutions to the crisis. She described this in terms of her recent visit to the Karamojong Tribe in Uganda.

The tribe, located in the Karamoja district in northeastern Uganda, is receiving aid through the Washington, D.C. chapter of UNICEF. She traveled in February with local UNICEF officials to see how the funds are being spent and to put together a series of reports for television on the situation.

Poussaint, who has a master's degree in African studies from the University of California, Los Angeles, explained that the tribe of some 300,000 people was facing its fourth drought in this century. The last drought was in 1980 in which 50,000 of the tribe died of starvation.

Lessons were learned from that experience, she said. Organizations, which had helped in 1980, decided that "ongoing relief institutions" should be created so that the tribe would not be caught off guard. Nutritional centers and educational systems for pre-natal care for mothers were established. Bore holes were dug to store fresh water. Because of these efforts, major devastation from the present drought has, for the most part, been avoided.

Still the situation is becoming increasingly difficult, she said. For example, at the time of her visit, the number of malnourished children being brought to the health center was doubling every week, and the center had only corn left to distribute.

The long-term solutions, she said, will have to deal with culture change. The Karamojong, who for centuries have been nomadic cattle herders, now have no cattle and need to be taught how to farm. In addition, the tribe must address problems of high population growth rate and lack of education.

Poussaint also interviewed President Milton Obote of Uganda who said this cultural change is a top priority. She stated that while the president was grateful for the assistance from donor nations and organizations, he is concerned that the Karamojong tribe find the means to become again the independent and self-reliant people they have been for centuries and not become dependent on food aid.

Recalling public reaction to the television series, she indicated concern over viewers' comments that revealed skepticism about

long-term solutions. "It's getting harder and harder to get the message out," she said.

In airing the television reports, "We wanted to give people the understanding that we are dealing with individuals who have their own lives, their own system of values and their own dignity. I think that has been lost in a lot of the media coverage," she said.

Timberlake, in his presentation, noted that two records had been set recently in the Sahel. Burkina Faso, Mali, Senegal, Chad and Niger had record cotton harvests in 1983-84. The cotton was grown by small farmers on small plots with farmers receiving government help such as counseling, fertilizer, pesticide supplies, credit and marketing assistance. At the same time, those farmers could not grow enough food to feed themselves. Consequently, the other record set during that period was in grain imports.

"This is the best proof I can offer that what is happening in Africa is as much a crisis of policies as a natural disaster," he said.

According to Timberlake, these policies have bankrupted the African environment in many ways. He explained that so much has been taken out of the soil, water and forests, that the environment cannot give anymore. "It's going to be a very long, uphill struggle to rehabilitate that environment."

Timberlake said a recent study found desertification of crop lands is accelerating in the Sahel and the Sudan as well as south of that region down to the Cape of Good Hope. The study was conducted by the U.N. Environment Program prior to the present drought.

He pointed out that desertification of the rangelands south of the Sahel is accelerating at a faster rate than in the Sahel and the Sudan.

Forests are disappearing not only to meet fuelwood requirements, but because land is needed for agriculture. Growing populations and crops require more land.

"Any improvement in the African situation is going to be based on the peasant farmer," he said. But one problem is "we haven't found a way to make aid benefit the peasant farmer."

One thing that does work in Africa, he continued, is the private and volunteer organizations. They can get aid into the village "by being flexible, by being small scale, by talking to the villagers. We've got to develop ways of making that work. Large aid agencies will have to act more through the private and volunteer agencies or be more like them," he said.

McPherson stressed that in order to provide long-term solutions for Africa's plight, it is necessary to have the right policy contexts, to build on human resources in developing countries and to increase agricultural technology.

Van Rest is the director of publications, Bureau for External Affairs.

CONTENTS

Vol. 24, No. 7

NEWS & FEATURES

- 4 **SELF-HELP CONCEPT ALTERS SLUM POLICY**
by John Metelsky
An upgraded community in Tunisia has forged a new national policy.
- 5 **PERSONALITY FOCUS: DICK MEYER**
by Lindsey Stokes
- 6 **FOREIGN SPECIALISTS ATTEND ORIENTATION**
Modern emergency management techniques and procedures were promoted recently at the Third International Congress and Exhibition for Emergency Disaster Preparedness and Relief.
- 7 **INNOVATIVE PROGRAM BENEFITS WOMEN**
by Sharon Isralow
An AID-funded program is emphasizing the roles women can play in managing urban services.
- 8 **McPHERSON ANSWERS EMPLOYEE QUESTIONS**
Employees are encouraged to send their questions to Front Lines.
- 9 **MISSION OF THE MONTH: MOROCCO**
by Dolores Weiss
- 16 **GENDER: FOCUS OF DEVELOPMENT STRATEGY**
AID's Sarah Tinsley, Kay Davies and Paula Goddard discuss the Agency's efforts to integrate women in the development process.

DEPARTMENTS

- | | |
|--|--|
| 12 Private Enterprise | 15 Management |
| 12 Family Liaison Office | 15 Office of Foreign Disaster Assistance |
| 13 Science and Technology | 17 CDIE |
| 13 Board for International Food and Agricultural Development | 18 AID Briefs |
| 14 Equal Opportunity Program | 19 Where in the World? |
| 14 Asia and the Near East | |

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, Room 4889, Washington, DC 20523. Phone (202) 632-4330. Next issue: August 15, 1985.

Assistant Administrator for External Affairs: Kate Semerad
Director of Publications: Judy Van Rest
Editor: Dolores Weiss
Assistant Editor: Lindsey Stokes
Photographer: Clyde F. McNair
Staff Assistant: Mary Felder

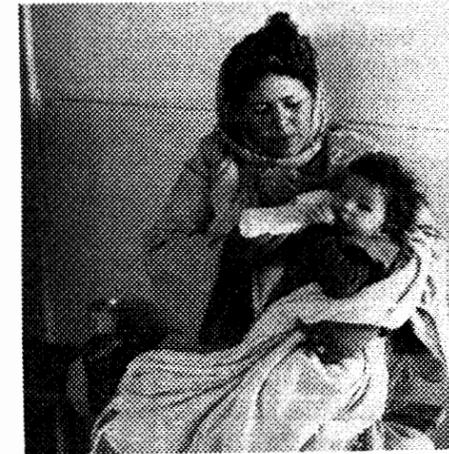
Photo Credits: Cover photo and pages 5, 9, 10, 11, 18: Dolores Weiss; page 4: John Metelsky; page 12: John Wilkinson; page 17: Oliver J. Davidson.

Correspondents: AFR: William Small
ANE: Mary Beth Allen, Judy Wills
EOP: Vonclie Willingham FVA: Lori Forman
GC: Robert Lester IG: Richard Howard
LAC: Ampy Bouchev LEG: Clark Wurzberger
M: Barbara Bennett M/PM: Marge Nannes
OSBDU: Renata Cameron OFDA:
Frederick Cole PPC/WID: Deborah Purcell
PRE: Douglas Trussell PRE/HUD: Barbara F. Washington SCI: Irvin Asher
BIFAD: John Rothberg

Special Thanks: Front Lines staff extends appreciation to all those on our mailing list who have taken the time to write or phone to tell us how much they enjoy reading Front Lines. The editor also extends a special thanks to all who contributed to the special environmental section. The June issue received many compliments.



Personality Focus: Dick Meyer—Page 5



Cover Photo: Moroccan women and children are benefiting from a family planning and health care project. Mission of the Month—Page 9.

Agency Helps Staff Cope With Terrorism

by Lindsey Stokes

Terrorists, seeking high-impact strikes, are becoming more willing to attack a large number of average citizens rather than higher-level targets who are guarded more closely, explained officials from both AID and the State Department at a recent seminar in Washington, D.C.

In light of this trend, AID is taking additional steps to improve its security around the world and make its employees more security conscious.

"The Coping with Violence Abroad" seminar, offered by the Foreign Service Institute, is designed to inform employees of foreign service agencies about threats they may face while serving abroad and acquaint them with

"Each year approximately 40% of terrorist attacks are directed at U.S. citizens."

techniques and defensive equipment. Participants learn about preventing fires at home, avoiding ambush while driving, preparing for evacuation, being taken hostage and recognizing different bombs. The one-day program is supplemented by a country-specific seminar presented to employees and their dependents before they leave for overseas posts.

"Terrorism is on the rise. Criminal activity is on the rise. We want to make you aware," exclaims Mike Williams from the Office of Security as he speaks to the class. "Those who are aware of a situation are more able to do something about it."

Since 1968 there have been over 7,500 terrorist attacks in over 135 countries. Each year, approximately 40% of those worldwide attacks are directed at U.S. citizens, according to George Middleton, area operations officer from the State Department's Office for Counter-terrorism and Emergency Planning. In 1984, terrorist activity was up 40% from 1983 (almost 700 incidents).

"There are several emerging patterns of terrorist acts including the increased lethality of attacks, increased state support of terrorist activity and continued targeting of U.S. personnel and properties," Middleton said.

The United States is taking a number of steps to help combat terrorism. Resources in the area of intelligence are being increased, a 24-hour security watch at State is in effect and a shared data base between intelligence agencies is in use.

In addition, more attention is being paid to enhancing physical security—armoring vehicles, installing bulletproof glass and fencing, and more closely controlling access to buildings, airports and other facilities.

"The United States also has several goals for international cooperation," Middleton added, "including an expanded exchange of information on terrorists and their movements between Western countries; tightened control on the movement of weapons, explosives and personnel; and support for international agreements that outlaw terrorism."

In other actions, the State Department has decided to renovate or replace almost half of its 262 embassies and consulates around the world because existing buildings are vulnerable to attack.

According to Assistant Secretary of State for Administration Robert Lamb, over the next seven years 75 embassies and consulates will be abandoned and then rebuilt at new locations. Another 50 will be substantially renovated or rebuilt on site.

In addition, 210 foreign offices of the United States Information Agency, Foreign Commercial Services and AID will be renovated or replaced.

The cost of these security measures will be about \$3.5 billion.

The foreign service agencies are going one step further by educating their employees about terrorism and helping them prepare for any emergency situation.

"There are many people who have been victims of criminal or

"Complacency is a very dangerous thing. Don't think—it's not going to happen to me."

terrorist activity who have said in retrospect, 'I could have done something to have prevented it,'" Williams said. He warned against developing an attitude that terrorism will not occur.

The security problem is compounded by an increase in conventional crimes against the foreign service employee and family, according to Williams. The problem is exacerbated by the fact that, in many instances, the response of local law enforcement authorities is unpredictable or inadequate. As a result, much of the seminar focuses on security measures that deter rather than detect or apprehend.

"The most important factor in protecting yourself and your family is common sense," Williams emphasized. "In fact, much of the information provided at this seminar could be applied to day-to-day living in the United States."

Williams explained that a frequent tactic of terrorists is to



Because of a security breach on June 21, in which a son fatally shot his mother and then committed suicide, every employee will be required to wear his/her ID card or building pass at all times while in the State Department. In addition, personnel will be required to pass through metal detectors when entering the building.

abduct people from their automobiles while they travel to or from work—when the victim's actions are most predictable—and suggested a number of ways to minimize this risk.

"Become totally familiar with your environment. Be observant," Williams advised. "Know what is normal so that you will be able to detect the unusual."

Because there may be times when personnel must be evacuated

Liaison Office.

Hostage survival was another topic of the seminar. Lois Barnum from the Central Intelligence Agency (CIA) showed a film on hostage survival and discussed different tactics that have helped people survive the ordeal of being taken hostage.

"Complacency is a very dangerous thing," she warned. "Don't think 'it's not going to happen to me.'"

Barnum explained certain types of relationships that may develop between a hostage and his/her captor. She said that the hostage should do whatever possible to remain calm and positive during captivity.

Barnum also emphasized that the intended target usually is not the victim seized. "The real target is that group of people beyond the terrorist's reach whom he or she wants to intimidate through acts of violence," she said.

In concluding the seminar, Williams said, "The United States maintains a sizable and visible presence abroad, and U.S. targets are accessible in most countries where terrorists are active. It is crucial that American personnel going abroad are aware of the situation and take steps toward keeping themselves and their families safe."

"Coping with Violence Abroad" seminars are held every Monday from May through September and every other Monday during the rest of the year. For information contact Arnold Campbell, M/FSI, 235-3417.

Stokes is a senior editor/writer in the Bureau for External Affairs.

from their posts, Phyllis Habib from the Family Liaison Office (FLO) discussed the importance of preparing evacuation plans. Personnel and family members may be evacuated, according to Habib, because of an increase in violence or political instability at post, a natural disaster or a medical evacuation for emergency treatment. She urged participants to attend their respective post-specific security briefings and explained what to expect if an evacuation takes place.

"Take care of things before you go to your posts," Habib said. "It is very difficult if you find yourself in an evacuation situation and you have not prepared yourself and your family or straightened out your finances."

"Evacuation Plan, Don't Leave Home Without It!," a FLO publication given to all participants at the seminar, provides guidance for preparation. Additional information is available in the Family

by John Metelsky

Slum upgrading is a new solution to an old urban poverty problem in Tunisia," says Jim Phippard, mission director in Tunis. For an example, he points to Mellassine, a former slum on the outskirts of Tunis.

"It's hard to believe," Phippard says, "but five years ago, Mellassine was a classic slum. Raw sewage ran down the streets. There was no running water in houses, no street lights. The crime rate was high. So was disease."

Today, Mellassine, located along Lake Sejoumi, is a growing community. Most of its 50,000 people live in 2,000 one- or two-story houses. The streets are paved. The people have running water, bathrooms, electricity and community services.

In the past, the Tunisian solution to slums was simple. Bulldoze the slums, then build new dwellings—at great expense.

"That has changed," says Mohamed Fethi Ennaifer, director of public works for the city of Tunis. "Before 1978, slum clearance was the national policy. Now, because of the improvement in Mellassine, there is a new national policy on slums. It's a shift from slum clearance to slum upgrading." Ennaifer, who works closely with Phippard, says, "The government of Tunisia is so impressed with Mellassine, slum upgrading has become part of Tunisia's sixth five-year plan."

As a result of the success in Mellassine, the government now tries preventive action to improve living conditions in areas before slums are created, he explains.

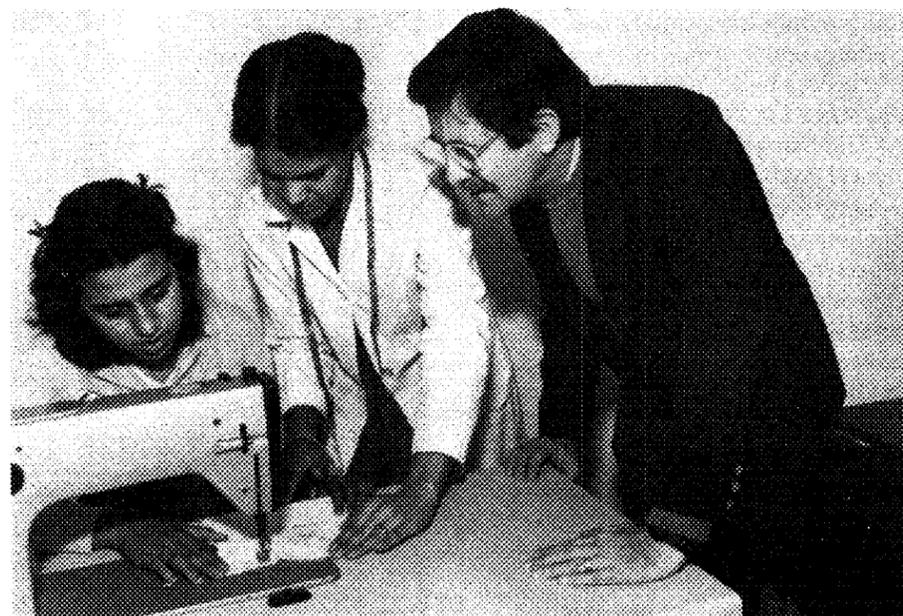
The change began in 1978 when AID's Office of Housing and Urban Development in Tunis and the Tunisian government launched a joint effort to help the people of Mellassine. Major objectives included providing every home with safe running water, building sewers and storm drains, installing street lights and paving the streets. An additional objective was to give home owners clear title to their land.

"All this has been completed, with the exception of some of the storm drainage system work that is now under construction," says Harry Birnholz, AID regional housing officer headquartered in Tunis.

Another problem residents faced before the project started was that many houses were below the level of Lake Sejoumi. After rains, the lake often flooded the walkways and streets. "With the help of housing loans, most of the home owners have raised the floors of their homes out of the danger zone," says Birnholz. To date, more than 50 loans for building material have been made in Mellassine to families whose homes used to be flooded annually.

Building loans provide funds for two tons of cement, 500 clay bricks, 30 reinforcement bars and 120

Self-Help Concept Alters Slum Policy



Mission Director Jim Phippard visits a sewing class in the Mellassine community center.

ceiling blocks—enough material to build a one-room core unit about 13 feet square.

"The core unit of the housing project consists of a living/sleeping room, a kitchen and a bathroom," Birnholz adds. "When their finances permit, the people can add another room or another floor. Some people add extra rooms to rent."

He says one key concept of the housing project is self-help construction. People build their own houses or rooms. This makes the housing affordable to the low-income families of Mellassine.

"In addition to the housing loan guaranty, AID also provided a \$609,000 grant in 1978 for socio-

economic support services in Mellassine," Birnholz explains. The grant project established a community center and a maternal/child and preventive health care program that includes nutrition, hygiene and health care components. The project also established a social welfare program for women that focused on literacy training, vocational skills and a small business credit program.

"Of the total grant, \$200,000 was used as seed capital for loans to small businesses. About 200 applications are being processed—46 have been approved. The loan repayment record has been

excellent. In fact, a second round of loans is being funded by these repayments," says Birnholz.

At the community center many Mellassine residents, particularly girls and young women, have learned to sew, knit, read and write, according to Phippard. The center also offers 15-day courses in basic accounting and inventory management for entrepreneurs.

Health and nutrition specialists frequently visit families and work with schools and the medical center to teach the residents about nutrition and basic hygiene. Also, 1,000 copies of a nutrition and preventive health care manual have been distributed to Mellassine residents.

Before the project began, the infant death rate in Mellassine was almost twice that of the adjacent district of Tunis.

Due to better health and sanitation conditions and practices, the death rate has been reduced greatly. Also, in 1980 doctors treated 140 cases of dehydration caused by diarrhea. However, in 1983 the cases dropped to 29 and in 1984 to even less. The community clinic also has handled more than 500 consultations for diabetes. By the end of 1985, dental and eye care programs will reach all of the 450 primary school students in Mellassine.

The Mellassine project, financed with housing guaranty loan funds, is the first successful demonstration of an integrated approach to slum upgrading in Tunisia. Phippard says, "It's a new program, and it works."

Metelsky is the director of the Office of Press Relations, Bureau for External Affairs.

NCIH

From page 1, column 1

"Without properly operating logistical and supply systems, these programs' targets and objectives cannot be reached on a planned basis. This costs time and money and, in the case of malaria control, results in widespread increases of disease, which can hinder social and economic progress," Cowper said.

He also presented several practical aspects of supply management, including warehousing, completing inventories and shipping and receiving.

Participating in a panel on prepaid primary health care systems, Harry Cross, social science analyst, S&T, discussed health maintenance organizations (HMOs) operating in Brazil. "These HMOs currently have 15 million participants enrolled," Cross noted, "with members from all socioeconomic classes."

Cross noted that prepaid health care systems must carefully budget for operating costs. If managed well, Cross said, HMOs offer health care providers an effective, low cost means for improving the lives of millions.

While discussing management issues in public health education programs, Anthony Meyer, international education specialist, Office of Education, S&T, noted that public health education is organizationally complex. He said that it requires reaching large numbers of people in a relatively short period of time to provide information as well as to introduce and reinforce beneficial practices.

Managing such efforts also differs from country to country, Meyer noted, because each nation has different systems of mass communication, cultural attitudes and degrees of public and private sector activity.

Another highlight of the three-day conference included a keynote address by Dr. Fred Sai, population adviser to the World Bank.

Sai, who chaired the 1984 U.N. population conference in Mexico City, discussed the political, economic, social and cultural issues that affect health care management issues in developing countries. Speaking from the experience of his native Ghana, he said that political considerations in the Ministry of Health often influence decisions that should be deter-

mined primarily on technical grounds.

During the conference, Dr. Harikaruna John received the 1985 NCIH International Health Award. A physician and health educator in remote Tamil Nadu, India, John directs the Deenabandu Integrated Community Health Program. He offers primary health care to residents of the region through his program and, in addition, provides a training center for village health care workers from throughout India.

The International Health Award is presented to individuals who work in remote areas or under difficult circumstances and who advance the cause of an improved international health environment.

The National Council for International Health, a non-profit organization of professionals working in international health, has more than 2,000 members nationwide. Additionally, NCIH has about 150 public and private sector organizational members, including AID.

—Roger Mahan
senior editor/writer,
Bureau for External Affairs

PERSONALITY FOCUS

Dick Meyer

by Lindsey Stokes

If Dick Meyer were to design the ideal career plan for upward mobility, it might not include working in a brewery, clerking in a low-rent boarding house, driving cabs or bartending. But that's the route he traveled.

As AID's former director of executive personnel and now executive secretary to Administrator McPherson, Meyer's career is a kaleidoscope of somewhat non-traditional assignments, including his first at AID which was like baptism by fire—mortar and rocket fire. He was hired as an assistant provincial representative in Vietnam.

"I came into AID and the development business through the back door," Meyer says.

When he left his hometown of Rochester, New York to attend college at Notre Dame in 1954, Meyer had no thoughts of Third World development. He was graduated in 1958, was commissioned into the Marine Corps for two years and then decided to go to law school at Northwestern University from 1960-63.

"I didn't want to practice law," Meyer explains. "I wanted to further my education, become more disciplined and move into the business world."

Although Meyer joined a Rochester law firm (he still is a member of the New York and Illinois bars), he was sorting out his future while working as a lawyer. In 1965, he began thinking seriously about the issues developing in Vietnam.

"United States involvement was beginning to pick up," he explains. "I had read about AID's efforts to help the people there and it seemed like a constructive way to show my concern."

"AID had a number of recruiting



Dick Meyer and Gigi, his West African bush dog.

teams. I talked with an advance person in Chicago who told me that I wasn't what they were interested in. But I went to the hotel where they were conducting the interviews, anyway. It turned out that I was exactly what they were looking for—I was single and had military experience."

After being hired, Meyer went through five months of AID's Vietnam training program in Washington, D.C. and left for Vietnam in May 1966.

He worked in a militarily active area, helping to coordinate and manage health, agriculture and education programs. Although not a typical overseas experience, it was a great opportunity for a relatively junior officer to be assigned major responsibilities and gain hands-on operating experience, he notes. During his five years of work in the rural areas (1966-1971), for which he received the Distinguished Honor award and a commendation from President Nixon, he was wounded twice by shellfire.

"We were located between Cambodia and Saigon," he says. "The Viet Cong and the North Vietnamese used Cambodia as a sanctuary and frequently moved

"It gives you great satisfaction to relieve some of the hardships that developing world populations endure on a daily basis."

through our area on their way to Saigon.

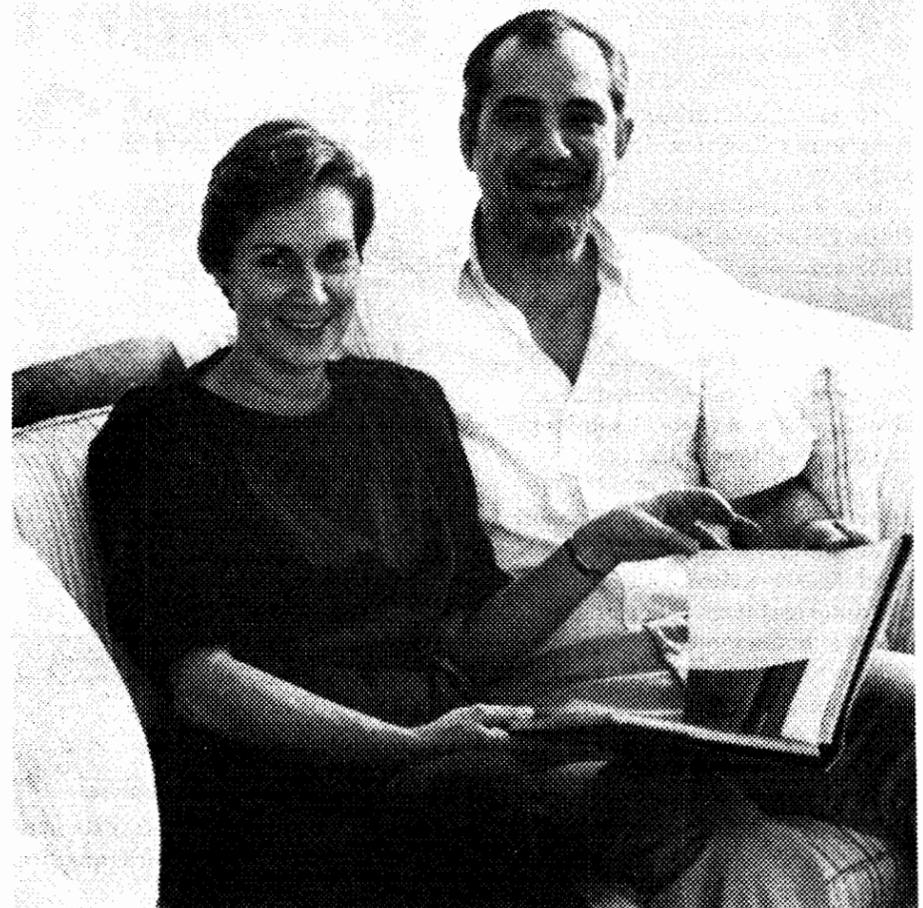
"It was unnerving and frustrating," he recalls. "We were trying, somehow, to relieve the war-related suffering of the local population and improve the standard of living, but much of our work was destroyed in the daily combat activities."

"Those years have left some scars. I've never seen any of the movies about Vietnam and it was hard to go to the Vietnam Memorial—I served with many of those people," he says. "Those years gave me a greater appreciation for the value of human life and the importance of human dignity."

During his last year in Vietnam, Meyer was moved out of the rural areas to work in the community development directorate in Saigon, coordinating community health, refugee and education programs at the national level.

"People began to worry that I'd been scratched a few times and that I may have run out of my 'nine lives' luck."

While in Vietnam, Meyer decided to devote his life to helping people in less developed countries. He



Dick and Mary Meyer spend weekend time trying to shape up their new house and garden. "When you're in the foreign service, it can be like Christmas when you begin unpacking boxes."

returned to Washington in 1971 "to take on the more normal type of AID responsibilities." For the next four years, he held positions in the Office of Management Planning, the Bureau for Latin America and the Caribbean and

to see progress," he says. "Development change comes in small increments, and it is a lengthy process."

Meyer worked through the ranks of the mission from agriculture officer to, eventually, mission director.

"It doesn't happen very often, but it's good for morale and continuity of the program to promote from within the mission," he says. "My development training was on-the-job at every level of the AID mission."

Meyer says that Burkino Faso has an interesting mix of people—some sedentary farmers, some nomadic herders—all friendly and outgoing. However, the country is desperately poor and without enough food, water or resources.

"We worked closely with the government and the international agricultural research centers to find more rugged varieties of basic food crops already grown in the country. Breakthroughs in agricultural research don't happen overnight," says Meyer. "But we began to see some promise that a few varieties could do better in the harsh growing conditions. To think we were on the track of finding something that could provide the country with desperately needed increased agricultural production was a very exciting incentive."

In describing the advances he helped enact, Meyers says, "We were seeing something happening. It gives you great satisfaction in being able to relieve, even a little bit, some of the hardships that developing world populations endure on a daily basis. There is a lot for AID to do in a country like that. The standard of living of those people can be better, in

(continued on page 6)

was a special assistant in the (then) Bureau for Population and Humanitarian Assistance.

After four years in Washington, Meyer decided in 1975 that it was time to go back overseas. He volunteered to work in the Country Development Office in Burkino Faso (then Upper Volta) as an agricultural project manager during the African drought crisis of the early 1970s.

"It was a small office in Ouagadougou—three direct-hire employees and one contractor. In 1982 when I left, the mission had grown to about 20 direct-hires, 15 foreign service nationals and 25 contractors," says Meyer. "Because AID was experimenting with making generalists managers of technical projects, my first assignment was in managing an agricultural seed multiplication project which started a national seed service to increase agricultural production." The project is doing well 10 years later.

Meyer describes his seven and a half years in Burkino Faso as very satisfying. "If you stay long enough in an AID program you have the advantage of being able

Modern emergency management techniques and procedures were promoted recently at the Third International Congress and Exhibition for Emergency Disaster Preparedness and Relief.

Held for the first time in the United States at the Washington, D.C. Convention Center, May 21-24, Emergency 85 included speeches, panel discussions and programs for international participants. Exhibits from around the world demonstrated new emergency equipment and life-saving machinery.

The U.S. Office of Foreign Disaster Assistance (OFDA) sponsored 30 international emergency specialists to attend Emergency 85 and an orientation program on U.S. disaster management resources.

The conference offered OFDA an opportunity to strengthen international emergency management training and promote the use of U.S. resources.

Julius Becton Jr., OFDA director and one of five keynote speakers, challenged U.S. emergency managers to support their international colleagues. He cited the increased number and magnitude of disasters and called for increased preparedness. Becton said that the U.S. government supports the efforts of officials in disaster-prone countries to protect vulnerable

Foreign Specialists Attend Orientation



Foreign emergency specialists attend the mock emergency demonstration by Fairfax County medical and fire personnel.

populations through better organization.

During Emergency 85, officials from Fairfax County and the District of Columbia briefed participants on local operating procedures and use of emergency operation centers. Fairfax County

also conducted a training exercise using a simulation of a boiler explosion in a local school to demonstrate how critically injured victims are evacuated by county medical and fire personnel.

In addition, international participants were briefed by many other

U.S. organizations on resources and technical skills.

The importance of disaster preparedness was shown in a recent survey of AID-targeted countries. The responses revealed that AID missions support OFDA's belief that the greatest training needs are in such areas as damage assessment and reporting, hazards management and disaster plan preparation.

OFDA also is working to institutionalize the process of integrating hazard analysis and development planning through grants to groups such as the Organization of American States, which is developing a model to encourage incorporating hazard information in regional development projects financed by the Caribbean Development Bank, Inter-American Development Bank and the World Bank.

A grant to the Partners of the Americas has created an Emergency Management Committee in each of the U.S. and overseas partnerships. These institutional ties will improve emergency management in both countries of the partnership.

—*Oliver R. Davidson*
assistant director, OFDA
Operations Support Division

Dick Meyer

From page 5, column 4

modest terms perhaps, but it can be better."

Meyer emphasizes the close working relationship AID has with the Peace Corps. As evidence of this close collaboration, he and a Peace Corps nurse, Mary, were married in 1978.

"We got married in Ouagadougou's City Hall by a local magistrate," Meyer recalls. "We were only one of a series of marriages that day at city hall so there were crowds of locals there. The mission director was our witness." Later, a big reception was held at the mission.

"Needless to say, I have a fond and close relationship with the Peace Corps," says Meyer, "even when our home turned into the infirmary for Peace Corps volunteers!"

After spending over seven years in Burkino Faso, Meyer received a call one day from Bill Sigler, director of AID's Office of Personnel Management, who offered him a position as director of executive personnel management. Sigler explained that AID wanted to organize a process to perform executive searches within the Agency, identify people for executive level assignments, counsel employees on upward mobility and match needs of jobs to the needs and preferences of officers. AID management thought Meyer could bring some

good experience to the job.

"The other option was to go into the Africa Bureau where I was familiar with the issues and would probably have made an easy adjustment," Meyer explains. "But I'm a risk-taker and the personnel option sounded as if I could bring some influence to bear on an area in which I thought the Agency, candidly, could do a better job of relating, communicating and assisting employees."

Meyer says that he accepted the job without knowing specifically what was involved. "I prefer a job where I can create a role much more than a structured job that I can't change. Peter (Administrator McPherson) and Jay (Deputy Administrator Morris) emphasized the importance of the personnel function, and I knew I had made the right choice."

Often called the "honest broker," Meyer spent most of his time in personnel with people, traveled to many missions, met individually with the staff members of each mission, attended mission directors' conferences, and tried to meet with anybody who knocked at his door.

"One has to pay close attention to what people are saying because it is very important to them," he says. "Employees must know what is going on, what opportunities exist, and that there is a process in place—then they feel much more comfortable about their future. Not knowing is the worst—especially in the field! An information vacuum leads to frustration, disillusionment with the Agency

and an unhealthy environment in which people do not want to work."

Meyer's experience in a variety of positions has enabled him to better understand the problems of people he counsels. "I've been a general development officer and a project manager, and I've performed a number of staff functions. I can appreciate what it's like for an officer trying to break out of a specialty and move toward a broader management role."

Meyer has enjoyed three years in personnel working with people and helping them achieve their goals. Now he is excited about his new position. "The human resource component of the Agency is very important," he says. "But there is a development program that this Agency is responsible for and I feel a need to get back into that area. The executive secretariat position will put me right in the middle of the flow of information and decision-making."

Eventually, Meyer wants to get back in the field. "Being a mission director is the best job in the Agency—bar none," he says. "It's an opportunity to create an environment in which people enjoy working and are, therefore, stimulated and productive. As you move together toward a goal, it's an incredible, emotional experience."

Mary is a nurse in Washington, D.C. and still works for the Peace Corps. She spent 20 years in Africa and is ready to go back.

The Meyers have two children: Monique, 22, works at the National Academy of Sciences and is inter-

ested in overseas employment; and Michael, 25, is finishing a degree in photographic engineering at the Rochester Institute of Technology.

Because they recently moved from the District to a larger house in Arlington, Va., the Meyers spend weekend time trying to shape up the house and garden. "When you're in the foreign service it is sometimes like Christmas when you begin opening up boxes and finding things you haven't seen in five to 10 years," says Meyer.

They also enjoy weekend drives in the country but can't pass a yard sale without bringing back a carload of relics. "We need to have a sale of our own to get rid of all the things we've collected over the years," Meyer jokes.

Mary is a musician and they both enjoy all types of music. Although presently on a country/western kick, the Meyers also enjoy jazz and look forward to evenings at Blues Alley in Georgetown.

But whether it's Georgetown or Vietnam, shopping in Ouagadougou or camping in West Virginia, Dick Meyer really pours himself into life. "Maybe my career would have moved a little faster if I'd followed a traditional role, but I've enjoyed thoroughly what I've done and look forward to my future. The exposure I've had to a great variety of people and experiences has done something for me. I am able to listen to what people are saying and relate to them. And that counts."

Stokes is a senior editor/writer, Bureau for External Affairs.

Innovative Program Benefits Women

by Sharon Isralow

Low-income women are gaining access to urban services and assuming greater responsibility for managing such services in selected Latin American communities thanks to an innovative AID-supported program by The Population Council.

The philosophy shaping the program emphasizes the roles women can play in managing urban services.

In 1981, AID and The Population Council, a private, scientific organization based in New York, signed a cooperative agreement which provided the organization with \$356,000 to carry out activities to benefit women in Jamaica, Mexico and Peru.

Initial funding was provided by AID's former Office of Urban Development, and the project, "Women, Low Income Households and Urban Services in Latin America and the Caribbean," later was transferred to the Office of Housing. The Office of Women in Development in the Bureau for Program and Policy Coordination now funds the project.

Working Groups

The program establishes local "working groups"—planners and policy makers, academics, business leaders, statisticians and development practitioners—to identify priorities, pinpoint needs for specific research and carry out the research and pilot projects. These working groups link governmental, technical and socioeconomic forces.

"It's important to spread the base of support to develop ideas and share burdens," says Judith Bruce, an associate at The Population Council. This approach helps build a constituency for policies that will consider women's roles and help ensure that research findings influence urban planning activities.

The working groups and their activities have helped bring low-income women's concerns into the countries' urban planning and service delivery processes. The groups also are helping women break into non-traditional areas of the job market while eliminating many social and economic barriers.

"We felt there was a strong economic argument to adjust urban plans to the reality of gender roles so the chances of project success would be improved," explains Marianne Schmink, assistant professor at the University of Florida's Center for Latin American Studies and co-manager of the project along with Bruce.

"Poor women are concentrated in low prestige, low-mobility, low-paying occupations such as domestic service, petty vending and the majority of 'casual' jobs in

the informal sector. Yet, it is women who must take up the slack in family needs," Schmink points out.

Working groups receive funds to support low-budget activities. The successful groups also serve as a resource pool for information about low-income women and their families.

"To AID's credit," says Bruce, "it is supporting a program that puts much decision-making for both research and action priorities into the hands of local working groups. As a result of that flexibility, very small amounts of project money have yielded significant results even from high-risk activities because the commitment of the working group provided critical intellectual and logistical support."

Construction Trade

About 14 projects have been funded through the working groups. One successful training project is being conducted in Jamaica in which unemployed mothers—typically female heads of households with young, dependent children—are entering the previously male preserve of the construction trade. Women head about half of the households in Jamaica.

The Western Kingston Construction Cooperative responded to the research that showed steadily rising female unemployment rates among women heads of household and started hiring women.

Restrictions Challenged

Since its beginning, the project has grown in participants and funds. Initially, 10 mothers were trained in the program, which was funded for 15 months with an \$8,000 grant from The Population Council. To date, 34 women have been trained, and 30 have been placed in jobs. Funding has increased to over \$60,000, provided mainly by local and international organizations.

"The working group established the first forum for discussion of the idea for training women in construction work," explains Bruce. "It also provided the initial funding. The group selected the communities to work in, and one member of the group worked with the construction cooperative to screen applicants."

The project is making a significant impression on the industry and opening doors for women. "The construction cooperative is challenging gender restrictions in the construction trades," says Bruce. "The high quality of the women's work is leading to a demand for all-women work crews. Women are more productive. There's less stealing and less site violence."

Beyond that, the demonstration of women's competence in this field is an open challenge to the formalized practice of training only men in the construction trade at government training centers.

Mothers Trained

"That prohibition is *de facto* because there are only residential facilities for men at the training centers," Bruce points out. "If you can't live there, you have to commute. To commute, you need money. That's how women are excluded. Besides, because so many women have dependent children, any residential facility would have to take that into account as well."

Under the current system it remains a paradox, says Ruth McLeod, director of the cooperative in Jamaica, that "women are ineligible to apply for training in the training institutions they are helping to build."

The project offers training that considers restrictions on women. "It provides women several months of intensive training in a central location to minimize transportation costs and domestic dislocation," explains Bruce. The unemployed mothers—who once aspired to become beauticians or airline hostesses—are now earning many times minimum wage in their new professions.

When the women first started working at construction sites, they faced opposition both at home and at the work site. The income and status the women achieve through their work, however, bring them more independence at home, and their persistence and skill have brought them acceptance at the work site. "We're here and here to stay," said one of the women on a video presentation of the project.

The women meet monthly to discuss plans and allocate money to a revolving fund used for purchasing tools and training. The cooperative recently formed a national association of women in construction, according to McLeod. Its goal is to provide public education on women's roles and potential in the construction industry and to lobby for equal access to training.

The cooperative also is looking at other ways to apply newly acquired skills, such as home repair and maintenance jobs and rent-a-tool businesses.

Recycling Systems

Another success story comes from Mexico where the working group helped evaluate and document waste recycling systems in the low-income urban community of Merida.

Developed by a local organization, Alternative Technology Group, the new labor-intensive drainage system recycles household

water and waste into usable irrigation water and sludge. The sludge is processed into fertilizer for sale, for members' home gardens or for new aquaculture ventures.

Merida's system was repeated in a community managed by a cooperative on the outskirts of Mexico City. The success of the project led to several communities adopting the new waste disposal system and reaping the many benefits it brings.

The role of women in the waste management system was featured in *SEDS*, a publication of The Population Council. AID provided funds for translating the documentation describing the waste cycling technology into Spanish.

"The publication highlights women's roles in any community waste management system because women are the day time residents," Bruce explains. She emphasizes the high priority women put on health problems generated by poor waste disposal and the incentive to produce the income that can be obtained from turning waste products into fertilizer.

"The working group found community-based waste management occurring in one community and documented the effort," says Bruce. "In the process of documentation, the idea spread." Documenting the work included working with the community and engineers to analyze their experiences and devise ways of disseminating the technique to low-income populations.

Communal Kitchens

Another working group studied communal kitchens in Lima, Peru, where low-income women collectively prepare meals for families using surplus food (much of it donated by the U.S. Food for Peace Program) channeled through local charities.

Research by the group focused attention on institutional factors. The study found that communal kitchens create a basis for community development by providing women experience in working together, supplying a critically important main meal to low-income families and offering training in nutrition. The working group also suggested ways to coordinate central functions while preserving each kitchen's autonomy.

Amelia Fort, coordinator of the working group, points out, "The growth process has been gradual. It has taken us from group consolidation to opening channels for our work."

The Population Council's efforts, with assistance from AID, show that understanding and supporting women's roles are critical to improving basic living conditions in poor urban communities.

Isralow is editor of *Horizons*.

A report on Administrator McPherson's State of the Agency speech was published in the May issue of *Front Lines*. Several questions from the audience, which could not be answered due to time limitations, were printed in the June issue. Additional questions and answers are featured below.

Because of the favorable response from readers, *Front Lines* will reinstitute a Question and Answer Column. Questions of general concern to AID employees should be typed, double-spaced and sent to *Front Lines*, room 4889, so that they can be directed to appropriate bureaus for answers.

Q: *We know that "money talks." This means that AID budget levels tell AID priorities. We know that geographic missions and bureaus spend most of their budgets on government-run projects designed by persons who have never worked for private industry . . . what plans does AID have to make known AID's spending record on private enterprise development and how to change it?*

A: In general, our plans for promoting AID's record on private enterprise development are to continue publicizing our activities via speeches, testimony, news outlets, etc., at every appropriate opportunity. Senior staff and I do this routinely and I urge everyone with AID to do the same. We have a positive story to tell.

However, we are planning to take additional concrete steps to expand non-government projects. These steps are now being worked out.

"Every effort is being made to provide equal opportunity for minorities and women in promotion and assignments."

Q: *By augmenting redelegation of authority, will this mean more FS employees will be shifted out to the field?*

If so, why is it so difficult to get assigned? Many of the positions that are advertised in the open assignment lists are "spoken for" in advance. It is an exercise in futility when submitting COARs (Completion of Assignment Report) and waiting to "hear nothing."

More and more, lately, the "minority issue" is being played down. Does this mean that this aspect is no longer important to achieve some sort of equality? Not all of us are fortunate to be in the "in-club" or part of the "old boy network."

A: Due to the severe operating expense reductions, we will be unable to shift additional FS employees overseas. We expect a relatively small decline of about 75

McPherson Answers Employee Questions

in overseas FS staffing over the next 18 months.

The Open Assignment System was designed to provide all FS staff a better opportunity to know what jobs are available. The final decision on assignments is made by the Office of Personnel Management. Our surveys show that the great majority do get the jobs for which they have expressed preferences or very close to it.

AID management has been and continues to be aware of and responsive to the concerns of minorities and women. Every effort is being made to provide equal opportunity for minorities and women in promotion and assignments. As the Agency has a freeze on hiring, the composition of the work force should change very little during this period.

Q: *I understand PM has a policy of "no forced placement" that gives management the right to refuse qualified job applicants in favor of "preferred" applicants. Will this "no forced placement" policy apply equally to employees, i.e., giving an employee the right of refusal of a position he/she deems inappropriate?*

A: PM does not have a policy of "no forced placement." Individuals are assigned on the basis of their job skills, experience, performance and the specific requirements of the job. The Agency is not eager to use forced placement if person-to-job matches can be found through the Assignment Board process and placement efforts of the Civil Service Personnel Division. However, the Agency can use directed placements if necessary.

Q: *As a senior GS woman employee who believes in development and has served in posts overseas but can no longer do so—I wonder if there is a place in AID for me?*

A: It is obvious that you have a place in AID as a senior GS employee. Although AID is predominantly a Foreign Service agency, AID does have a substantial number of GS employees in AID/Washington who play an important role in supporting development activities overseas. We are a small agency; however, and this fact together with our tightened budget situation does mean senior promotions may be necessarily limited in times ahead.

Q: *How is AID planning to go about reassigning GS employees currently in deleted positions (some of whom have been sitting idle for months) given PM's assertion there will be no forced placements (and given current procedures of reassigning employees in continuing positions to vacant, continuing positions)?*

A: AID went through a similar situation in 1981 when we deleted about the same number of positions. All of the people continued to work in their jobs until permanent positions were found for them. Although we "D" positions, they are not actually deleted until vacated. PM will be making every effort to fill vacant permanent positions with the available employees most qualified for the jobs. The Agency can make direct assignments.

"As we continue attrition, conversion opportunities should increase in more backstop areas for qualified individuals."

Q: *Can we make greater use of volunteers in our work, e.g. volunteer interns?*

A: The use of volunteers is restricted by law and regulations. AID uses volunteers in our work in AID/W and has used student clericals, summer interns and research interns in the past. Due to limited operating expenses, we will have a small number of unpaid summer interns and paid summer clerical help in 1985. However, we plan to bring in approximately 25 volunteer interns who will be assigned throughout AID/W.

Q: *You spoke of advancement opportunities for women and committed yourself to opening that up more. What about equal opportunities for advancement and recognition of technical people?*

A: We have just received the status of our technical staff in AID, which shows that numbers of technicians have been increasing, while overall AID staff levels have been decreasing. We have given increased recognition to technical staff by establishing sector councils. The Senior Assistant Administrator for S&T Nyle Brady also is influential in championing the cause of technical staff along with science and technology issues in AID. Having said this, I know this is a problem that is not fully solved, and we must continue to work on it.

Q: *How can you achieve a 200 person reduction by "attrition" from Washington alone?*

A: Surprisingly, overall attrition in AID is over 100 professional staff per year. In an 18-month period, we expect that we will be able to achieve the 200 person attrition, just as we did in 1981-82.

Q: *The Women's Action Organization pointed to the slow*

progression of women to the top. The same can be said with regard to other minorities, especially black men. Many of those who are near the top are being forced to retire. Must this continue?

A: The AID Foreign Service Promotion System established by the Foreign Service Act of 1980 established the Selection Board system for promotions and for mandatory retirement. These boards include women and minorities to assure fairness and special concern for women and minorities. There is also an extensive appeals system to assure that individuals are treated fairly.

Q: *When will the SER/CM and SER/COM merger become*

effective?

A: The SER/CM-SER/COM merger plans are being worked out in detail and will be completed later this summer. However, due to the heavy workload in these offices during the last quarter of the fiscal year, we don't plan to make changes until the beginning of fiscal 1986, after consultation with the exclusive employee representatives.

Q: *What are the implications of budget reductions for foreign service conversions from GS?*

A: There is no budget impact on conversions, since our appropriation can't distinguish between a GS and FS paycheck. As I mentioned earlier, I am having PM look into the issue of GS to FS conversions. As you know, we have had a hiring freeze for some time and plan to continue it until we achieve the operating expense savings and staff ceilings we have planned. It has been our policy to have GS to FS conversions in those areas where we do not have a surplus of FS staff. As we continue attrition, conversion opportunities should increase in more backstop areas for qualified individuals.

Q: *Are 200 jobs to be cut by September 30, 1985, or September 30, 1986?*

A: The position reductions will have to be effected as rapidly as possible but the actual operating expense savings will be achieved by attrition by September 30, 1986.

Q: *What will be the role of the contractor in AID for the future, e.g., increased/decreased role, greater/lesser responsibility, etc.?*

A: AID has been shifting to greater reliance on overseas contractors for many years. The trend will continue, but at only a slight degree since our reliance on that delivery system is already so high.

MISSION OF THE MONTH

AID in Morocco

by Dolores Weiss

Morocco, located on the northwest corner of the African continent, is tied to other Arab and African countries by geography, language, culture and Islam. Less than 10 miles from Spain across the Straits of Gibraltar, Morocco also is closely linked to Europe. Cultural, economic and political influences flowed from the Moors into Spain during the 8th to 15th centuries and back across the Mediterranean from the Spanish, Portuguese, English and French during the 16th to 20th centuries.

Historically, Morocco has been selective in adopting elements of other societies while carefully preserving its own unique and complex culture. In the rapidly growing urban centers, one hears as much French as Arabic; one sees as many men and women dressed in western style clothes as in the traditional jellaba (robe); one has to sidestep as many horses and donkeys as cars and trucks.

It is not only in the country's cities that sharp contrasts appear. The land rises from the barren Sahara to the snow-covered High Atlas mountains and then meanders down to wave-swept beaches. Bougainvillea hedecked walls enclose architecturally delightful villas only a few kilometers from mud and stone huts bordered by reeds or prickly scrub. Women, though an integral part of society, rarely are seen in the numerous cafes lining country and city streets. Modern roads, schools, hospitals and factories are built without interfering with the nation's religious and social traditions.

However, statistics show that modernization touches only the surface of Morocco. Only 55% of the 23 million population has



Mission Director Bob Chase says Morocco offers a receptive environment in which to work.

reasonable access to safe water; infant mortality remains over 100 per 1,000 live births; the literacy rate for males stands at 34%, while the rate for females is estimated at only 10%; 52% of the labor force is in agriculture, but farming produces only 14% of the Gross Domestic Product.

U.S. Ambassador Joseph Verner Reed, former envoy to Morocco, states, "Morocco's strategic location and the moderating role of King Hassan II in Arab and Islamic organizations, makes Morocco a key player in the search for peace and stability in North Africa and the Middle East. The major challenge for nations in this region is to ensure economic and social progress in a way that benefits all levels of society while minimizing disruptions to cultural and social values."

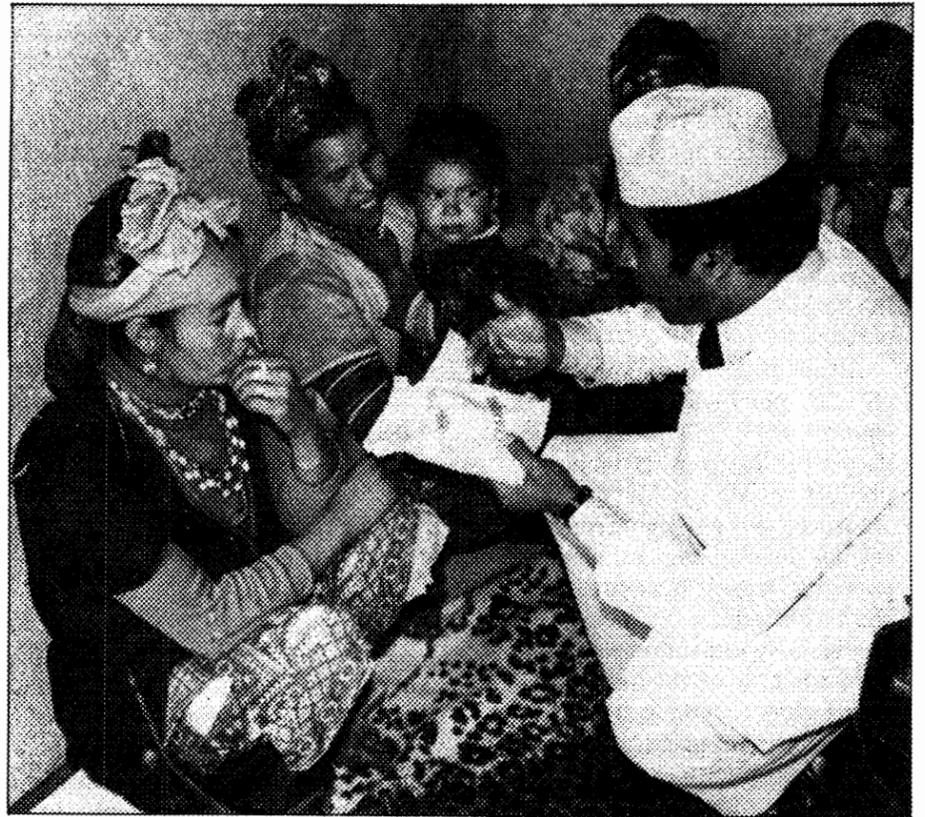
Old Friends

"The AID mission here, through its wide-ranging programs in private sector development, agriculture, energy, population and health, is helping Morocco deal with the challenges of development in an effective and culturally sensitive manner. In assisting Morocco to provide for its future well-being, the AID program is at the heart of an old and valuable friendship between the Kingdom of Morocco and the United States."

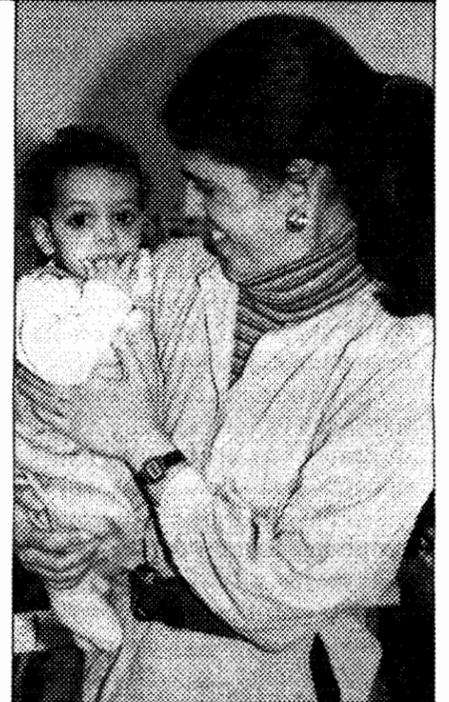
That friendship emerged from the cordial correspondence between President George Washington and Sultan of Morocco Sidi Muhammad Ibn Abdullah when Morocco became the first sovereign nation to recognize the United States as an independent country in 1787. Today, Morocco provides the United States with a location for one of the world's most powerful Voice of America transmitting stations, access and transit rights on its airfields and docking facilities for U.S. Navy ships.

Following the end of the French protectorate in Morocco in 1956, the U.S. government entered into a bilateral agreement under which the United States agreed to provide economic and technical assistance to Morocco. Since 1957 the United States has provided over \$1.2 billion in development loans, grants and P.L. 480 food.

Currently, AID is undertaking a substantial new effort to encourage the development of the Moroccan private sector as an engine of economic growth. "Until now most projects in the mission's portfolio have been traditional in character," says Mission Director Bob Chase, "in that they have focused on institution-building and technology transfer via governmental institutions. A major new program is being developed to work directly with the private sector, starting in fiscal 1986."



(above) Chefkaoui Attmed, who is in charge of the rural dispensary and sector of Stifatma Ourika, explains the need for supplemental feeding to eliminate malnutrition. (right) Trish Rhodes volunteers time at the Abandoned Baby Clinic in Rabat.



This project, Private Sector Export Promotion, will seek to reduce various restrictions that have limited the development and expansion of firms with export potential and provide needed credit for such expansion. "Project development studies are currently underway," he adds, "thanks to the Near East Bureau's Private Sector Development Fund." Program funding will include a multi-million dollar loan and approximately \$2.5 million in grant funds for technical assistance and training.

Since coming to the mission in 1982, Chase's management style has been to "provide policy direction, get the best possible people for the job and support them while they do what they do best."

Chase points out, "We are building upon the past, improving communication in the present and training Moroccans for the future. Long hours and dedication are paying off. Our Ambassador has had an excellent relationship with the King and our staff has good working relationships with their counterparts in Moroccan ministries."

Open Discussions

For example, frank, open discussions are held regularly with the Minister of Economic Affairs. These discussions have led to the development of a new economic policy analysis initiative designed to respond to the government's active interest in increased economic efficiency and market-based solutions. Under one component of this activity, AID will provide the services of a senior economist and a pricing policy expert to the directorate in the Prime Minister's

office that is responsible for the decontrol of prices. AID also will co-finance, along with the U.N. Development Program and the World Bank, a national training program in project appraisal and management for key government analysts.

"Through lively sessions in which the staff hashes out ideas, the strategy direction of the mission has changed markedly over the past two years," explains Program Officer Stacy Rhodes. "We've expanded from two of the Agency's 'pillars' to all four very quickly," referring to the mission's new concentration in the area of economic policy reform and private sector development.

The principal goals of the mission are:

- Increase the country's ability to feed itself and reduce the growing deficit in food by increasing agricultural production.
- Ensure that Moroccans have access to a full range of safe and effective methods of family planning and improve the delivery of primary health care.
- Assist the government of Morocco to improve energy planning and policies and identify and exploit domestic sources of

(continued on page 10)

Morocco

From page 9, column 4

conventional and renewable energy.

- Assist in the development of a policy and institutional framework in Morocco that will stimulate new private investment and increase production, particularly in private enterprises with export potential.

Although Morocco is far better off than many less developed countries on the African Continent, its per capita gross national product was only \$750 in 1983.

"Morocco currently confronts serious development problems," explains Deputy Mission Director Harry Petrequin. "It faces a particularly difficult period of adjustment over the next several years when economic stabilization measures must be undertaken concurrently with structural reforms."

"Morocco's investment strategy was based on the favorable terms of trade of 1974, and it has incurred chronic balance of payments deficits and growing external debt as these terms deteriorated," says Jay Smith, mission economist. "The failure of projected revenues to materialize due, in part, to the decline of phosphate prices, also has created large budgetary deficits."

The government of Morocco has responded by undertaking a program of fiscal austerity and economic adjustment that will restrict public and private consumption and limit future development projects. It also has raised prices on consumer goods, water, electricity and petroleum products.

In September 1983, Morocco entered into an 18-month Stand-By Arrangement with the International Monetary Fund (IMF) for an additional \$315 million of concessional assistance. Important elements of the program include a sharp reduction in government hiring, introduction of new tax measures, further easing of trade barriers and continuation of a flexible exchange rate policy.

"The challenge to Morocco is to maintain the basis for a pattern of equitable growth during a period of fiscal austerity and economic adjustment," emphasizes Petrequin, "and AID's challenge is to help Morocco meet its goals."

Free Enterprise

Although public and semi-public organizations play a large role in the national economy, Morocco is very receptive to free enterprise and open competition. One only has to walk among the shops in the famed port city of Casablanca or visit one of its many factories to see that Morocco welcomes private initiative and investment.

For example, the Tremolede Shoe Company started in Casablanca with one shoe store. Now it has three factories, 20 stores and an established export business with France. With the cooperation of

the International Executive Service Corps (IESC), AID is promoting Moroccan products for export to new markets.

Nevertheless, "more is still needed to loosen state regulation in order to make Morocco more attractive to private Moroccan and foreign businessmen," emphasizes Chase. And, "more needs to be done to improve the performance of public enterprises through adherence to market principles.

"The government of Morocco is aware of these problems and is working hard to improve the situation. It already has eliminated state controls in certain economic activities and is in the process of broadly liberalizing trade and investment codes."

In addition, Morocco has significant natural and human resources, a well-developed infrastructure, and a group of young and capable professionals in both the central and provincial governments. In short, Morocco, though faced with difficult problems, clearly has the potential for sustained development.

Agriculture Sector

One of the constraints to such development, however, is Morocco's poor agriculture production. Approximately 50% of U.S. development assistance is being concentrated on increasing Moroccan productivity in food staples. Priority activities are centered on improving the well-being of small farmers in the vast, semi-arid regions of the country, explains Malcolm Purvis, chief of the mission's Agricultural Division.

The trend toward growing dependence on food imports and declining cereals production has been compounded by extended drought conditions, according to Doral Watts, a mission agricultural officer. "The problem is that Morocco is importing two million metric tons of wheat each year. In dry years, when the wheat doesn't mature, farmers may not even get their seed back.

"Even with adequate rain, farmers face other problems, like the Hessian fly, which bores into the young plant and destroys it. If conditions don't improve and production doesn't increase, the country may need to import over four million metric tons annually by the year 2000."

A major barrier to increased productivity in rainfed areas is the lack of effective programs that test, select and disseminate appropriate farm technology, notes M'hamed Hanafi, one of the Moroccan agricultural officers in the mission. The goal of the Dryland Agriculture Applied Research project, funded through a \$26 million AID grant and a \$12 million contribution from the government of Morocco, is to increase the country's production of cereals, legumes and forages and to improve the incomes of approximately 3.8 million farm families in the marginal rainfed areas.



Jay Smith, (center) mission economist, visits the Tremolede Shoe Factory with an International Executive Service Corps Volunteer.



Mohamed Karrou, (right) who is writing his thesis on the affect of spacing on U.S. hybrid corn, talks with M'hamed Hanafii, a mission agricultural officer.

The principal implementing organization for the project is the National Institute for Agronomic Research (INRA), which operates semi-autonomously under the auspices of the Ministry of Agriculture and Agrarian Reform.

AID's Title XII contractor under the project, the Mid-America International Agricultural Consortium (MIAC), started its research in Morocco crammed in one room in a small house, recalls Dr. Darrell Watts, MIAC team leader. But today, MIAC scientists and advisers are housed in a new INRA office and laboratory complex, constructed by the government of Morocco. "The goal of the program is to develop dryland agriculture research and to reach the farmers with the results," says Watts.

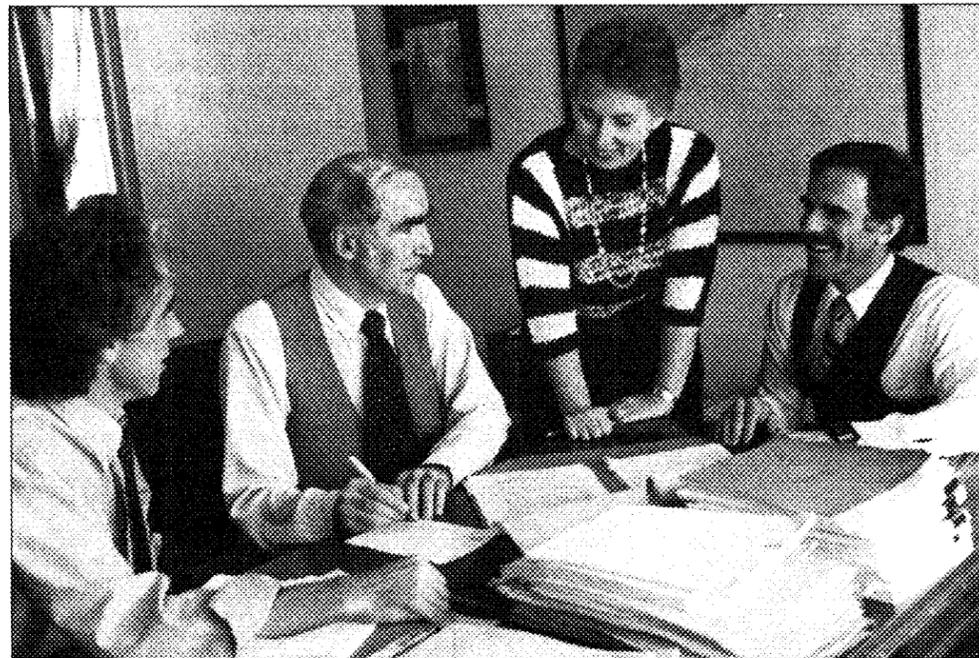
After completing U.S. university academic study, long-term participants in the project conduct their dissertation research in Morocco on problems associated with dryland farming. In addition, short-term training in-country is improving INRA staff's technical and management skills. "We want to leave well-trained Moroccan researchers able to deal with the problems of this area," Watts adds.

Another path the mission has taken to strengthen agriculture sector institutions is through AID's Agronomic Institute project,

which began in 1980 as a collaborative effort between the University of Minnesota and the Hassan II National Agricultural and Veterinary Institute (INAV). The program seeks to upgrade INAV's ability to train middle and high level personnel for professional roles in the agricultural sector.

At the time of independence, there were only two Moroccans with university degrees in agriculture. Purvis points out, however, "This program has expanded to include other American universities. INAV, itself, now has grown to the point that it accepts students from other Francophone African nations for training and is awarding doctoral degrees in agronomic sciences. The \$28 million for institutional development and training at the National Agronomic Institute are AID funds well spent."

A major new project has begun to strengthen the ability of the Ministry of Agriculture to gather statistics, undertake economic analysis and evaluate projects, says John Dorman, an agricultural



Stacy Rhodes, (from left) program officer; Harry Petrequin, deputy mission director; Anne Williams, regional legal adviser; and John Giusti, assistant program officer, hash out the possibility of starting a new private sector program.



Carl Abdou Rahmaan, (left) population officer, and Zohra Lhaloui, program assistant, check the progress of AID's Family Planning Support project.

economist and project officer. The \$12 million Agricultural Planning, Economics and Statistics project will strengthen the Ministry of Agriculture's relationship with the U.S. Department of Agriculture, and improve the Moroccan government's ability to make policy decisions that will have a positive affect on food production.

Energy Assistance

The cost of energy imported into Morocco is even higher than that of imported food. More than 40% of Morocco's foreign exchange earnings pay for energy imports. Therefore, energy development is another area of high priority in the mission's program. The oil bill for 1982 alone exceeded \$1 billion, according to Robert Kahn of the mission's Office of Technical Projects. AID's strategy is to alleviate this burden of heavy dependence on imported energy by aiding in development of domestic energy sources.

Kahn explains that the Energy Planning Assistance project will help the government of Morocco determine prices more effectively and use the country's resources in

the energy sector more efficiently. The project will establish and strengthen an energy policy analysis and planning unit in the Ministry of Energy, in tandem with World Bank efforts.

The technical assistance and training components of the project will transfer and institutionalize current analytical and econometric techniques. This will improve the ability of Moroccan government officials to make decisions on energy investments and conservation incentives. AID will contribute \$4 million, and the Moroccan government will provide \$1.4 million over the five-year life of the project.

The mission also is helping Morocco launch its first comprehensive program for renewable energy development, which includes demonstrations and dissemination efforts in low-cost biomass, solar and wind power. The transfer of technology in the use of renewable energy resources is a prominent feature of the six-year Renewable Energy Development project.

Through this project, AID is assisting a new institution under the Ministry of Energy and Mines, the Center for Renewable Energy Development (CDER), to establish and equip a laboratory and research facility in Marrakech. The \$9.2 million grant will provide for training Moroccan staff and purchasing equipment. It will also

fund four years of U.S. technical assistance provided by the Research Triangle Institute.

Through this cooperative effort, explains Diane Tsitsos, project officer, the Ecole Normale Supérieure (a school for Moroccans studying to teach high school physics and math) houses and maintains the CDER solar laboratory facility for solar research in return for CDER making its AID-funded equipment available to the students being trained to teach photovoltaics.

Pilot sub-projects in generating biomass, wind and solar energy are in the early implementation or final design stages, and the comparative market competitiveness of each is being analyzed. "One of our pilot projects, now in the planning phase will use municipal waste as a source for a pelletized fuel, capable of substituting for coal," adds Tsitsos. An AID-funded outside evaluation of this project concluded that the government of Morocco's program to develop and test renewable energy sources has evolved more rapidly than similar programs in other developing countries.

Peace Corps volunteers (PCVs) are involved in several AID-financed projects, including the CDER renewable energy effort. The PCVs work with the Moroccans on biomass converters for farms and households and solar water heating systems for larger institutions, such as the Marrakech School for the Blind. Jim Fesperman, a mechanical engineer who joined the Peace Corps in June 1984, says that all supplies needed for the school projects are obtained locally to make sure that the technology is available for the Moroccans to use.

He points out, "By simply painting a water tank black and placing it under glass, enough hot water is produced for the school to do its laundry. On the roof, a parabolic collector holds about 380 liters of hot water, enough for the children to shower regularly. And, the flat plate collectors heat up about 350 liters three times a day for washing the dishes of the 100 students."

The director of the school, Bourisi Nouredine, says, "We are very happy with these solar systems. They save a lot of money we would have to spend for wood."

Health Care

Another problem Morocco faces is its high population rate (2.8% per year) that erodes many economic development gains, according to Dale Gibb, chief of the mission's Health and Population Division. "One of the key factors in Morocco's chronic food deficit, for example, is its rapid population growth." AID's population assistance has become an integral part of the government of Morocco's maternal and child health care program, which "seeks to reduce the birth rate by providing contraceptives and extending family

planning information and services."

A basic premise underlying AID's population assistance, which is carried out through the Family Planning Support project, is that Morocco's high rate of population growth is not an accurate reflection of the lower fertility preferences of many Moroccan couples. Working closely with the Ministry of Public Health and Population, AID has demonstrated that family planning is an acceptable concept among a high number of Moroccan families when included as part of a broader primary health care program.

For example, "when we started the program, in one area only 9% of the people were using contraceptive methods," says Carl Abdou Rahmaan, AID population officer. "Now 43% of the people in that area are using family planning methods." Consequently, efforts are being aimed at expanding contraceptive availability through extension of a household-level delivery system to the 18 most populous provinces and three major urban centers.

In addition to contraceptives, the home-visit program provides an immunization referral system, oral rehydration salts for treatment of dehydration and materials promoting breastfeeding and enriched weaning foods.

AID also trains physicians and paramedics in family planning and helps develop a variety of family planning information booklets and posters with the ministry and a private Moroccan family planning association.

"The Ministry of Public Health and Population plans to begin expanding the door-to-door health delivery system next January to reach 70% of the population," says Zohra Lhaloui, a Moroccan program assistant. She points out that the principal beneficiaries of this \$44 million project (of which AID funds \$17.9 million) are the Moroccan couples who have indicated that they would accept a modern contraceptive method if it were available to them.

The pace of work necessary to carry out the mission's portfolio is hectic, indeed almost frenetic at times. "This place is a veritable beehive of activity," says Assistant Program Officer John Giusti.

"Fortunately, our front office has a management style that effectively channels the efforts of the strong individuals that make up this mission into a coordinated team effort."

Helping the team is MACS, the mission accounting control system. According to Mark Matthews, mission controller, who helped design the system while assigned to Washington, "MACS uses the language of project officers and is keeping people happy as well as saving money. We use the system for procurement, finance, planning and reporting."

In accordance with the Administrator's policy, MACS helps the

(continued on page 12)



Crowded marketplaces typify Morocco's cities and villages.



Diane Tsitsos, mission project officer, and Bauri Mohammed examine an AID-funded piece of solar equipment that measures radiation.



Administrator Peter McPherson and Director of the Peace Corps Loret Ruppe renew the charter for the AID-Peace Corps Coordinating Committee. Established one year ago, the committee encourages collaboration, consultation and information sharing between the two agencies. During the committee's quarterly meeting, speakers pointed out that the agreement has enhanced the effectiveness of specific programs and overall U.S. contributions to development.



The case method of instruction, using real-life situations encountered by AID officers in the field, is a key element in the Agency's new private sector training class.

The Bureau for Private Enterprise (PRE) and the Training Division (M/PM/TD) recently used the case method in a two-week session in Martinsburg, W.Va.

The experiences of a Latin American toymaker and a private and voluntary organization (PVO) in Africa were used to point out, respectively, the use of accounting and other basic business tools and the problems of assessing loan applications. A Philippine contraceptive maker was the focus for studying elements in marketing—consumer analysis, distribution channels, promotion and pricing.

On the macro-economic side, another Philippine firm, a flour mill, served as the vehicle for

studying the influence of import regulations, tariffs and other government policies and competitive business climate on private enterprise in a less developed country.

A highlight at Martinsburg was the "exaction game," an exercise in which participants simulated roles of farmers, agribusiness operators, government officials, lenders and other players in a typical business "drama" in a less developed country.

Core faculty for the two sessions were Jim Austin, professor at the Harvard Business School and Harvard Graduate School of Public Health, and Ed Felton, professor and former dean, Babcock School of Management, Wake Forest University.

Consultants from Management Analysis Center, Inc., assisted in the program.

Participants from 11 missions and six AID/W bureaus, plus four representatives from the private sector, attended the course.

—Douglas Trussell

Morocco

From page 11, column 4 mission do more with less. In 1965, the controller's office had 19 employees; today it has seven. "Quarterly reports, which previously required a month to prepare now take three minutes; records are updated immediately and control is enhanced. Without the computers we could never do as much as we are doing now," emphasizes Matthews. "The accounting process has us on a sound business footing."

Mission Life

Mission staff and families have little trouble accepting an assignment in Rabat. Despite "long hours," the staff and their spouses are very positive about the AID program and the country itself.

Anne Williams, regional legal adviser, is enthusiastic about life in Morocco. "This is a wonderful place to live," she says. "The mission is exploring new areas like the private sector and urban development that helps make my job challenging. The climate and housing are very nice, and there is a French word, *gentils*, which describes the people here—they are friendly, polite, pleasant. Some adjustment must be made to the Arab culture, however, if you are a woman."

Katherine Petrequin, wife of the deputy director, agrees. She says, "When you arrive from the States, you have to learn to relax—it's totally different here. You just have to adjust and enjoy yourself. We have an excellent choice of houses, and that helps make living here pleasant. There's a lot of entertaining to do for official visitors and among the closely knit mission staff. We also have a very active community."

An important part of that community is the Rabat American school, which sponsors weekend events such as dances, carnivals and basketball tournaments for kids and adults. Along with its social schedule, parents and students give the school (K-12) high grades for its small classes and the quality education it offers.

Mission personnel and families also enjoy the Very Little Theatre, which usually offers two or three productions each year. The last play, *Harvey*, was performed in the National Theater and starred several AID staffers. It was the first time an English-speaking group had been invited to use the facilities.

Another community organization, the American Women's Association, provides many activities for spouses. "The AWA not only includes members from the official community, but also from the Moroccan community," explains Ses Purvis, AWA president and wife of the chief of the Agriculture Office. "Once a month it schedules a meeting that spotlights some aspect of Moroccan culture. Among its activities, AWA supports charitable organizations, provides a large library of English books and sponsors a garden club."

The AWA also sponsors an annual charity bazaar, and members are active in volunteer activities such as working at the Abandoned Baby Center in Rabat.

"Since we started going to the center, which holds from 100 to 200 babies, the babies are sitting up more and learning to walk and play because they are getting more attention," says Trish Rhodes, the school's librarian and wife of the mission's program officer. "For example, we began picking up the babies and giving them more personal attention. Now instead of just feeding and washing the



Susan Parsons, deputy director of the Family Liaison Office (FLO) since June 1984, was named director on July 8.

Prior to her work at FLO, Parsons spent two years as president of the Association of American Foreign Service Women (AAFSW). Under her leadership, the AAFSW reports "Foreign Service Families in Situations of International Crisis," "The Role of the Spouse in the Foreign

Service" and "The 1983 Survey of Overseas Schools" were initiated.

Parsons has been a Foreign Service spouse for the past 20 years. At her last post, Mexico City, she established and ran the U.S. Embassy's first Community Liaison Office.

Parsons received a bachelor's degree from Pomona College, Claremont, Calif. with a major in international relations. She obtained a master's degree in international affairs from the School of Advanced International Studies of Johns Hopkins University. She is a member of Phi Beta Kappa.

babies, the Moroccans spend more time with the infants too.

"The AWA also raised funds and purchased a soup-making machine used for making the babies' food. In another effort, the American seventh graders raised money and bought two German walkers to help the babies move around. The walkers were so successful, the German Embassy donated about eight more. Now anytime you visit, you can see babies scooting around and playing instead of just lying in their cribs."

When not taking advantage of community activities, mission families regularly join together to play golf or tennis. Often on weekends, time is spent relaxing on the beach, sauntering through the many shops in the Medina or exploring the unique sights the ancient city of Rabat offers such as the Tour Hassan—ruins of what was to be the largest mosque in the Islamic world—or the Chellah, a fortified settlement built on Roman ruins.

Along good roads, families are able to travel on weekends to many intriguing cities, including Fez, a

stunning medieval town teeming with bazaars and mosques; Marrakech, founded about a 1,000 years ago and famed for its labyrinthine of brash souks and beautiful gardens; and Tangiers, an international crossroads where Africa meets the Mediterranean.

Throughout all the cities of Morocco, mission staff can indulge in the Moroccan pastime of eating. Pigeon pie, "drooling omelets" and delightfully spiced stews of lamb, chicken or rabbit are as universal in Morocco as the sweet mint tea served to all guests.

"These are exciting times to be in Morocco," explains Chase. "Although the country has acute fiscal and balance of payments problems, the government is tackling them and their underlying structural problems in a responsible manner.

"We have a great staff, and a large part of our job satisfaction comes from the sense that this country can overcome its economic problems. We are contributing to that process."

Weiss is editor of Front Lines.



Over 400 copies of "Genetic Engineering: A Natural Science," a pamphlet produced by the Monsanto Company, have been distributed to AID officials and science and technology officers in Washington and the field.

The 24-page color booklet provides information about the science of genetic engineering and its applications to agriculture, animal health and nutrition, human health, chemical production and waste management. Overseas officers have been encouraged to share the publication with their host-country counterparts.

A 17-minute documentary film, "Genetic Engineering: The Nature of Change," also was produced by Monsanto to help increase public understanding of this important new technology. The film introduces the basic concepts of genetic engineering and explains its applications in the areas of agriculture, animal health and nutrition, and human health care.

The film, in VHS videotape, can be reserved by calling S&T/PI, 703/235-9044. Single copies of the booklet and order forms for the film and multiple copies of the booklet also are available from S&T/PI.

RANGELAND TECHNIQUES PUBLISHED

A review of sustainable techniques for managing rangeland resources in developing countries has been published under the Expanded Information Base project in the Office of Forestry, Environment and Natural Resources (S&T/FNR).

The publication was prepared by the Winrock Foundation and published for AID by the National Park Service.

The book discusses the major components of rangeland systems—habitats, peoples, animals and institutions. It also reviews proven management tools such as grazing, agroforestry and integrated range improvements.

Copies of the review may be obtained from the AID Document and Information Handling Facility, 7222 47th St., Suite 100, Chevy Chase, Md. 20815.

ANTHROPOLOGISTS' ROLE IN DEVELOPMENT GROWS

Anthropologists are playing an increasingly important role in development, according to panel members at the recent annual meeting of the Society for Applied Anthropology.

During a discussion on "Anthropologists in AID in the 1980s," panelists showed that anthropologists have broadened their responsibility from conducting "social soundness analyses" to forming policy, developing program strategy, and designing, implementing and managing

projects.

In addition to participating in the panel, Doug Merry, of AID's Rural Development Office, also chaired a session on "Issues in International Development." His paper, "Anthropologists: Oddballs in International Development," describes how the nature of anthropology often inhibits an anthropologist's effectiveness in development work.

Other AID staff who participated in the meeting and have an anthropology background were Joan Atherton (PPC), Pat Fleuret (AFR), John Grayzel (ANE), Ned Greeley (AFR), Allison Herrick (PPC) and Deborah Prindle (AFR).

GRANT TO IFDC ENCOURAGES CANADIAN CENTER

AID's contribution to the core funding of the International Fertilizer Research Center (IFDC) in Muscle Shoals, Ala., encouraged the Canadian International Development Research Center to support research by IFDC Tropical Agriculture (CIAT) in Cali, Colombia, for the next three years.

The research objective is to develop inexpensive, effective sources of fertilizers. This will be accomplished by using indigenous raw material, where possible, and relevant management techniques for small farmers of the mid- and high-altitude tropics of the Andean region.

FAMILY PLANNING SLOWS POPULATION GROWTH

Family planning programs have lowered fertility rates in several developing countries, according to the AID-funded Johns Hopkins University's Population Information Program.

"The Impact of Family Planning Programs on Fertility" reports that fertility has dropped most in those countries that have strong, usually government-supported or endorsed family planning programs.

Furthermore, family planning programs have helped slow population growth when other factors—such as lower death rates and more young couples of fertile age—have worked to increase population growth. Family planning programs are, in fact, more effective in lowering population growth rates than any other single measure, according to the report, especially when combined with socioeconomic policies.

Extensive data collected during the 20 years national family programs have existed reveal such programs work best when they are well-managed and strongly supported by governments or other agencies that make family planning supplies and services available and affordable to most of the population.

Improving socioeconomic conditions—such as longer life expectancy, higher rates of school enrollment and literacy (especially for females), lower infant mortality rates, increased urbanization and a



National family planning programs in Hong Kong, India, Indonesia, Singapore, South Korea, Taiwan and Thailand led to 20-60% declines in birth rates over 20 years.

higher proportion of workers in non-agricultural jobs correlate closely with declining fertility. Improved social and economic conditions also are likely to influence fertility by increasing personal motivation to have smaller families.

Family planning programs in Asia were the first to be established. An analysis of some Asian programs suggests that strong central governments played an important role at the start of programs, but local participation became increasingly important as the programs progressed.

National family planning programs in Hong Kong, India, Indonesia, Singapore, South Korea,

Taiwan and Thailand led to 20-60% declines in birth rates over 20 years. In Mexico, birth rates dropped when the government family planning program started. National family planning programs in Tunisia and Mauritius have spurred fertility declines.

Copies of "The Impact of Family Planning Programs on Fertility" (*Population Reports J-29*) can be obtained by writing to Population Information Program, The Johns Hopkins University, 624 North Broadway, Baltimore, Md. 21205.

Free subscriptions to the *Population Reports* series are available to developing country readers.



AID's African agricultural strategy and the capacity of U.S. universities to contribute to forestry development in the Third World

were highlighted at the June 6 meeting of the Board for International Food and Agricultural Development (BIFAD).

BIFAD members unanimously approved a resolution commending AID's proposed agricultural research strategy for Africa, which is aimed at strengthening national research systems in Cameroon, Senegal, Zaire, Malawi, Kenya, Sudan, Zambia and Zimbabwe. The countries were chosen because of their locations, the crops they produce and their national research institutions.

BIFAD members commented favorably on the strategy's proposed 25-year life span and commended the African Bureau for seeking BIFAD's input during the development of the strategy.

The resolution also called on AID to join BIFAD in sponsoring a meeting with U.S. Title XII Universities to discuss ways universities can become more involved in carrying out the strategy.

University contributions to forestry development in the Third

World also were discussed at the meeting. BIFAD heard presentations by Jack Vanderyn and Jack Sullivan of the Bureau for Science and Technology and by Robert Buckman of the Forest Service.

Other presentations were made by Casey Westell, director of industrial ecology at Tenneco, Inc.; Rodney Foil, a member of BIFAD's Joint Committee on Agricultural Research and Development (JCARD) and director of the Agricultural Forestry Experiment Station at Mississippi State University; and Arnett Mace, Jr., director of the School of Forest Resources and Conservation at the University of Florida, Gainesville.

The speakers emphasized the importance of good natural resource management to agricultural development. However, several noted that the pool of forestry experts at U.S. universities is considerably smaller than the pool of agricultural scientists. This shortage makes it difficult for U.S. universities to commit forestry faculty to long-term projects in developing countries, they noted.

The speakers agreed that U.S. universities must build a larger pool of talent before they can begin to make contributions to forestry in developing countries comparable to the contributions they now are making in agriculture.

—Evalyn W. Tennant



The success of Equal Employment Opportunity (EEO) counselors in resolving complaints of discrimination depends on their ability to help involved parties arrive at a solution which is practical and consistent with merit system principles.

Since complaints arise when employees believe that a personnel decision affecting them is in violation of merit system principles or of Agency personnel policy, EEO counselors must have a broad understanding of those principles and policies. The EEO counselor needs to understand the rights of Agency staff, managers and employee representatives.

The Office of Equal Opportunity Programs (EOP) directs the Agency's EEO counseling program, including selecting, training and advising the counselors.

Selected in April for a two-year term, 11 EEO counselors have completed a series of training sessions. The first session, conducted by Edith Bennett, Employee Services, Department of State, focused on counseling employees experiencing stress. Another session, led by Sharon Wilkin, Equal Employment Opportunity Commission, focused

on the issues and problems of disabled federal employees.

Future sessions will examine the Foreign Service Performance Rating Plan and the system used by the Agency to evaluate and record employee achievement.

In addition, plans are being made to have speakers from both Foreign Service and Civil Service personnel career counseling staffs discuss job placement and career counseling. Federal Women's Program Manager Virginia Clark will lead a session on counseling employees who believe they are victims of sexual harassment.

The training enables EEO counselors to assist employees through the EEO complaint process and develop skills for working effectively with employees, applicants for employment and managers to informally resolve complaints of discrimination.

AID COMBATS SEXUAL HARASSMENT

For the last 18 months, AID has carried out a major effort to combat sexual harassment on the job. Since January 1984, over 1,700 persons in AID/Washington have attended hour-long sessions held under a government-wide directive to eliminate sexual harassment from the workplace.

The sessions, conducted by Federal Women's Program Manager

Virginia Clark, emphasize three major points, including: sexual harassment in the workplace is illegal; sexual harassment in the workplace is widespread; and sexual harassment is preventable.

During the seminar, findings of the Merit System Protection Board studies on sexual harassment in the federal government are explained. Policy statements from AID, the Office of Personnel Management and the Equal Employment Opportunity Commission (EEOC) also are cited.

Clark explains that EEOC has designated sexual harassment as a form of sex discrimination—offenders are in violation of Title VII of the Civil Rights Act of 1946. This action has been supported by numerous court decisions.

Because of the negative influence on employee morale, efficiency and productivity and because of the potential liability of those who might become involved in allegations of sexual harassment, federal agencies are taking positive steps to counter all forms of sexual harassment. Consistent with this approach, the seminars are designed to provide information to help employees eliminate the problem.

A 32-page handout identifying the roles and responsibilities of supervisors, co-workers and potential victims in preventing sexual

harassment is distributed to seminar participants. They also receive material listing sources of information and assistance, names of AID EEO counselors and procedures for filing formal complaints.

While training in prevention was suggested as the best approach to an intolerable workplace problem, many thought that a flood of complaints would inundate the federal personnel system. This has not happened. Rather, informing employees and managers has opened up lines of communication, and specific problems are being resolved in their early stages.

Both Administrator Peter McPherson and Deputy Administrator Jay F. Morris are committed to preventing sexual harassment at AID. In his June 1983 policy statement, the Administrator said, "We can attain our program and management objectives only with the maximum contribution of each employee in an atmosphere in which personal integrity and productivity are not jeopardized by sexual harassment."

Make-up sessions will be set for those who could not attend when originally scheduled. Following the AID/W sessions and regional office training session, an adapted training program will be carried out at AID missions.

—Voncile Willingham



AID will provide Italy technical assistance and state-of-the-art seismic detection equipment for monitoring volcanic activity in the Campi Flegrei area near Naples.

Campi Flegrei, which means "fiery fields" in Italian, is a volcanically active area surrounding the city of Pozzuoli and extending into the Bay of Naples. Lately, seismic activity in the area has increased.

The technical assistance and equipment will be financed by a \$2 million grant agreement as part of the aid provided to help the government repair damage done by the November 1980 earthquake in southern Italy. That quake killed about 3,000 people, destroyed 300,000 homes and leveled about 100,000 other buildings. It has been called the worst disaster to hit Western Europe in the last four decades.

In 1984, Congress provided an additional \$10 million in reconstruction aid, bringing the total U.S. assistance to \$80 million. Italian and U.S. authorities, noting the increased seismic activity and ground deformation around Campi Flegrei, decided to use part of the increased funding to improve Italy's early warning system.

The seismic equipment will be installed at a center which will receive, monitor and make avail-

able data to scientific organizations monitoring volcanic activity.

Volcanologists and seismologists working on this project note that volcanic eruptions and subsequent earthquakes usually are preceded by significant seismic activity.

By September 1989, the geological studies of the Bay of Pozzuoli and Campi Flegrei will have been concluded, several new telemetered

networks (seismic, tilt, magnetotelluric and radon) will be in place and in operation, and a computer center will analyze the data.

AID officials and their Italian counterparts hope that this monitoring system will help reduce injuries in the event of future shocks.

—Ault Nathanielsz



AID officials and their Italian counterparts hope that the AID-funded seismic detection equipment for monitoring volcanic activity will help reduce injuries in the event of future eruptions.

WORKSHOP TO INTEGRATE HEALTH, POPULATION, NUTRITION CONCERNS

When health, population and nutrition specialists in the Asia Bureau were asked what information or skills would help them carry out their jobs, the overwhelming majority voiced a singular need: a vehicle to engage in technical discussions with experts from related, but different, disciplines.

That vehicle is being provided in an upcoming workshop which will integrate health, population and nutrition concerns with those of child survival. The "Health and Population Initiatives For Child Survival: A State-of-the-Art Workshop" will be held at the National Institute of Health Fogarty Center in Bethesda, Md., from July 29 to Aug. 9.

The workshop is directed at assisting professionals to attain more effective project development.

Among the issues to be discussed are nutrition, growth monitoring, vitamin A deficiency, immunization, acute respiratory infections, diarrheal disease control, family planning and malaria. Administrator Peter McPherson and U.S. Surgeon General C. Everett Koop will participate.

For information and registration, contact Charles Reed, M/PM/TD, room 429, SA-14, (703) 235-9070.

—Huey Mays



The May 1985 issue of *Front Lines* listed 81 Senior Foreign Service (SFS) officers for whom Administrator McPherson

approved Performance Pay Awards. The awards range from \$4,850 to \$10,000 for the June 1, 1983-May 31, 1984 rating cycle.

Following publication, several SFS members asked for an explanation of the awards selection process.

This year's Performance Pay Board, established by the Administrator, consisted of Joseph Toner, a retired senior officer; B. Loc Eekersley, deputy controller, Office of Financial Management; and Ersa Poston, public member. Senior Foreign Service performance pay awards parallel the systems of Agency and Presidential

"Merit performance pay for foreign service officers is based on demonstrated contributions and accomplishments."

Performance Pay Awards for members of the Senior Executive Service.

To be eligible for consideration, officers must have been members of the SFS at the end of the rating period and must have been evaluated for a minimum period of service of 120 days or more during the rating period. There were 232 officers eligible for performance pay using these criteria.

The determination that an officer merits performance pay is based on the following criteria viewed in terms of demonstrated contributions and accomplishments:

- The relative value of the member's achievement to the accomplishment of the Agency's mission;
- The degree of difficulty inherent in successful achievement by the member;
- The extent to which achievement was characterized by strong executive leadership and significant contributions in forming Agency policies and programming;
- The extent of demonstrated, highly developed, functional foreign language and area expertise;
- Effective supervision and development of subordinates;
- Achievements in the areas of cost reduction, efficiency, quality of work, productivity and timeliness to the end of improving Foreign Service managerial flexibility and effectiveness;
- Achievement of affirmative action goals and equal opportunity requirements; and

- Achievements in the identification, correction and control of waste, fraud and mismanagement.

The Administrator also has recommended to an interagency board several SFS officers for Presidential Rank Awards. The Foreign Service Act authorizes the Administrator to nominate up to two SFS officers for Distinguished Service Awards and 12 officers for Meritorious Service Awards for this year's cycle. The awards include cash amounts of \$20,000 and \$10,000 respectively.

Nominees for Presidential Rank Awards must have demonstrated a sustained record of superior or extraordinary accomplishment. Last year, the President awarded two Distinguished and 13 Meritorious Service Awards to AID officers.

CREDIT UNION BENEFITS FROM PERSONNEL STAFFER

Partially because of its small staff, the Lafayette Federal Credit Union has been operating without a policy statement or a system to carry out personnel policies.

Recognizing the need for a policy statement, however, the credit union's board of directors formed a committee, headed by Jerome Patterson, an attorney in the General Counsel's Office, to draft a policy.

Turning to AID's Office of Personnel, Patterson asked for a volunteer who could act as a resource person for the committee.

Robert Egge, Civil Service Personnel, agreed to assist. After studying the situation, Egge used his own time to develop a comprehensive policy statement covering such diverse areas as equal opportunity, hiring, promotion, training, compensation, leave and attendance, grievance procedures, and employee conduct and responsibility.

"Properly balancing the rights of employees against the needs of management is the most rewarding aspect of my job at AID," said Egge. "I enjoyed having the opportunity to provide this service to a private sector organization."

On May 11, Egge presented the policy statement to the credit union's board of directors, executive director and key supervisory staff. His policy statement was approved unanimously, and its provisions now are being adopted.

EPM BACKSTOPS EXECUTIVE PERSONNEL

The primary purpose of the Executive Personnel Management (EPM) staff is to administer AID's EPM program, with particular emphasis on foreign service executive-level personnel assignments.

Foreign service officers assigned to executive-level positions turn to EPM staff for their personnel services.

The staff is responsible for backstopping all foreign service officers assigned to executive-level positions worldwide. Placement in these positions is handled through the Executive Personnel Assign-



Robert Egge (left) and Jerome Patterson (right) work on a policy statement for the Lafayette Federal Credit Union.

ment Panel (EPAP) process.

EPAP positions include overseas positions for mission directors/deputies, AID representatives, AID affairs officers, REDSO, RDO and ROCAP directors/deputies, associate directors/deputies, U.S. representative DAC, development coordination officer FODAG and regional food for peace officer FODAG.

Positions in AID/Washington include special assistants, deputy assistant administrators, deputy executive director of BIFAD and office directors/deputies.

The publication, "Executive

Level Assignments, AID Foreign Service," currently is being revised. The new Chapter 49 will describe the process for assignment to foreign service executive-level positions. It is expected to be published in the near future.

Personnel with questions concerning their careers or EPAP positions, should contact Judy Ross, acting director; Verna Reynolds, deputy; or M. Kay Smith, personnel staffing specialist. The EPM staff is located in room 1426, SA-1, (202) 623-3980.

—Marge Nannes



For more than half of its 20-year history, the Office of U.S. Foreign Disaster Assistance (OFDA) has been providing effective disaster assistance training. Over the past year, OFDA has broadened its program to offer training in disaster operations and planning; earthquake, hurricane and flood preparedness; damage assessment; emergency public information; and search and rescue.

Because well-planned training activities can ease suffering and save lives in times of disaster, OFDA works closely with mission disaster relief officers (MDROs) in risk identification and hazard reduction. The officers work with host country officials to assess training needs and, if possible, link such needs to development projects. In addition, a number of regional disaster organizations evaluate the training and provide expertise.

OFDA provides seed money and coordinates its efforts with a number of government agencies. State and local governments and private sector organizations in the United States provide additional funds.

In 1983, for example, OFDA

funded a Wild Fire Suppression Training Course at the U.S. Department of Agriculture's Forest Service Academy in Marana, Ariz. When the course was offered in 1984, almost half the participants were either mission or host-country funded, largely because of the interest generated by the previous year's course. Also, OFDA has stretched its training budget by identifying low-cost training facilities and encouraging airlines to offer airfare discounts for trainees.

OFDA also believes in the "train the trainer" concept. Participant trainees receive information and materials on earthquake, flood and fire preparedness to train other disaster specialists in their respective countries.

In 1984, OFDA trained 198 specialists from 44 countries. Thus far in 1985, 52 specialists from 28 countries have been trained. All host-country disaster specialists are eligible for disaster training opportunities.

Country profiles, glossaries, bibliographies and disaster assessment guidelines maintained by OFDA are in a film and video lending library. For course and workshop information, contact OFDA, room 1262A, NS, (202) 632-8477.

—Denise Decker

Gender: Focus of Development Strategy

At the forefront of AID's efforts to integrate women into the development process are Sarah Tinsley, deputy assistant administrator, Bureau for External Affairs; Kay Davies, director of AID's Office of Women in Development (WID), Bureau for Program and Policy Coordination; and Paula Goddard, deputy associate assistant administrator, Center for Development Information and Evaluation, Bureau for Program and Policy Coordination. Tinsley and Goddard formerly served as directors of the WID office.

Roger Mahan, a senior writer/editor for the Bureau for External Affairs, talked with them about the progress and the future of women in development.

Delegates to the upcoming U.N. conference in Nairobi will be reviewing the accomplishments of the U.N. Decade for Women, now in its final year. It has been 12 years since the passage of the Percy Amendment to the Foreign Assistance Act which spurred AID's interest in women's roles in development in the Third World. What do you feel has been achieved?

Tinsley: Here at AID, one of the most notable accomplishments was the publication of the Agency's Policy Paper on Women in Development in 1982. For the first time, the Agency adopted a policy which outlined how it was going to specifically implement the goals of the Percy Amendment. In the beginning, the Agency didn't see the concept of women in development as critical to AID's work.

I think now, as a result of the policy paper, the Agency is beginning to understand the link between gender and the achievement of development objectives.

Goddard: I feel one of the most significant accomplishments has been the acceptance of the notion that women's economic roles are critical to the development process.

Then, recognition of women's roles in development has finally come about?

Tinsley: Yes, a lot of people recognize that women's contributions are critical to the development process. But, it's not just a recognition of the roles women play that is important. What needs to be included is the gender factor as an element of analysis in the design and implementation of a project.

Goddard: The subject of women in development has evolved over the last 10 or 12 years from something you do for women to something that you're doing for development. Initially, the Percy Amendment was looked upon as a requirement to improve the status of women and to enhance their opportunities. That was seen as an end in itself.

More recently, it is being defined as a means to achieving development objectives overall. And, the reverse is also true. If you don't provide opportunities for women or if you harm women's interests in the development process, then the outcome of development may not be what was intended.

For example, what if one of the goals of a project is to achieve

higher levels of income for "farm families." If the project doesn't take into account the way that income reaches individual members of the family in the household, you may find the project goals, such as improving children's nutritional status or health status, will not be met.

The policy paper notes that strategies to raise family income levels which focus solely on a male wage earner may not achieve the benefits of improving women and children's living standards.

Goddard: Yes, if there is one single misunderstanding that has underlined the need for a Women in Development program, it is the misunderstanding about why women need cash at all.

The lingering perception is that women, like children, are taken care of by others. In the past, development experts contended that raising the community's or the family's standard of living meant women would get what they need. There is a misconception that women will always reap the benefits of increases in total family income. They don't.



Kay Davies

What is not well understood is that household incomes are not necessarily pooled. When a man earns money, he may feel no obligation to spend it on the basic needs of the family. This is a hard thing for some people to accept, but there is evidence of this phenomenon all around the world.

Tinsley: This is a critical issue. In many developing countries household financial responsibilities are divided between men and women. Education, schoolbooks, medicine, usually fall under the female list of financial responsibilities. If a woman's own income is inadequate, these basic needs may be neglected.

Davies: Let me provide another good example having to do with household income. This involves a project with a goal of raising household incomes by increasing production of small animals in a mountain village. When the project was evaluated, the women had succeeded in increasing production, but weren't getting any of the financial benefits from their work. The men were responsible for marketing the product in the town. Unfortunately, when they returned to the village several days later, little remained of the profits.

Another error in the design of this project, stemming from a misunderstanding of its social and economic aspects, was that the project designers had decided to organize a cooperative, which is a very popular idea. But having a cooperative meant all the proceeds were divided equally among the women, so not one woman could say, "My husband didn't spend the profits, so I have more money."

In analyzing that project, the designers could say, "We met our objective. We increased production, and we made a profit." But, though income was raised, it was never spent on the household.

Goddard: One of our evaluations looked at a project in East Africa, where someone on the design team had said, "You're going to have a problem with women supplying their labor to this project. There are going to be other competing demands for their labor, and they're not going to present themselves to this project to work when you think they are." That advice was disregarded.

When the project got underway and the women's labor was needed, it was not available. This was a costly mistake in project design yet, unfortunately, not atypical. The issue of women's labor contribution and time allocation is frequently underestimated and misunderstood.

Tinsley: This is not done out of malice, but from a lack of understanding of women's income needs, women's labor and the constraints on their time. If no one understands these, the project designs are based on faulty premises.

Goddard: The project designers base projects on a homogeneous male model for the community. The question of sex differentiation, or the way social organization divides by gender roles isn't examined. There is an assumption that the "male-head-of-household" model fits all societies; that the male is the breadwinner and provides the income for the family.

What we've been emphasizing, especially since the approval of the policy paper, is a more dynamic understanding of the family as a basis for project design. Gender roles are critical and, in some cases, form the basis of economic organization in the household.



Sarah Tinsley

Tinsley: And, the issue of female heads of households, where there is no male member present, is often ignored.

Davies: This means, project designers should not consider women's roles only in the traditional sectors of population, nutrition and education, but also in areas such as agriculture, reforestation and water management.

We've talked about the crucial role women play in making some of these projects successful. Why has it taken so long for people to understand this and to take it seriously?

Davies: Perhaps it is based somewhat on our own expectations, or domestic experience. At the period in our history when we were beginning development programs, the process was dominated by men who had never really had a reason to think about women's roles. I think it was unintentional.

So, one of the achievements of the last 10 or 12 years has been to make gender issues part of the mainstream of development planning, as opposed to being a special interest.

Goddard: Right. Women, as roughly half of the population, are a resource that needs to be maximized. And, what they do in their domestic work amounts to a subsidy to the whole economy.

At what level of awareness is the Agency concerning the importance of these kinds of issues?

Davies: Certainly if we start at the top, we have a very strong understanding of women's roles and a commitment to bringing them into the mainstream of development. Selectively, as we go through the entire Agency I think there are certainly some desk officers, certain missions and bureaus that may be a little further ahead than others. This is perhaps because they've had some very innovative programs that have proven successful.

There are other offices in the Agency where we have to continue to prove the point. But I think overall, in the few years I've been in the Women in Development Office, there has been a growing

acceptance of these issues.

But the problem for Third World women, from what you are saying, is that they are carrying an enormous economic burden in a period where there seems to be a universal breakdown of the family. In many cases, they are having to shoulder this burden alone because of the urban migration of men seeking employment.

Goddard: That's right. It is important to remember that development has its socially dislocating outcomes. Worldwide labor migration is one of the most important ones.

Tinsley: And, in Latin America alone, the figures are staggering in terms of the number of children born outside the family unit.

Davies: The traditional roles of women are having to be enlarged to accommodate something totally new and different, such as wage labor so they can survive in the cash economy.

This presents a big challenge to the entire development effort. As the proportion of female-headed households increases, the class that is most disadvantaged is also enlarged.

Davies: Yes, but we, as a Western society, can't go in and demand, "Let's have a happy little family of four at home." For example, we can't order an end to urban migration by fiat.

Culturally, what do we need to watch out for when attempting to promote the role of women in certain societies?

Goddard: Women aren't the only people affected by development. Men are too. It's interesting that the question of culture is often raised as if somehow we should hold back from development and preserve institutions that involve women. Cultural traditions are almost never raised as a development issue until women come into the picture.

Davies: Educating a male can be just as culturally volatile. While skills training and education are commendable, the man may abandon the rural community for employment in the urban areas. This relocation has its own series of cultural ramifications, including serious side effects for the household left behind, most of whom are women and children.

Goddard: I think women are often underestimated. We even underestimate ourselves, in the sense that we believe in some sort of solidarity among women which means that all women think alike, or want the same kinds of things. There is as great a diversity of viewpoints among women as there is among men.

There are women who will choose the fundamentalist road. Obviously, they are there in millions around the globe. And, there are some women who will choose the revolutionary model

and go to the trenches for their beliefs. There isn't one unified women's point of view.

AID then has launched, essentially, an initiative to begin to gather the information, to come to an understanding of exactly what women's contribution is, and what it can be.

Tinsley: As the policy paper says, the very pace of development is dependent on the degree to which we include women's contributions. If that pace is to accelerate, we've got to include gender issues as part of the overall development agenda.

What then is the next step for women in development?

Davies: The next stage is evaluation. It already has started. We'll have to see if we've been using the proper benchmarks to measure the variables we've been talking about.



Paula Goddard

Goddard: We have to be realistic. We're dealing with poverty. We're talking about poor people. We can be satisfied that there is a genuine desire in AID to do our jobs well, and there is an openness in this Agency to the kinds of new thinking that one has to have continually to deal with these kinds of complex issues.

We are basically an idealistic group of people at AID. Because of that, I'm confident these gender issues will continue to be considered important. But the problems that we're facing are enormous. The poverty that we're facing is overwhelming. So are the interlocking problems that create that poverty. The cycle of poverty is a long way from being resolved.

Poverty breeds poverty. Poor families have poor children. Half of them die, most of the rest of them merely scrape by. A few of them get a boost some place and launch themselves, but most of them continue in this cycle of poverty. This is a key element of why gender issues are important—not to say that men have no role breaking the cycle, but women bear the burdens for the family.

If you can break the cycle of poverty by intervening in the woman's life when she is a young girl, you can have a tremendous impact. If women can avoid having too many children, then they may break themselves and their families out of that poverty cycle.

This reinforces the importance of what we've discovered in the last 10 or 12 years about the dynamics of family interaction. It almost recommends making gender issues a centerpiece of development strategy.

Not only are we no longer apologizing for focusing on these issues, but in some respects we're saying that they could be the key to solving some of the most intractable problems of poverty.

Ten years ago people would have laughed at us for saying that. I think we've achieved a critical mass of understanding on these issues, and that gives us satisfaction. But we haven't solved the problems.

Davies: I agree. And, now that we have this "critical mass of

understanding," we must continue to extend our commitment into practice. From the Women in Development Office's perspective, we don't want to run interference; instead, we want to offer support. We want our office to be used as a resource when needed.

The responsibility for linking gender factors with development strategies and projects is dependent upon the individual and collective expertise of the Agency. The WID office, by itself, will have little impact. It just doesn't have all the answers.

However, there is little doubt in my mind that bringing women into the mainstream of development can, and will, be done. And, it will be accomplished by dedicated Agency personnel, just as it should be.



FINDINGS ON PROJECT MANAGEMENT

As part of the support that CDIE gives to the Development Assistance Committee (DAC) Expert Group on Evaluation, CDIE recently provided conclusions on project management in the DAC report, "Lessons of Experience Emerging from AID Evaluations."

The report's conclusions provide a checklist of principles and practices for effective project management. They include:

- *Responsiveness to socioeconomic and political conditions.* Building links with relevant organizations and political groups can expand resources available to a project manager, prevent others from misdirecting a project's goals and help the project produce sustainable results.
- *Participation of parties involved.* People involved in a project, including developing country government officials, donors, contractors and beneficiary groups, should have the opportunity to influence project activities. Project management should collaborate in design, implementation and evaluation.
- *Project management as a learning process.* Project management is most successful when it serves as a learning process. This is especially true of projects which seek to change behavior. Many projects follow a blueprint determined by pre-established goals. However, in a learning process, goals are set and then adjusted on the basis of experience. Rather than viewing a project as a series of separate stages, planning, implementation and evaluation are integrated.

Using this approach, project managers can ensure that techniques borrowed from Western experience and priorities set by donors will be adapted locally.

Formal reviews of project design and goals should occur when problems arise. This requires flexibility and effective information systems.

• *The team process approach.* Projects are designed and carried out most effectively through teamwork. Successful project management depends on participants concentrating on achieving goals. This is best done by building a team of local personnel and external consultants who will focus on the task at hand.

• *Effective project management training.* Effective training in project management occurs when organizational capacity rather than individual skills is emphasized. Training should concentrate on problem-solving techniques.

• *Data collection procedures and evaluation plans.* Managers should use data collection procedures and evaluation plans to improve project performance and determine cost-effectiveness. Collecting information on the process of project design and implementation may be useful also for training.

Data collection methods should be simple and appropriate to the project. Measures should focus on actual behavior, rather than remote macroeconomic conditions, and should include both quantitative and qualitative observations.

• *Implications at the institutional level.* Rather than creating new institutions, existing institutions should be strengthened. Personnel in these institutions should use a learning process approach to facilitate change.

Incentives to encourage project results consistent with the goals of development also will be needed.

CDIE welcomes AID staff comments on experiences in project management and examples of effective practices. Contact PPC/CDIE, room 611, SA-14, AID/W.

RETIRED

Vivian Bates, IG/SEC, secretary stenographer, after 13 years
 Harry Seebach, IG/SEC/PSI, supervisor personnel security specialist, after 22 years
 Sheldon Cole, Malawi, AID representative, after 17 years
 Timothy Edwards, Botswana/D, executive officer, after 26 years
 Michael Dilegge, FVA/FFP/I, international computer specialist, after 3 years
 William Schrider, M/FM/SSD, budget/accounting officer, after 19 years
 William Rhodes, COMP/FS/DS, program officer, after 24 years
 Albert Karian, ADIR/RDO/C/G, general engineering officer, after 18 years
 Donald Finberg, AA/AFR, special assistant, after 19 years
 Esther Araginez, AA/AFR, secretary, after 19 years
 William Naylor, Jr., AFR/RA, director, after 23 years
 Charles Husick, NE/DP/E, program analyst, after 20 years
 Jacob Willebeeklemair, ANE/ASIA/PD/ENG, assistant general engineering officer, after 19 years
 Allen Goldstein, ASIA/DP/PL, assistant program economist, after 27 years
 Edward Williams, ASIA/TR/ARD, assistant agricultural development officer, after 21 years

Number of years are AID service only.

MOVED ON

Linda Atkinson, NE/MEEUR
 David Balton, GC
 Nettie Bynum, M/SER/EOMS/OM
 David Carter, COMP/CS/DS
 Glenn Conrad, GC
 Kay Ann Crowley, RDO/Caribbean
 Gina Dickinson, COMP/CS/R

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

Shirley Gordon Ederhy, M/PM/TD/TT
 Richard Endres, OFDA/LACA
 Jessica Robin Holmes, GC
 Gina Hooker, Ecuador
 Olga Houskova, M/FM/LMD
 Martin Howell, AA/PPC
 Ming Ivory, S&T/FNR
 Doyle Matthews, IG/SEC/PS
 Lewis Nelson, COMP/CS/DS
 William James Phelps, RDO/Caribbean
 Charlynn Proctor, LAC/DR
 Delores Ratliff, XA/PR
 Therese Ann Rushing, Indonesia
 Mary Ann Tabb, COMP/CS/R
 Gail Melanie Walton, GC

PROMOTED

Roberta Atkinson, SDB/OD, program operations assistant
 Robert Baker, M/SER/MO/CRM/MM, mail clerk
 Marilyn Rochelle Berger, M/SER/MO/RM/BM, space management specialist
 Shirley Blanchard, FVA/FFP/II, secretary typist
 Catherine Brawner, M/SER/COM/TS, clerk
 John Brown, M/SER/MO/CRM/MM, mail clerk
 Mary Crawford, ANE/NE/PD, secretary typist
 Molly Donlon, XA/IASP, administrative operations assistant
 Mary Pamela Foster, OFDA/OD, administrative operations assistant
 Mary Gilmartin, FVA/PVC, secretary typist
 Kimberley Diane Harmon, S&T/

AGR/CGIAR, clerk typist
 Nancy Catherine Hess, AA/M, secretary typist
 Joyce Hopkins, IG/EMS, administrative operations assistant
 Ann Jansen, M/SER/CM/CO/OP, secretary typist
 Sherrie Keitt, PPC/CDIE/PPE, secretary typist
 Michelle McCullum, AFR/PD/EA, clerk typist
 Debra McQueen, M/FM/PAFD/CMA, clerk typist
 Doris Moffett, M/SER/CM, secretary stenographer
 Janice Moore, LAC/CAP, clerk typist
 Monica Muhammad, PPC/PB/C, program analyst
 Kimberly O'Brien, XA/IASP, clerk
 Ellen O'Mara, LEG/OD, congressional liaison officer
 Kellan Quinlan, XA/IASP, special assistant
 Viola Steward, M/FM/PAFD/AS, accounting technician
 Karen Warder, M/PM/R, clerk typist
 Gloria Whiddon, BIFAD/S/IHR, secretary typist
 Mary Winters, M/FM/CAD/CAC, accounting technician
 Mary Wood, IG/RIG/A/W, clerk typist
 William Clark Wurzberger, LEG/OD, congressional liaison officer

REASSIGNED

Wendy Ann Adams, procurement

agent, M/SER/MO/RM/AP, to secretary stenography, FVA/ASHA
 Anne Bradley, management officer, PRE/TF/IPE, to assistant general services officer building/maintenance, M/SER/MO/RM/BM
 Suzanne Chase, executive assistant, A/AID, to writer/editor, XA/P
 Lolita Chin, assistant personnel officer, COMP/T/FSSCD, to secretary, FVA/FFP
 Lance Downing, program analyst, NE/DP/PR, to assistant program officer, LAC/CAP
 Jean Durette, assistant human resources development officer, AFR/TR/EHR, to assistant project development officer, ASIA/PD/EA
 Richard Fraenkel, assistant program officer, PPC/DS, to program analyst, NE/DP/PR
 Archie Hogan, Jr., assistant agricultural development officer, NE/TECH/AD, to agricultural development officer, Sierra Leone
 Jay Johnson, deputy assistant administrator (WCA), AA/AFR, to mission director, Cameroon
 Mary Lester, writer/editor, BIFAD/S/IHR, to safety/occupation health specialist, M/SER/MO
 Maria Mamlouk, population adviser, S&T/POP/R, to social science analyst, LAC/DR/P
 Tridib Mukherjee, assistant agricultural development officer, Jamaica, to agricultural economist, NE/TECH/AD
 Mario Pita, regional housing officer, COMP/FS, to housing/urban development officer, PRE/H
 Eunice Settles, mail supervisor, M/SER/MO/CRM/MM, to program operations assistant, AFR/PD/IPS
 John Steele, management officer, M/SER/EOMS/OM, to administrative officer, M/SER/EOMS/EMS
 Daniel Sutton, Jr., administrative officer, M/SER/EOMS/EMS, to deputy executive officer, M/SER/EOMS/OD

Brown, Christensen Named

Marshall Brown, deputy assistant administrator for Latin America and the Caribbean, and Curtis Christensen, the Agency controller, are AID's nominees for the 1985 Presidential Rank Awards for members of the Senior Executive Service (SES).
 They have been nominated for the rank of Distinguished Executive, which includes a cash award of \$20,000, for prolonged, quality accomplishments.
 Brown joined AID in 1967 as a foreign service officer at the AID mission in Brazil. He has served as deputy assistant administrator to the Bureau for Latin America and the Caribbean since 1982 and, most recently, has been named counselor to the Administrator.
 One of Brown's most significant accomplishments was in forming AID's response to the recommendations of the Kissinger Commission on Central America. The response

was converted into the Administration's five-year, \$8.4 billion request to Congress for the President's Central America Initiative.
 In 1983, Brown received the Distinguished Honor Award, AID's highest honor.
 Christensen joined AID in 1981. Under his direction, the Office of Financial Management organized a high-level task force to review AID's total payment process and determine its susceptibility to fraud, waste and mismanagement.
 Christensen has initiated activities resulting in significant savings to the U.S. government. He reduced delinquent accounts, which included achieving reductions of \$1.7 million in 1983 and 1984.
 Also, in 1984 under his leadership, AID significantly reduced its outstanding advances and saved \$2.9 million, a success that earned a letter of appreciation from Treasury Secretary Donald Regan.



James Kelly, deputy director, Inter-agency Task Force on the African Emergency, received the Distinguished Honor Award during his recent retirement ceremony. The award was presented for his dedication and creativity in managing relief activities during the African drought and famine, 1984-85.

AID Students Get Awards

Two AID dependents are among 25 graduating high school students named as recipients of the Tenth Annual American Foreign Service Association (AFSA) and Association of American Foreign Service Women (AAFSW) Merit Awards.
 Benjamin Raley, son of Charles and Inja Raley, and Mark Thorman, son of Peter and Mary Thorman, were named winners for 1985. Mary Xuan Dziem O'Riordan received an honorable mention.
 The \$500 awards for academic excellence and outstanding leadership were given this year in honor of Ambassador H. G. Torbet for his years of devoted service as chairman of the Committee on Education from 1978 to 1983.
 Winners were chosen by four review panels consisting of 24 volunteers from AAFSW, AFSA, State and AID.