

African Relief Update

TOTAL U.S. FOOD AID TO AFRICAN DROUGHT-AFFECTED COUNTRIES:

Total U.S. emergency food aid for sub-Saharan Africa during fiscal 1985, which began October 1, 1984 and ended on September 30, 1985, is 1,824,573 metric tons valued at \$770.348 million. When added to the regular P.L. 480 food programs, 3,029,757 metric tons of food, valued at \$1.087 billion, have been approved for sub-Saharan Africa.

COUNTRIES MOST SEVERELY AFFECTED:

Chad, Mali, Niger, Ethiopia, Mozambique and the Sudan

GENERAL SITUATION:

Although the sub-Saharan African drought this past year was the most severe in recent history, the current year may be one of the best in terms of crop yields.

Southern Africa has experienced exceptionally good yields, with the exportable surplus in Zimbabwe estimated to be in excess of 700,000 metric tons.

In East Africa, which had huge shortfalls last year, good harvests are projected for both Ethiopia and the Sudan. Although both countries will require additional support during the coming year due to the difficulty of achieving complete recovery in only one growing season, the prospects are good for a rapid return to normal, providing adequate rains are available in the coming growing seasons.

In West Africa and the Sahel, the initial prospect for recovery was not good due to erratic early rainfall; however, since July the rains have been excellent, and record crops have been forecast for many Sahelian countries as well as for West African coastal areas.

REFUGEE ASSISTANCE:

The State Department's Bureau for Refugee Programs (RP) has contributed, in addition to \$39.86 million to the U.N. High Commis-

sioner for Refugees. (UNHCR) regular Africa program, \$10.5 million for UNHCR's emergency operations in Africa. These operations cover the emergency and drought-related needs of refugees in the Sudan, Somalia, Djibouti and the Central African Republic as well as returnees to Ethiopia. RP also has set aside \$2.17 million for in-kind contributions to UNHCR for Ethiopian refugees in eastern Sudan.

To date, RP has contributed \$18.5 million to the International Committee of the Red Cross (ICRC) toward its 1985 Africa appeal. ICRC provides food, shelter and medical assistance to refugees and internally displaced persons, in addition to its traditional protection and information activities.

In order to meet the increasing budgetary demands of both UNHCR and ICRC during the current African emergency, RP intends to maintain its traditional funding levels of about 30% of UNHCR's and 25% of ICRC's Africa program budgets. Funds made available by the supplemental African Relief and Recovery Act will be used to meet these needs.

PL-480 Food Assistance - Fiscal 1985

(Grain in Metric Tons - Dollar Value in Millions)

Country	Title I/II Regular (incl 20%)	Dollar Value (w/freight)	Title II Emergency (To Date)	Dollar Value (w/freight)	Section 416 Dairy Approved	Dollar Value (w/freight)	Emergency Non-Food \$ Aid	Grand Totals TONNAGE	\$ VALUE
Botswana	56,656	13,072	4,000	1,664	775	725	025	43,411	15,476
Burkina Faso	25,696	10,325	46,371	19,104	505	472	3,004	72,572	32,905
Cape Verde	8,860	2,303	33	013	637	562	700	9,580	3,596
Chad	13,670	4,972	57,119	34,040	4,700	4,396	4,120	75,489	47,526
Ethiopia	11,869	5,370	202,008	139,320	26,039	27,698	39,283	427,777	280,637
Ethiopian Refugees			58,239	36,644	3,230	2,897	17,935	115,869	65,102
Guinea	21,080	6,031			1,000	935	015	22,080	6,881
Mali	15,405	6,776	65,739	31,294	1,200	1,122	3,230	85,344	42,423
Mauritania	26,801	9,251	14,741	8,283	10,722	14,766	803	52,094	33,105
Mozambique	87,000	21,000	56,820	13,863	5,744	6,783	4,060	149,364	45,526
Niger	5,747	1,420	132,898	59,020	7,865	7,373	1,848	146,530	69,681
Somalia	76,729	26,509	28,292	13,037	5,867	4,699	147	124,388	49,980
Sudan	402,840	76,496	561,378	156,807	11,006	9,190	21,003	1,000,224	276,620
Zambia	42,000	10,000					2,000	42,000	12,000
Africa Regional							10,425		10,425

FRONT LINES

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

NOVEMBER 1985

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

PN-ACZ-524



AID IN GUATEMALA

**World Food Day Highlights U.S. Concern
Polio Immunization Target Set**

World Food Day Highlights U.S. Concern

by Suzanne Chase

In a tribute to the massive outpouring of concern and generosity among the American people to the famine in Africa, the theme of AID's World Food Day celebration this year was "Keep It Going, America!"

The Oct. 15 event centered around the presentation of the Third Annual Presidential World Without Hunger Awards, sponsored by AID with the assistance of the End Hunger Network (EHN), a private and voluntary coalition of 115 organizations worldwide committed to ending world hunger.

"The famine relief effort was the fastest, the most efficient and the most successful in history," declared Brenda Eddy, president of EHN.

"America, in partnership with Africa and 125 other nations, saved 30 million people who otherwise would have perished," she continued. "The United States now is feeding 12 million in Ethiopia and the Sudan and is helping in other ways, such as health care and water supply. Yet the fight is not over—the task ahead is recovery and self-reliance."

Reemphasizing that much remains

to be done in Africa in terms of long-term development, Administrator Peter McPherson said, "This is something we want to call ongoing media attention to. What is needed is a 'Green Revolution' in Africa similar to that accomplished in Asia. A whole range of activities is necessary, including new varieties of seed that produce greater yields and government policies that will encourage farmers to produce."

While donors such as AID can provide important resources and technical assistance, McPherson stressed that primary responsibility for overcoming the hunger problem must rest with the government of a country. "India's Green Revolution was an enormous success story of absolute historic dimensions," he said, "and with the right combination of efforts, we believe this can be done in Africa over the next 20 to 30 years."

The agricultural technology for a Green Revolution in Africa exists. However, he emphasized, "a trained human resource base is essential to this effort. In addition, the people in these countries must have a sense of sovereignty and the feeling that they themselves can do it."

"What is needed," he said, "is



With End Hunger Network President Brenda Eddy, Administrator McPherson introduces award recipients (from left) Ralph Hofstad and LaVern Freeh of Land O'Lakes, John Denver, Philip Johnston of CARE, (Eddy), Bradford Morse and Marty Rogol of USA for Africa.

rational economic decision making. We need to build things that the people themselves can handle. There is a great sense of individual responsibility among poor people. Something that is *theirs*—not the govern-

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OSHAC Supports Smokeout

For the eighth consecutive year, Nov. 21 marks the "Great American Smokeout." Sponsored by the American Cancer Society, this day is set aside for smokers to practice quitting during a 24-hour period.

The Occupational Safety and Health Advisory Committee (OSHAC) encourages smokers to participate in the observance. On Nov. 21, OSHAC will show films and distribute information near the State Department cafeteria, according to William Alli, a member of OSHAC.

The 1985 goal of the "Great American Smokeout" is to get at least one in five smokers to give up cigarettes from midnight to midnight. According to the American Cancer Society, more than a third of American smokers tried to give up smoking during last year's Smokeout.

Larry Hagman of "Dallas" is serving his fifth year as chairman of the event. "The Great American Smokeout aims to help those who want to quit by a nationwide, coordinated program to encourage them to stop," states Hagman.

According to the American Cancer Society, cigarette smokers make up about a third of the population. This number is dropping steadily and reflects a smaller percentage of smokers in the total population than in most countries in the world. At least seven in 10 smokers say they want to quit smoking.

Surveys have shown that 20-22% of AID employees smoke cigarettes.

"The most dangerous health risk from smoking is lung cancer, a largely preventable disease," points out Hagman. The risk of developing

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Polio Immunization Target Set

Administrator Peter McPherson has announced Agency support for eliminating polio from the Americas by 1990.

During his speech at the Directing Council of the Pan American Health Organization (PAHO), McPherson said the 1990 goal was ambitious, but that "only by setting forth the target will we understand the problems that we face as we seek to gain these results."

Only once before, in the case of smallpox, has a disease been successfully eradicated. Efforts to have a universal immunization program for polio and other diseases must remain as a goal in our hemisphere, said McPherson.

"It will require great political will and the sustained commitment of human and financial resources—mostly from the individual countries themselves," he added.

PAHO estimates that the cost to foreign donors of wiping out polio will amount to \$44.5 million in the next five years. Even with these outside contributions, Latin American countries still will have to provide two-thirds of the total cost.

McPherson noted that at least five million children die each year from six diseases which can be prevented by immunization. "These deaths are unacceptable to all of us," he continued.

Universal immunization, said McPherson, would "ensure that the lives of the next generation are vastly better than those of their parents." Citing the powerful

momentum building for child health, McPherson noted three specific results of this concern: enthusiastic expansion of oral rehydration therapy; the increased number of governments that have undertaken national immunization days; and action in legislative assemblies around the world, as well as a "great outpouring of private sector support for efforts to improve the lives of our children."

"While universal immunization of children is an ambitious goal," he continued, "we know it can be done." An example is that for the first time, 95% of children beginning pub-



Administrator McPherson stresses the importance of trained health personnel and communications systems to universal immunization programs.

lic school in the U.S. last year were fully immunized before they started school.

McPherson noted that success in meeting immunization goals will require attention to issues that might appear to be beyond the scope of a free-standing immunization program. Among these, he said, are "the physical, financial and human resources needed to sustain basic health programs after the initial enthusiasm has faded."

Basic infrastructure is particularly important. Trained health personnel and information and communications systems, when in place, also can assist in delivering oral rehydration therapy, child spacing and other child survival technologies, the Administrator added.

PAHO's Directing Council is made up of 38 government ministers of health, representing most countries in the western hemisphere. Paula Feeney, chief of the Health and Nutrition Division, Bureau for Latin America and the Caribbean, represents AID on the U.S. delegation, which is headed by James Mason, assistant secretary for health at the Department of Health and Human Services.

In May, the director of PAHO announced the organization's commitment to eradicating polio in the hemisphere by 1990. McPherson's speech was one of several from member countries endorsing universal immunization and the polio eradication program.

—Bruce Rickerson

ICORT II Designed for Information Exchange



The second International Conference on Oral Rehydration Therapy will focus on planning and carrying out ORT programs, including communications and social marketing.

Dr. Mamdouh Kamel Gabr, chairman of the Pediatric Department, Cairo University Hospital, will present the keynote address at the second International Conference on Oral Rehydration Therapy (ICORT II).

Gabr, who also was the Egyptian Minister of Health from 1978 to 1982, has been instrumental in the development of effective ORT programs in Egypt. Under his leadership, the National Control of Diarrheal Diseases project, a \$26 million AID-assisted ORT program, was developed to combat one of Egypt's leading causes of death, diarrheal dehydration. Since the introduction of ORT, diarrheal-related deaths in Egypt have decreased 50%.

Scheduled for Dec. 10-13 in Washington, D.C., the conference will be sponsored by AID in cooperation with the International Center for Diarrhoeal Disease Research/Bangladesh, the U.N. Children's Fund (UNICEF), the U.N. Development Program (UNDP), the World Bank and the World Health Organization (WHO).

ICORT II is designed to promote the exchange of information. Workshops, directed by leading ORT health professionals, will focus on planning and carrying out ORT programs. Workshop topics include: communications and social marketing; distribution and logistics; health personnel training; supervision and monitoring; evaluation and cost issues; and integrating ORT with other health activities.

Recent advances in ORT and how they relate to carrying out programs will be discussed during plenary sessions. Scheduled to speak are: Administrator Peter McPherson; Dr. Halfdan Mahler, director general, WHO; James Grant, executive director, UNICEF; Dr. Michael Merson, director of WHO's Diarrheal Disease Control Program; Bradford Morse, UNDP administrator; Dr. Norbet Hirschhorn, vice president, the John Snow Group; Dr. Jon Rohde,

head of the Rural Health Delivery System project, Haiti; Dr. Richard Feachem, head of the Department of Tropical Hygiene, University of London; and Dr. Leonardo Mata, director, Instituto de Investigaciones en Salud, University of Costa Rica.

Over 90 countries will be represented at the conference. Those interested in attending should register as soon as possible. To obtain information or to register, contact Linda Ladislaus, ICORT II Conference Staff, Creative Associates, Inc., 3201 New Mexico Ave., NW, Suite 270, Washington, D.C. 20016, or phone Atoussa Davis at (202) 966-5804.

Supplemental Aids Jordan

New projects and additions to ongoing AID efforts have been announced in Jordan. According to Gerald Gower, director of AID's Jordan mission, "The \$250 million package was made possible by President Reagan's signing in August of supplemental appropriations for fiscal 1985 and 1986."

The newly-approved package includes \$160 million to encourage Jordanians to purchase U.S.-made goods under the Commodity Import Program (CIP). "The CIP will allow Jordanians, both in private business and the government, to improve in several sectors, including manufacturing, agriculture and medicine. In addition, increases totaling \$90 million will be made available for project assistance," Gower said.

"Working with the Jordanian government, we now are completing plans for a project to construct 40 elementary schools in the next three years," he continued. Additionally, the new funding will be used for water supply and sewerage projects.

"At the present time," Gower noted, "only three cities in Jordan have sewerage systems, and the United States now is assisting in planning for 20 more."

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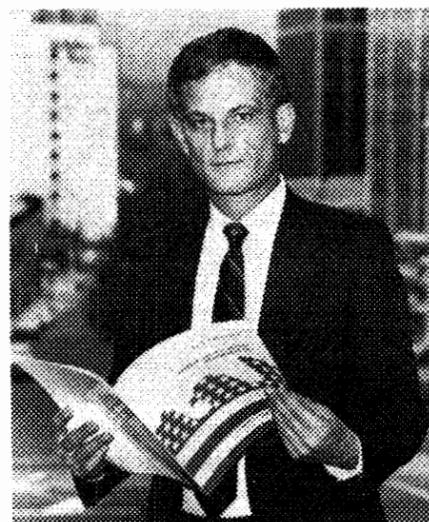
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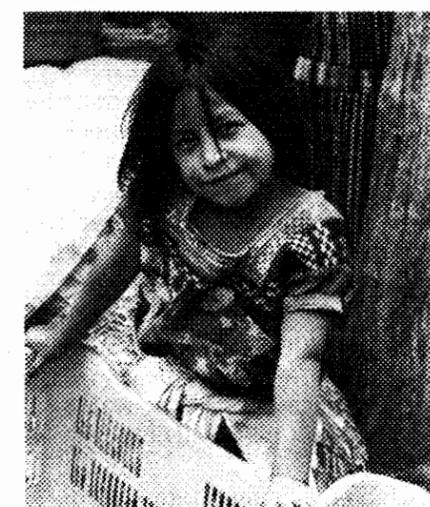
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Cover Photo: AID is helping Guatemala provide bilingual education for the Highland Indians, who represent approximately half of the country's population. Mission of the Month starts on page 9.

Volunteers Participate in Relief Effort

By Suzanne Chase

One day this summer, Bill Granger walked into a feeding center at Alamata in the Wello province of Ethiopia, and 800 children, recognizing him as an American, stood up and started clapping.

"There is a deep appreciation for what we are doing. It is a pretty overwhelming, humbling experience," he says, "to know that your country is having that kind of impact. We get so frustrated with red tape, but after an hour in one of these camps, you know that all the head-beating is worth it. It's working."

Granger, acting chief of foreign service personnel recruitment, is one of the first AID volunteers to return from a temporary duty (TDY) assignment in Ethiopia. He was among a group of AID/Washington

"It was a very exciting, very intense experience; I was in high gear all the time."

employees selected as a result of the Africa Bureau's request in May for volunteers to assist in the Agency's drought relief efforts.

The volunteer program originated out of staffing constraints imposed by the Ethiopian government for the AID office in Addis Ababa. Carol McGraw, director of management for the Africa Bureau, explains, "When AID decided to post staff in Ethiopia, we had only four foreign nationals working for us. The government agreed to permit five AID direct-hire Americans to be assigned to our office but has held the permanent staff to that level."

Recognizing the need for an alternative means to augment the staff in Addis, Deputy Administrator Jay F. Morris decided to use a rolling set of "TDY-ers," according to McGraw. Working together, the Office of Personnel and Africa Bureau quickly launched the volunteer effort.

Brian Kline, deputy director for East Africa, says, "The TDY volunteer system is absolutely essential to the operation of what suddenly has become the fifth largest program in the Agency."

Employee response to the request for volunteers was greater than expected, says McGraw. Over 200 applications poured in from both civil service (GS) and foreign service (FS) personnel, representing a wide range of occupational skills. Even retirees applied, as well as individuals outside the Agency, although a policy decision was made to select from internal staff only.

Noting the many personal letters that accompanied applications,

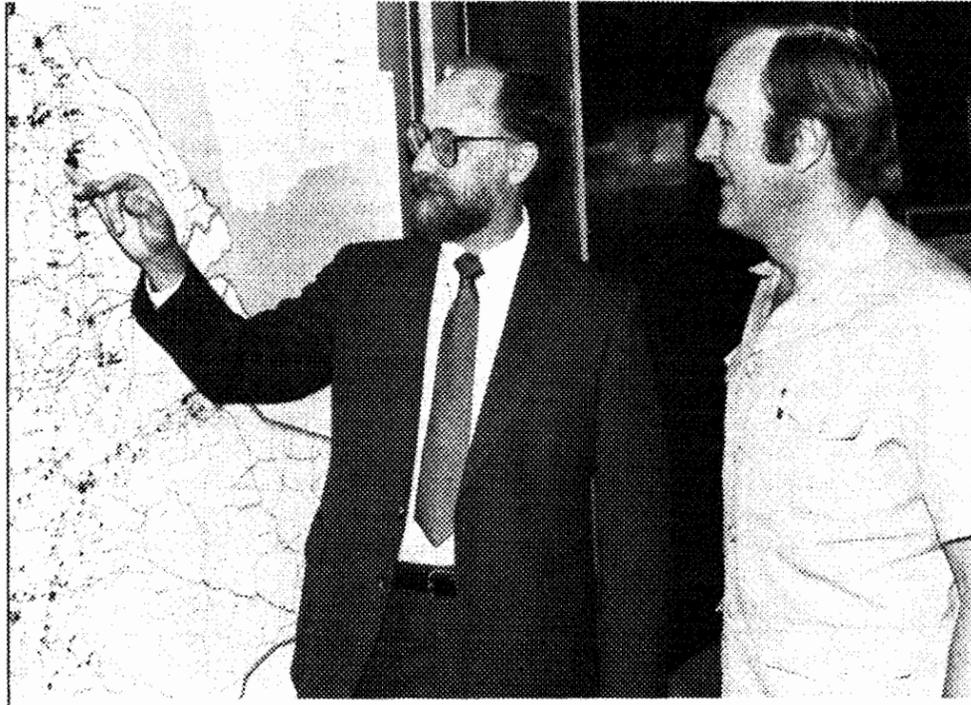
McGraw says, "The heartfelt response reaffirmed the dedication to helping others that exists in this Agency."

The primary qualification for selection was prior relevant experience with AID programs overseas because no time was available for training candidates. Peace Corps background was an additional asset. Another major consideration was the health and energy level of candidates; medical clearance was a prerequisite. As McGraw says, "Those selected had to be able to withstand intense pressure. Our experience shows that, after such an assignment, one generally takes annual leave and sleeps for two weeks!"

Applicants selected in the initial screening were interviewed personally. Of the 200 who applied, 25 were chosen to participate in a rotational program of approximately three volunteers for each two month period. The volunteers selected included both FS and GS personnel. The assignments are expected to last through at least July 1986, according to McGraw.

Granger, who came to AID in July 1984 after five years with the Peace Corps in the South Pacific and Haiti, says his reasons for applying for the program were both personal and professional: "In Personnel Management, we sometimes get the feeling that we're one step removed from what the Agency is really about. This gave me the opportunity to participate in an important emergency relief effort that was a high priority for the Agency. It was a very exciting, very intense experience; I was in high gear all the time."

"The assignment also offered an opportunity to get AID experience in the field which I hoped would enable me to be more responsive to personnel needs and issues. Now when I talk to prospective employees, I have a much better feel for



Bill Granger (left) and Don Anderson review the experiences they had in Ethiopia as part of a volunteer program to assist the Addis Ababa office in drought relief efforts.

what an AID officer does overseas."

Volunteers are used for two different purposes, explains Kline. Some, such as Bill Granger, are sent for two or three months to provide general support to the Addis office. Others, such as Don Anderson, are assigned to the office for a specific task.

Anderson, a specialist in agriculture planning in the rural development office, Bureau for Science and Technology (S&T), just returned from his second TDY to Ethiopia. Anderson is not exactly the typical "volunteer." As he explains it, "Fred Fischer (coordinator of U.S. emergency assistance at AID's Addis Ababa office) and I go back to Navy training in 1959. We both have a history of working on disaster assistance teams—the 1976 earthquake in Guatemala and also the earthquake in Italy that year. We work well together and know each other's

strengths and weaknesses."

When Fischer was home from Ethiopia for Christmas 1984, he called Anderson and asked him to help. Although, says Anderson, "If he hadn't called me, I would have called him."

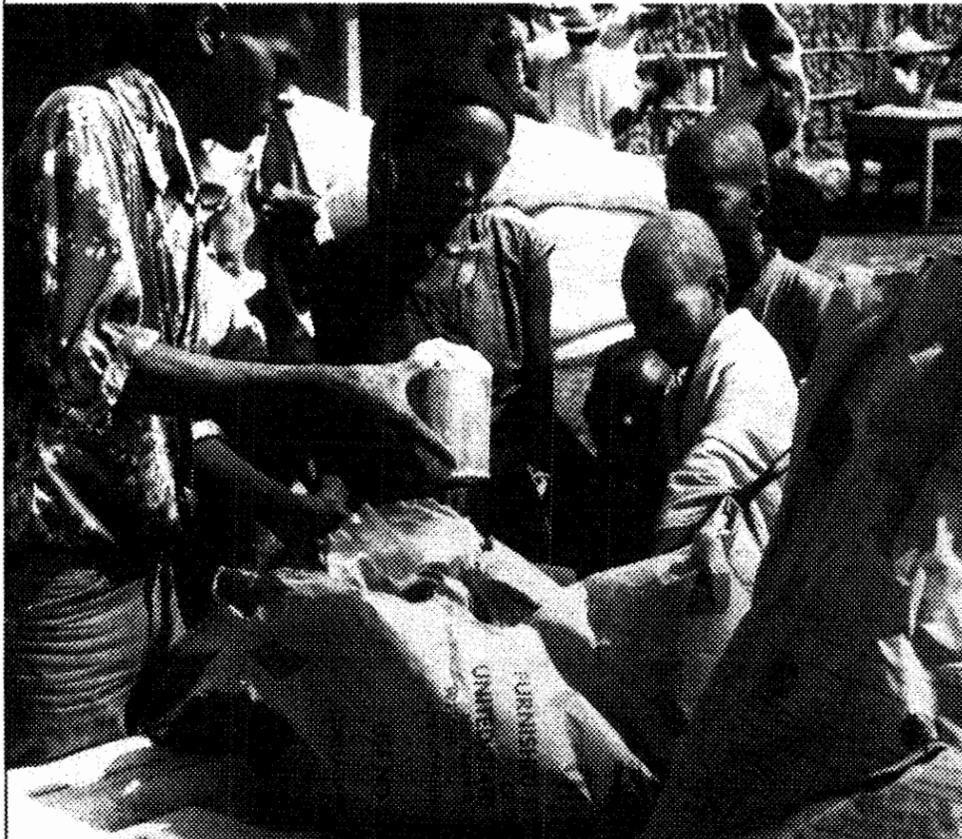
"Although we have a very well-run, dedicated, upbeat office in Addis," says Kline, "it is practically a round-the-clock job, seven days a week, just to keep on top of the situation in Addis. The TDY-ers fill in the gaps and get out to the field to monitor the situation on the ground."

Granger estimates that he spent about half of his two-month TDY in the field. His responsibility was to evaluate operational support grant programs such as transportation, water supply projects and health programs to determine whether information being supplied to the Addis office by representatives from the various camps was valid. "I found that it was," he says. "I was tremendously impressed with all the PVOs. They are doing everything they possibly can in a very difficult situation."

Granger points out that fast turnaround on project implementation is another fulfilling aspect of the Ethiopian program. "Usually an AID project takes two or three years," he says. "In Ethiopia, you make a suggestion, and one week later a PVO is doing it. That's exciting."

On a typical field trip, Granger would talk to representatives of the Ethiopian Relief and Rehabilitation Commission and PVOs to determine the extent of problems at the camps, such as a lack of health facilities, supplies, personnel or a good water supply and major medical problems. In addition, he checked on the amount of U.S. food at a particular camp, how much had been distributed, if future supply problems were anticipated and the condition of food upon arrival at the camp.

"It was a very rewarding experi-
(continued on page 4)



Volunteers visit the feeding camps to monitor food distribution and assess potential problem areas.

Nov. 21 Smokeout

From page 1, column 4

lung cancer is 10 times greater for smokers than non-smokers. Those who smoke two or more packs a day have a five to 25 times greater chance of dying from lung cancer than non-smokers.

Compared with other cancers, the lung cancer survival rate is low, according to the American Cancer Society. Only 13% of lung cancer patients live more than five years after being diagnosed.

Over the years, traits of smokers have been changing. Since World War II, the percentage of women who smoke has skyrocketed. From 1963-1985 deaths among women from lung cancer have risen nearly 600%. This year alone, it is estimated that 46,000 women will be diagnosed with lung cancer.

"If a woman smokes, her chances of developing lung cancer are two to three times greater than a non-smoker. So lung cancer, once considered a 'man's disease,' is an

extremely serious health threat for women as well," says Alli.

Women in white collar jobs, earning more than \$25,000 a year, smoke more than other women, reports the American Cancer Society. But, as with men, once a woman quits smoking, the risk of developing lung cancer and cancer of the larynx drops steadily. After 10 years the risks for reformed smokers are the same as for non-smokers.

In spite of medical reports, 54 million Americans still smoke. "But," Alli says, "there's good news, and that's why the 'Great American Smokeout' is such a good idea. For most people, the best way to stop smoking is to quit — cold turkey. The number of quitters has increased steadily so that by 1984 more than 35 million smokers had kicked the habit."

American Cancer Society officials recommend careful preparation for the "Great American Smokeout," such as:

- Make a list of your own personal reasons for wanting to quit.
- Picture yourself as having kicked the habit successfully.
- Several days before the 21st, toss matches away (or save them for a

power failure), pawn or give away your lighters, and clean up your

SURVEY EXPANDS NON-SMOKING AREAS IN CAFETERIA

A questionnaire distributed in February and completed by 1,003 AID/W employees — in cooperation with OSHAC — has resulted in additional non-smoking areas in the Main State cafeteria, according to William Alli, of the Bureau for Program and Policy Coordination.

Approximately 80% of AID employees do not smoke cigarettes. "Some people had difficulty finding seats in non-smoking areas," said Alli. "The survey results showed a need for additional non-smoking areas."

Because of the survey, non-smoking seating will increase from 48% to 52%.

already a non-smoker.

- Pick some rewards for yourself when you have kicked the habit, and plot strategies for quitting. A non-smoking friend, especially one who has quit, can be a big help by "adopting" you and encouraging you through this major change in your behavior.

- Load up on "helps" to get you through the Smokeout. Diet drinks, fresh fruit, veggies and sugarless gum will provide welcome diversions when the urge to light up hits.

- Then on Nov. 21 **STOP**. By that time you will have done all the thinking about why and how to stop, so just do it.

- During the day, wash the nicotine away by drinking lots of fluids, including six to eight glasses of water and other caffeine-free drinks.

- Change your habits in other ways, avoid routines that will remind you of those comfortable times when nothing would do like a cigarette.

"You can kick the habit. Let the 'Great American Smokeout' be the first day of the rest of your smoke-free life," declares Alli.

— Bruce Rickerson

Volunteers

From page 3, column 4

ence," he says. "because I felt I was making an impact. I was getting information back to the permanent staff that was helpful to them in allocating resources and dealing with problems."

Granger visited camps in both the Wello region in the north and in the Shewa region in the south. "Many of the camps in the Wello area have been in existence since last November. When you compare the children in these camps, who are now well on their way to recovery, with the emaciated children who are just now receiving assistance in the newer camps in Shewa, it is very obvious that the feeding programs have worked. The healthy children in the older camps are living, walking proof that we are having an effect. Although the situation in the newer camps is devastating emotionally, my hope for these is founded on the dramatic effect that the feeding programs in the north have had."

The volunteers also point to the "comraderie" in the field — among representatives of the international donor community as well as the PVOs — as one of the high points of their experience. "You need a support system," says Granger. "I spent a night with a 14-member Italian medical team. Only one spoke English and I spoke no Italian, but we had a wonderful time!"

Granger, who was in Ethiopia from early June to mid-August, was en route to Addis Ababa within a week and a half of learning of his selection. With little time for briefings before departure, he had at least one surprise upon arrival in the capital. Having packed only summer suits,

"I nearly froze to death," he says.

Addis Ababa is in the highlands of Ethiopia at an altitude of 9,000 feet, and Granger arrived during the rainy season when temperatures dip into the 50s. "None of the direct hires, having arrived in November, had been there during the rainy season; the subject just never came up. I had been told it might be chilly if I went up on air drops, so fortunately I brought a light jacket and a sweater. I wore that sweater out!"

In addition to the unexpected temperature, the high altitude presents problems. As Anderson points out, "In the Air Force, they told us to start our oxygen at 9,000 feet!" The reduced oxygen to the brain at that altitude at first makes one feel light-



Children in southern Ethiopia will benefit from new feeding programs.

headed and tired. "Your mental functions are not as good as they should be initially, but you acclimate within a week or so," he says.

Compounding this is the high pressure work situation. A typical work day in Addis Ababa runs from 7 a.m. to 11 p.m., at least six days a week. According to Anderson, "You try to take a break for lunch and dinner, but usually you end up using meals as meetings to pump people for information. And then you may have three or four appointments after dinner."

Anderson's first TDY, from Jan. 5 through Feb. 21, preceded the formal volunteer program. His initial responsibility was to negotiate the distribution plans for and monitor the Agency's first government-to-government food shipment of 50,000 metric tons.

Anderson's job was to examine all aspects of the food distribution system, which was being handled by the Relief and Rehabilitation Commission, from port operations to warehousing to record keeping, to ensure proper distribution and control.

Other major projects were undertaken by Anderson as well during this period. In addition to negotiating a \$900,000 grant for drilling wells in Wello, he also prepared a major analysis of the seed situation in the country. Some farmers were eating their seed rather than saving it for planting. "Ethiopians are a proud people," he says. "They don't ask for help until all their resources are exhausted, and they are at the point of desperation."

The analysis showed that quick action was necessary to prevent the permanent loss of indigenous seed. As a result, some PVOs bought surplus seed from areas which had good harvests and also from the

government to reserve for the planting season.

Anderson returned to Ethiopia in June to undertake an analysis of the entire inland transportation-truck situation. "This was an incredibly complex problem," he says, "because all kinds of political issues were involved."

The information he developed was useful in helping AID/Washington and the Addis office define the role the Agency should play in this area, including U.S.-Band Aid collaboration on a U.N.-managed truck fleet in Ethiopia.

Anderson continues to assist the Addis office on logistics while performing his duties with S&T. His only regret about his Ethiopian assignments, he says, is that he did not have enough time to learn more about the people and their complex society.

Granger also would like to return. "I would recommend the experience to anyone from a professional and personal standpoint. You've done something you can be proud of. I would still be there if I didn't have a wife and two kids in Washington," he says. "After a lot of TDYs, you come back, complete your debriefings, pass out the gifts, show slides, and it's over. Ethiopia stays with you."

The volunteer program receives praise from the AID Ethiopian office as well. Says Fischer, "Without exception, we have had a 100% success rate with our volunteers. Although from different backgrounds, each volunteer has fit into the team beautifully and has done a tremendous job with assignments ranging from the 'nitty gritty' to negotiations at the highest level of the Ethiopian government."

Chase is assistant editor of Front Lines.

PERSONALITY FOCUS

Thomas McKay

by Dolores Weiss

When the alarm rings harshly at 6 a.m., many people have difficulty figuring out how they are going to face the morning, much less what they are going to accomplish that day. But by 6:30, Tom McKay, associate assistant administrator for private and voluntary cooperation, not only has planned what he will accomplish, but also what he will give to the day.

Although he used to think that climbing the ladder of success and making money were the important elements in life, now he thinks differently. McKay says, "If what I can give, if my being 'there' can make things better, then I have a sense of satisfaction. The real purpose of my life is to give. I want to contribute as much as I can, to do things as well as I can and to benefit others."

While many people share McKay's principles, not always do they know how to put them into action. He

"I work to bring about a unity of purpose between AID and PVOs as the PVOs move from relief to development."

says, "If you don't have the notion of who you are and where you're going, you can become diverted from your course. We all have things we bring to what we are doing."

Each day McKay applies his principles to the Bureau for Food for Peace and Voluntary Assistance, where he is the spokesman for the private and voluntary organizations (PVOs) that work with AID. He has confidence in his ability to see where things can go, where things should be in two or three years and how to get there.

While McKay is proud of his efforts to streamline the process of PVO registration and to refocus the matching grant program, he sees his primary responsibility as a liaison for the Agency. In that capacity, he works to foster AID's cooperative partnership with PVOs and expand the public's knowledge about AID's programs.

"We used to be primarily a grant-making office; today we are a service office for the PVOs and for the whole Agency," McKay explains. "The Office of Private and Voluntary Cooperation now funds activities in 60 countries, administers the ocean freight program, handles the registration of 185 PVOs and communicates with the American public through our development

education program."

His staff also exerts a great deal of effort to help PVOs obtain more support from private resources, according to McKay. This is important because if more than 80% of a PVO's resources come from the U.S. government, it no longer can be an AID grant recipient.

He says AID staffers are devoted to international development, and PVOs have a deep personal commitment to assisting people. Because AID and PVOs have areas of overlapping interest, McKay's efforts have been to "resolve their differences, create a harmonious working relationship and bring them together to accomplish much more than what each can do separately." He also is working to bring about a unity of purpose between AID and PVOs as the PVOs move from relief efforts to development.

With a management style that emphasizes the solution rather than the problem, McKay directs his staff to look always to "what we do next." He views himself as a leader whose task is to inspire, provide guidance and work alongside his staff.

Although McKay has been administering the PVO program for over three years, he still finds the job challenging. His position allows him to combine his interests in foreign affairs, public policy, politics and people.

When he was growing up in Birmingham, Ala., and later in Memphis, Tenn., his family was immersed in politics. He was involved in many political campaigns, but his two major interests were the ministry and international relations.

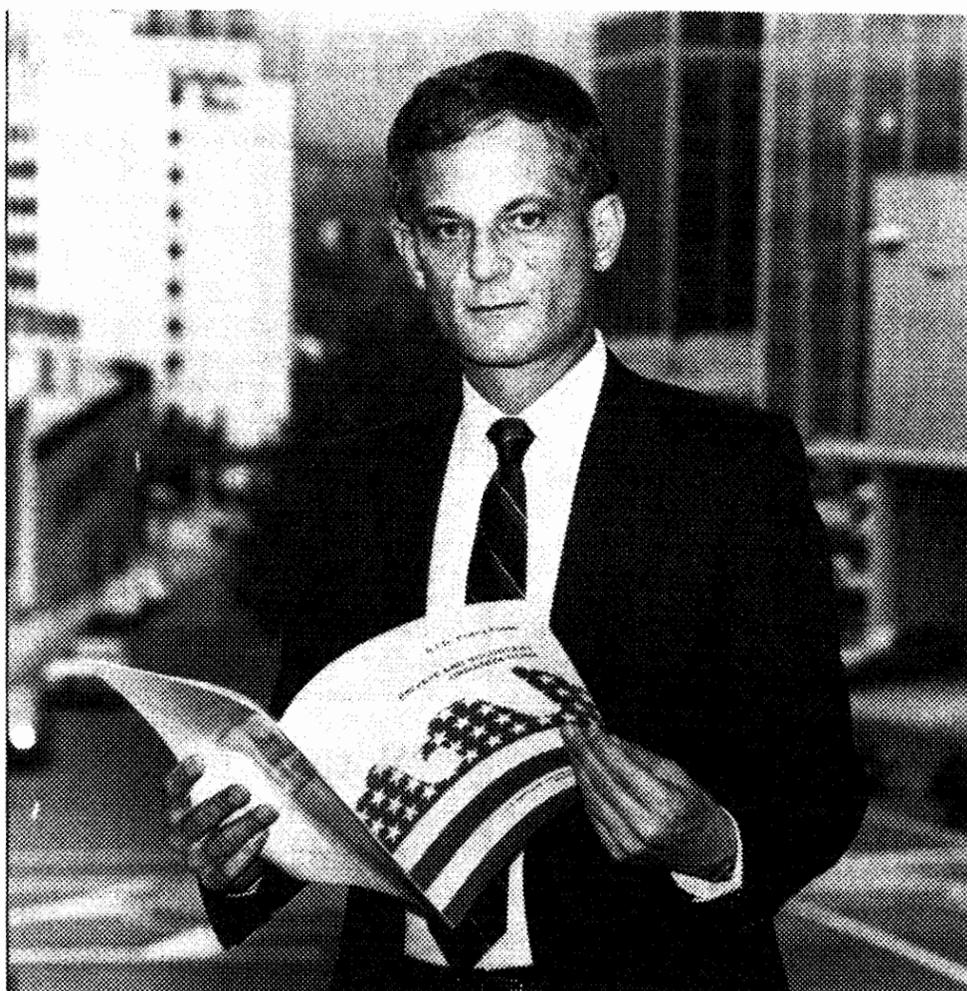
"I collected stamps from everywhere," McKay says. "I looked up all the information I could about the country, its location and its people. People always fascinated me, and I've always been interested in what was going on around the world."

Although he gave up the ministry idea, McKay kept his interest in people and went on to earn an undergraduate degree in international relations from Rhodes College in Memphis in 1965. "I wanted to join the Foreign Service," he recalls. To prepare himself further, he decided to attend Georgetown University.

Perhaps because of his volunteer work in politics, the Republican National Committee offered him a job shortly after his arrival in Washington. He worked on setting up the first political information retrieval system and attended graduate school at night.

After the 1966 elections, McKay joined the staff of former Sen. Charles Percy (R-Ill.). Later, he became the legislative assistant to former Sen. Edward Gurney (R-Fla.). Then when he was about 27 years old, McKay decided to take a year off to figure out what he wanted to do.

Rejecting job offers from other



Tom McKay: "The real purpose of my life is to give. I want to contribute as much as I can, to do things as well as I can and to benefit others."

congressmen, he went to visit a friend in the West Indies. But there, too, he was offered a job and became the resident manager of an exclusive resort.

"Operating the resort was like running a small city," McKay explains. "We had to provide everything except for telephones." His interest in people made him become concerned about what would happen to the native population if the resort closed or changed ownership. He decided to institute training programs to help move villagers into management positions and wrote a labor code that was adopted by the local government. He also worked to protect the rights of the island's citizens and to preserve the environment.

"I hated to leave the island, but I had an itch to get back into public policy," McKay explains. So after five years, he returned to Washington.

He soon joined the Ford Administration as head of Congressional Relations for the fledgling Consumer Product Safety Commission. Later, McKay became a member of the task force to reorganize the commission and wrote the reorganization report which restructured the Consumer Product Safety Commission.

McKay took another chance and left his position—this time to become a realtor. Within six months of working at his new job, the Washington Board of Realtors listed him one of the top two realtors in Washington, D.C.

However, after four years, he again decided "public policy was what I wanted to be involved in and what I needed to be doing." That led him to AID in 1982. Although McKay didn't know what PVO meant when he joined the Agency, he felt his graduate degree was going to be put

to use—he was graduated from Georgetown with a master's degree in comparative governments. His focus was on African countries.

After 20 years in Washington, McKay believes he has made the right choices in his varied career. "I never starved," he jokes. "I have had real pleasure working at AID—fulfilling my desire to be in the Foreign Service, having an influence on important issues of the time." Committed now to public service, McKay says he definitely is not tired of public policy administration. However, in two or three years he again could go in a totally new direction.

One of his personal interests may lead him to that different career. McKay admits to being fascinated with science fiction, writing and the philosophy of human potential. Someday he may write a philosophical novel similar to the *Dune* series. Presently, he writes about 10 hours a week. "You have to have time and discipline," he explains.

McKay also believes in a routine that includes physical as well as mental exercise—"to keep body and mind in tone." He attends an aerobics class that meets three times a week.

Characterizing himself as a "Washington generalist," McKay collects paintings, reads, enjoys having dinner with friends at "local restaurants that provide good food in a pleasant environment," loves the beach, sun and snow skiing. "I don't have time to do all the things I want to do—to be with all the people I enjoy," he concedes.

Nevertheless, "in the morning when I reflect on what's important to me," McKay says, "I get a sense of satisfaction. I have many friends. I'm very involved. My life is what I want it to be."

Weiss is editor of Front Lines.

Farmers Organize for Efficient Irrigation

Experience gained from successful water projects in Asia that incorporate user charges and system maintenance is assisting in the design of other projects within the Bureau for Asia and the Near East. Sharon Isralow and John Metelsky report on two different approaches that promote development while helping farmers secure water for their crops.

by Sharon Isralow

While much attention has been focused on the Mahaweli River Basin in Sri Lanka, another project on the banks of the Gal Oya also is proving to be a success due to a movement among farmers to organize for better allocation of water.

Farmers in Sri Lanka's southeastern dry zone have faced serious problems obtaining water from an outdated and inefficient irrigation system built in the early 1950s.

"Farmers at the head of the system took the lion's share, leaving little or no water for those at the tail-end of the system," says Mark Svendsen, senior irrigation management specialist, Bureau for Asia and the Near East. Also, because water was both unreliable and in short supply, farmers had to scramble for water by breaking gates, diverting water from canals and tapping drainage channels.

Now, an AID-funded project is assisting Sri Lanka to rehabilitate the Gal Oya system and manage irrigation water more efficiently.

PRC Engineering Consultants International, an American firm contracted directly by Sri Lanka's Department of Irrigation with funds made available by the AID mission, is assisting the Irrigation Department in carrying out the Water Management project. Cornell University and the Sri Lankan Agrarian Research and Training Institute are working with farmer organizations to enhance farmer participation in operating the irrigation system.

The system includes 41 kilometers of main canal, 103 kilometers of branch canals, 487 kilometers of distributory canals and 640 kilometers of field canals. The project is repairing and rehabilitating over 1,200 kilometers of canals—providing water for 25,000 hectares on the river's left bank. By the end of 1985, water will flow continuously in the main branch and distributory canals.

Warren Leatham, a former AID foreign service officer who is managing the project for the consulting firm, says that PRC and the Department of Irrigation are taking a sensible approach to rehabilitating the canals, improving the system only where necessary.

For example, where needed, rocks have been laid to stabilize banks and prevent erosion, grass has been planted to provide a vegetative cover and silt has been removed from canal beds.

Other construction activity has included raising the dam and spillway crest two feet on the main canal near Navakiri Reservoir. This increases the amount of water available for the fields.

Construction innovations being used include water level gauges,

which have been installed at gates.

"Each distributory channel gate, as well as each turn-out onto the field canal, has a gauge that marks the water level in the canal," says Leatham. A quick glance at the gauge allows the work supervisor or gatekeeper to measure how much water to release and exactly when to shut it off. Gatekeepers lower and raise water regulators according to water requirements determined by the water level gauges and farmers' needs.

"Without farmer cooperation, repair and rehabilitation have no meaning."

"Farmers know water will be issued on a systematic basis," explains S. Senthinathan, deputy director of the Department of Irrigation for the Amparai district where the project is located. "A regular supply of water creates confidence in the farmer's mind.

"Farmers can stretch the water with better distribution and less waste." This is significant especially because it means farmers can cultivate more land with the same amount of water.

New land also is opened to cultivation by building anicuts (small dams) to divert water that would otherwise run to the sea. An additional 410 kilometers of drains take excess water from fields and route it back to the river.

In addition, better management has brought more land into cultivation. About 40% of the 25,000 hectares in the project area used to be

cultivated during the dry season. Now, that figure stands at about 60%.

Farmers have been participating actively in the design, construction, operation and maintenance of the system. For example, before designing field canals, the design engineer walked down each field canal with area farmers and incorporated about 75% of the farmers' suggestions into the final design, says Leatham.

Preliminary assessments of the \$15.9 million project show that farmers have been able to boost yields and bring an additional 5,000 hectares into cultivation. According to Senthinathan, about 6,000 hectares currently farmed by encroachers, or farmers with no legal claim to the land, have been assured water as well. In all, 25,000 farm families are reaping benefits from the project.

The Sri Lankan Agrarian Research and Training Institute and Cornell University are responsible for developing and carrying out methods to organize farmers. The two institutions conducted a socioeconomic study of the farmers in 1977. That study showed a lack of cooperation among farmers, unpredictability of water delivery and poor relations with the Irrigation Department.

"The concept of establishing farmer organizations came out of the study," points out Herb Blank, mission project officer. "The question was how to go about doing it."

The chosen method uses highly trained and motivated agents called institutional organizers to demonstrate the advantages of organization and cooperation to farmers. Those originally selected and trained to act as catalysts were young college graduates with rural backgrounds, but the turnover rate was high. Now energetic local high school graduates do the job.

To date, 240 farmer organizations are functioning over roughly 40% of the project area.

The organizations, based on hydrological boundaries, bring farmers

into the day-to-day operation of water management. "The ultimate goal is to have farmers take over the system, with the Irrigation Department becoming a bulk water wholesaler," says Leatham.

"Invariably, with a strong organization, the price for water goes down and performance improves. Experience shows the private sector can provide the service better than government," Leatham adds.

"Because farmers are organized," explains Senthinathan, "we can consult with them when decisions need to be made about water management rather than making a decision without talking to farmers and passing it down."

He also points out that the organizations increase farmers' access to credit as financial institutions are more willing to make loans on a collective basis.

Senthinathan claims irrigation officers work harder because they recognize farmers now have responsibility and authority. He says that the demand on the Department of Irrigation to provide better services has increased as farmers have become better organized. Consequently, AID has provided over \$1 million for long-term and short-term training of Department of Irrigation personnel.

Organization also has increased the farmers' leverage. For example, the organizations initiated a meeting with government officials to discuss a government-imposed water-users fee of 100 rupees a year. This amount will be increased gradually to a level of 200 rupees a year, according to Senthinathan. The water-users fees will help offset the ongoing costs of repairs for the canals.

There has been some opposition to the levy, particularly by upstream farmers who always have enjoyed an abundant water supply. Obviously, farmers downstream, many of whom for the first time are receiving a sufficient and reliable supply of water, are more inclined to pay the fees.

"Long rooted in Sri Lanka's history," Senthinathan says, "is the notion that water is sacred and should be provided free of charge. However, farmers are coming to realize that without ongoing maintenance (of the canals), conditions will revert back to the way they were."

While there have been some problems to iron out, a bond has been forged between water-users organizations and Irrigation Department personnel. Senthinathan explains, "We've been sympathetic to farmers but had no way to sort out problems; the farmer organization is an avenue. Without farmer cooperation, repair and rehabilitation have no meaning."

"Although this is a very large irrigation system, farmers are relating and interacting effectively with the government," adds Svendsen. "The approach pioneered by this project breaks new ground and seems to be working well."

Isralow is editor of Horizons.



Sri Lankan farmers participate in the design, construction and maintenance of the Gal Oya project.

Canal Accelerates Valley Agriculture

by John Metelsky

It brings us water. It brings us life." That's how Omar Eid Shatti, a Jordanian farmer, describes the East Ghor Canal. The canal carries water to about 100,000 people, mostly farmers and their families, in the Jordan Valley.

Designed with U.S. technical assistance and built in stages over the past 27 years, the 66-mile-long canal feeds smaller canals along its route and carries water to Shatti and other farmers in the richest agricultural region in the country.

Shatti farms 7.5 acres and grows eggplant, peppers, onions, tomatoes, cabbages and cucumbers. Pointing to the East Ghor Canal, he says, "Last year we had the worst drought that I can remember. Because of the shortage, the water to my farm was turned on only four hours a day—I need 10 hours a day. Although my

"The canal is good. It has changed our lives for the better."

production was small, I sold my vegetables at a good price."

Shatti also owns four plastic greenhouses and grows a half ton of cucumbers in each house. "If there were more water, the valley would be paradise," he says.

"The valley farmers play a major role in agriculture," says Gerald Gower, director of AID's mission in Jordan. "They, with the help of water from the East Ghor Canal, produce about 70% of the country's fruits and vegetables. Because the valley is a natural greenhouse, farmers can produce at least two crops a year if water is available. In addition, they can market their winter crops two months earlier than farmers in neighboring countries."

Fahd Natur, vice president of the Jordan Valley Authority, explains that development in the valley began in the 1950s after the U.N. Relief and Works Agency conducted a water development study.

"Political differences in neighboring countries prevented regional cooperation," Natur says. "But the United States and Jordan decided to go ahead with building the East Ghor Canal."

Work on the first section of the canal began in 1958 and was completed in 1966. The main canal stretched for 42 miles down the east side of the Jordan Valley. It included a tunnel three-fifths mile long and 250 miles of small concrete-lined lateral canals that carry water directly to farmers. Later, the main canal was extended to 66 miles.

With the help of funds from Kuwait and the Arab League, the Jordanian government raised the sides of the entire canal to enable it to carry more water.

Development is difficult in Jordan, which is about the size of Indiana and has a population of 2.7 million. About 80% of Jordan is rocky desert or wasteland, 11% is farmland, and only 1% is forested. But the Jordan Valley offers much potential for development, according to Gower.

"In 1967, we started a five-mile extension of the East Ghor Canal," Natur explains. "But the war with Israel began at the same time, and from 1967 to 1971, development in the valley stopped. Farmers were forced to leave their land, and the population fell from 120,000 to 5,000.

"In 1972, Jordan again started to develop the valley, and in 1973 the government of Jordan obtained a \$10 million AID loan to extend the East Ghor Canal by 11.25 miles. Work on the extension began in March 1975 and was completed in July 1978." AID contributed a total of \$22 million for construction.

Gower, who has served in Jordan for two years, says the East Ghor Canal is just one of many development activities that AID has assisted in the valley.

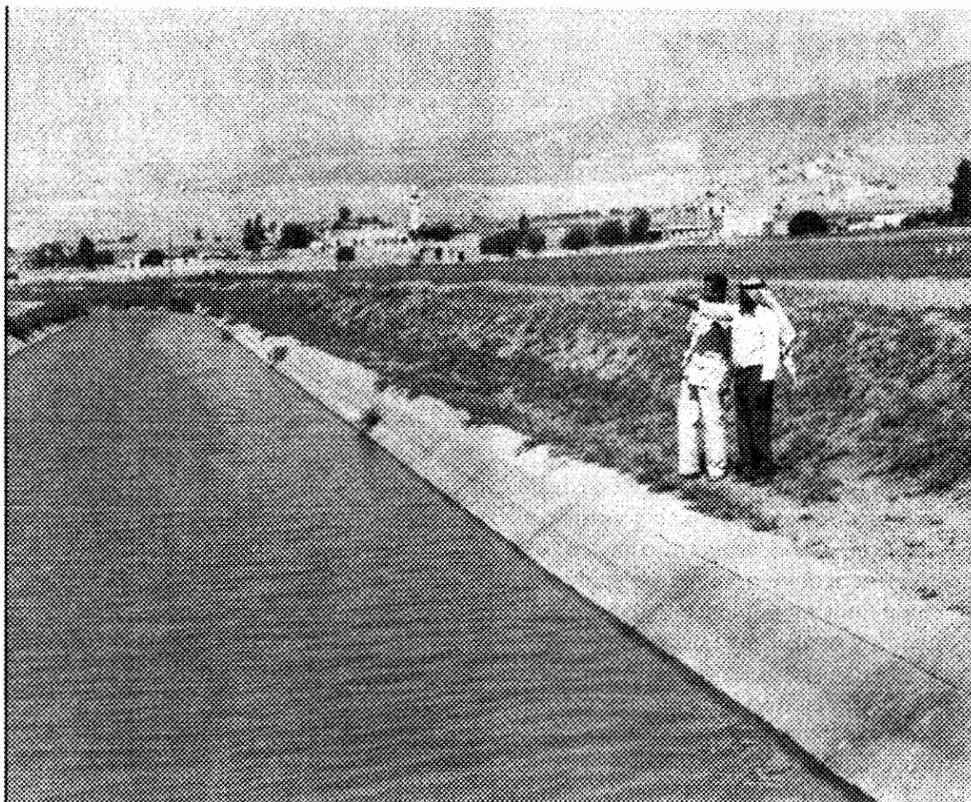
"The mission has worked closely with the Jordanian government to build and improve valley roads to enable farmers to market their crops," Gower says. "AID has helped fund the construction or improvement of 188 miles of farm roads and 66 miles of main roads that connect the north-south parts of the valley.

"We also provided fertilizer and improved seed and helped create markets for farm products. A team of five scientists under an AID-financed contract with Washington State University currently is engaged in assisting the Ministry of Agriculture in solving agricultural production problems and improving extension services."

Although valley farmers have made progress, their standard of living still ranks lower than the Jordanian national average, he adds.

"To help improve the farmers' lives, AID has provided \$29 million in loans and grants for village development projects over the past 10 years," Gower says. Those projects include construction of 74 schools, 17 health clinics that provide a full range of medical, maternal and child health services, construction of 350 houses and provision of housing mortgage funds that enable applicants to buy and/or improve their houses. The village development projects also include construction of 11 small government administration buildings and the construction or repair of 80 miles of village streets.

In addition, in 1972 Jordan's National Planning Council and an AID team reviewed a Regional Integrated Development Plan for the



The 66-mile-long East Ghor Canal, built with AID assistance, enables farmers in the Jordan Valley to produce about 70% of the country's fruits and vegetables.

valley. The three-year plan (1973-1975) began development aimed at increasing the irrigated lands of the valley to 36,000 hectares (90,000 acres) and providing social services for a population expected to reach 150,000 in the near future.

The plan grouped the valley population into 36 villages with full social services, including schools, hospitals, clinics, telecommunications, drinking water, electricity and community centers.

"We could not have done this without U.S. technical and financial assistance," Natur says. "Later we had the help of many other donors, including West Germany, the Kuwaiti Fund, the World Bank, the International Development Association, Italy, the Abu Dhabi Fund and others. But it was the pioneering efforts and support of the United States that made it all possible."

Gower notes that while public and donor funds were necessary to cover the heavy economic and social infrastructure costs and to encourage

valley development, "in the end it was the farmers and agribusinesses that made it all work.

"For every dollar of public investment, private sources have invested \$6-7. It was necessary for the government to demonstrate first that it was committed to making the valley a thriving enterprise. Once the farmers and agribusinesses were assured on this point, the private investment followed and valley development took off."

Farmers benefiting from the East Ghor Canal include 65-year-old Mohammad Khader and his 40-year-old son, Ali. They work on a large citrus orchard near Deir Alla.

"Before the canal, the price of land was low," Khader says. "When the water came, the price of land multiplied 200 times. But the canal is good. It has changed our lives for the better."

Metelsky is director of press relations, Bureau for External Affairs.

CABEI Project Funded

AID has contributed \$50 million to the Central American Bank for Economic Integration (CABEI) as part of a total financial package of \$103.4 million to improve bank management capacities, develop private enterprise and improve regional infrastructure.

Administrator Peter McPherson said the assistance "reflects our faith in CABEI at a time when resources are sorely needed to reactivate Central American economies." AID's participation in the project responds to a Kissinger Commission recommendation, endorsed in President Reagan's Central America Initiative.

The project aims to strengthen CABEI's private sector development program by expanding agribusiness lending, improve the bank's organizational structure through training

and technical assistance and finance infrastructure improvements to support industrial and agricultural development.

For 25 years, CABEI has been promoting economic development in Central America. It has loaned more than \$1.7 billion to governments and the private sector to provide agribusiness credit and to assist in projects such as a regional highway system, electrical grids between countries and tourist promotion.

"CABEI hopes to channel \$1 billion in new investment into Central America in the next four years," McPherson said, "and we applaud these initiatives. AID's contribution is the largest and one of the first in a joint international effort to use CABEI to funnel resources to the region."

Food Day Highlights

From page 1, column 3

ment's—they will treat as a resource. Reaching for their own future is fundamental to these people—that is the energy we must harness to help Africa."

McPherson discussed agricultural pricing policy as a key to increased production. Transfer of technology, particularly to improve agricultural extension programs, also was emphasized. Other areas of concern to long-term development, he said, include limiting population growth, expanding health care programs such as oral rehydration therapy and immunization, improving infrastructure systems such as feeder roads, and protecting environmental resources.

The Administrator explained that the awards presentation, which is scheduled to coincide with the international observance of World Food Day, has a twofold purpose—"to honor people and institutions that have made a significant contribution to the alleviation of world hunger and to help fulfill the objective of promoting greater public understanding of the problem of hunger and its solution."

Presidential certificates were presented to award winners by Deputy

"The situation in Africa has been not a crisis of drought but a crisis of development."

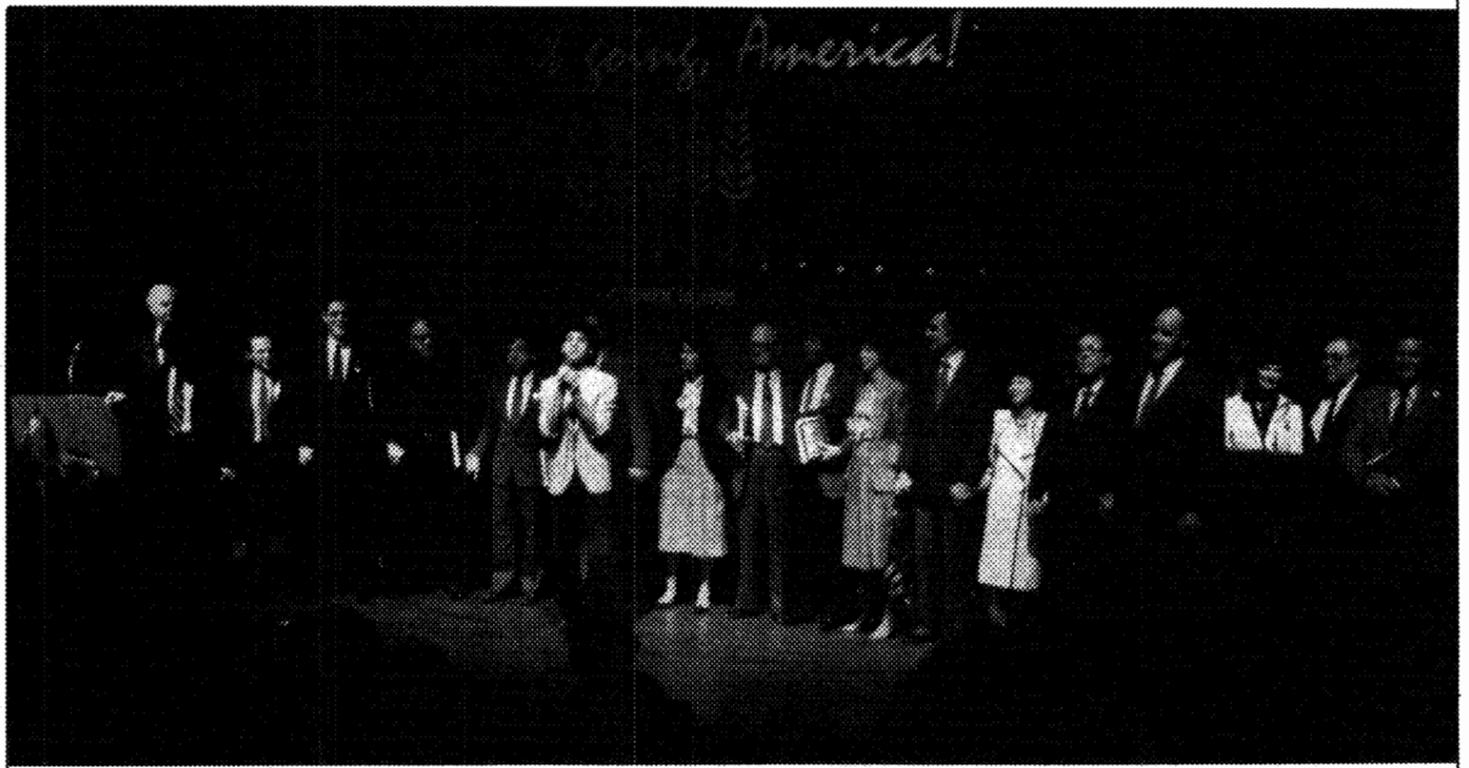
Administrator Jay F. Morris at a ceremony that alternated award presentations with a three-part multimedia video presentation on the African crisis: *Where We Were, What We Did in Response* and *Where Do We Go Now?* Comedian Harvey Korman was master of ceremonies.

In his opening remarks, Morris expressed the Agency's approach to the problem of world hunger. "The most exciting thing about the crusade against hunger isn't just that it is a great or noble undertaking, but that we are winning," he said.

In accepting the Educator/Scientist Award, Norman Borlaug, known as the "father of the Green Revolution," noted, "There were those who said when we began work in India back in the early-60s that it was a hopeless case. Yet India is now self-sufficient in wheat and rice production. It is now time to have a similar revolution in Africa in sorghum and maize production, the two basic crops of the African people."

Borlaug won the Nobel Peace Prize in 1970 for his success in improving wheat yields in India and Mexico. He is a plant geneticist and distinguished professor of international agriculture at Texas A&M University.

Accepting the Corporate Award



The Presidential World Without Hunger Awards ceremony concludes with the singing of "We Are the World."

for Land O' Lakes, Inc. were Ralph Hofstad, president and chief executive officer, and LaVern Freeh, vice president for international development and government affairs. In 1980 the corporation committed itself to assisting developing nations through its expertise in food and agricultural technology and management techniques.

"We accept this award," said Hofstad, "not only in recognition of the things we have been able to accomplish, but more importantly in terms of the commitment we have made to continue this effort until there is no more world hunger."

Sen. John Danforth (R-Mo.) was presented the Government/Legislative Award for his efforts in bringing the issue of world hunger to public attention. Noting the extraordinary response of Americans to the African famine, he said, "When the problem of hunger is called to the attention of the American people, they know what to do. A role for all of us is to continue to raise the visibility of this issue."

Singer and composer John Denver received the Celebrity Award for his long-standing commitment to ending hunger. Denver is a founder and board member of the Hunger Project and served on the 1980 Presidential Commission on World Hunger; he also serves on the Advisory Council of Save the Children.

Denver pointed out, "No one used to want to talk about hunger. Now wherever I go in the world, even in the Soviet Union, people want to know what's happening with the Hunger Project, Live Aid, Band Aid—an incredibly exciting change is taking place all over the world."

CARE (Cooperative for American Relief Everywhere), winner of the Private and Voluntary Organization Award, has played a principal role in emergency relief and long-term development for almost 40 years. With programs in 35 countries, its efforts have benefited 40 million people worldwide, including six million in 17 African countries.

Philip Johnston, executive director, said, "Collectively, it takes all of us—the donors, the voluntary organizations and the beneficiaries—to

make a worthwhile intervention in the quality of life."

The award for Outstanding Individual Achievement was presented to Bradford Morse, administrator of the U.N. Development Program and director of the U.N. Office for Emergency Operations in Africa.

As head of the U.N. famine relief effort, Morse, in just four months, compiled a comprehensive estimate of Africa's needs, organized a 125-nation world conference that mobilized international response, distributed \$1 billion in aid to Africa and helped overcome critical bottlenecks at key African ports. For nearly a decade, the former congressman from Massachusetts has directed U.N. efforts to improve production, processing, storage, marketing and distribution of food in developing nations.

Morse pointed out that the drought is not a recent phenomenon but has been going on for many years. He said, "We must recognize that the situation in Africa these last years has been not a crisis of drought but a crisis of development."

The ceremony concluded with special award presentations to USA for Africa, Live Aid Foundation and Band Aid Trust. Presenting the awards on behalf of the President, the Administrator said, "This past year, the issue of ending hunger in Africa and throughout the world has really broken loose. We have seen people singing about the end of hunger, and

1.5 billion people watched this issue take on an added dimension as it became the focus of an unprecedented worldwide rock and roll TV concert."

Contrasting his trip to Africa in late August with what he had seen in the feeding camps in November 1984, McPherson said, "Children who before had been lifeless now were laughing. Life was better for so many. Clearly, the war has not been won, but we've won many battles."

The award winners were honored at a fund-raising luncheon for the End Hunger Network following the ceremony. Senate Majority Leader Robert Dole (R-Kan.), Sen. Richard Lugar (R-Ind.), House Speaker Thomas O'Neill, Jr. (D-Mass.) and Rep. Dante Fascell (D-Fla.) served as honorary co-hosts. The luncheon was sponsored by Philip Morris Companies Inc. Later in the day, the Administrator hosted a reception for the award recipients at the State Department.

In other World Food Day activities, McPherson spoke at the Department of Agriculture's annual patio ceremony and also participated on a panel of food and agriculture experts for a national satellite teleconference that was sponsored by the National Committee for World Food Day.

Chase is assistant editor of Front Lines.

Deadline for Health Plan Near

The deadline for the Open Season of the Federal Employees Health Benefits Program is Dec. 6.

Open Season is the annual opportunity for employees to join a health program or to change their coverage.

This year, AID employees have been invited to attend the Arms Control and Disarmament Agency (ACDA) Health Fair. Representa-

tives from various health plans will be available to answer questions Nov. 19 from 11 a.m. to 1 p.m. in the ACDA-AID reception area on the fifth floor of the State Department.

Because the benefits program includes a variety of health plans that take very different approaches to health care coverage, employees are urged to review the 1986 Enrollment Information Guide and Plan Comparison Chart as well as official brochures for specific plans.

Those who want to enroll or change their current coverage must file a Health Benefits Registration Form (standard form 2809) with the personnel office.

MISSION OF THE MONTH

AID in Guatemala

by Judy Van Rest

One cool, rainy day in August, an event took place that would profoundly affect the lives of the nearly 1,200 inhabitants of Santa Ana, a poor rural Indian community nestled in the mountainous north-west district of Momostenango, Guatemala. On that day, the townspeople crowded into the muddy village square against a backdrop of marimba music, colorful decorations draped and fluttering from the town-hall roof, and scents of vegetable soup and warm tortillas wafting through the damp, woody air.

The citizens of Santa Ana were there to see the president of the community's electrification committee throw the switch that would burst into an exciting display of flashing lights and loud blasts from a siren. They came to witness the introduction of electricity into their lives.

Santa Ana may seem light-years away from towns in developed countries, but compared to other villages in the densely populated Highland area of Guatemala, it is well-advanced. Its citizens have access to a health clinic and a bilingual school for their children. A water and sanitation project nearing completion will provide running water and latrines for the community. Electricity will lighten not only household burdens, but also will allow the town's growing sportswear apparel industry to progress from treadle to electrically-operated sewing machines.

What is occurring in Santa Ana exemplifies the efforts of AID's mission in Guatemala to help the Guatemalans, particularly the Highland Indians, improve their standard of living for both the present and future.

However, for every village like Santa Ana making slow but steady progress into the modern world, hundreds of other small Guatemalan communities exist without access to roads, schools, health care, potable water or communication with the outside world.

Guatemala is known for its rich Mayan and Spanish culture, lush mountains and valleys, awesome volcanoes and the bright, multicolored garb of its Indian people. However, this country of considerable natural resources and economic potential is in the midst of a gripping economic crisis, plagued by a severe imbalance of income distribution and resource ownership and, especially among the Indian population, extreme poverty.

Economic Strategy

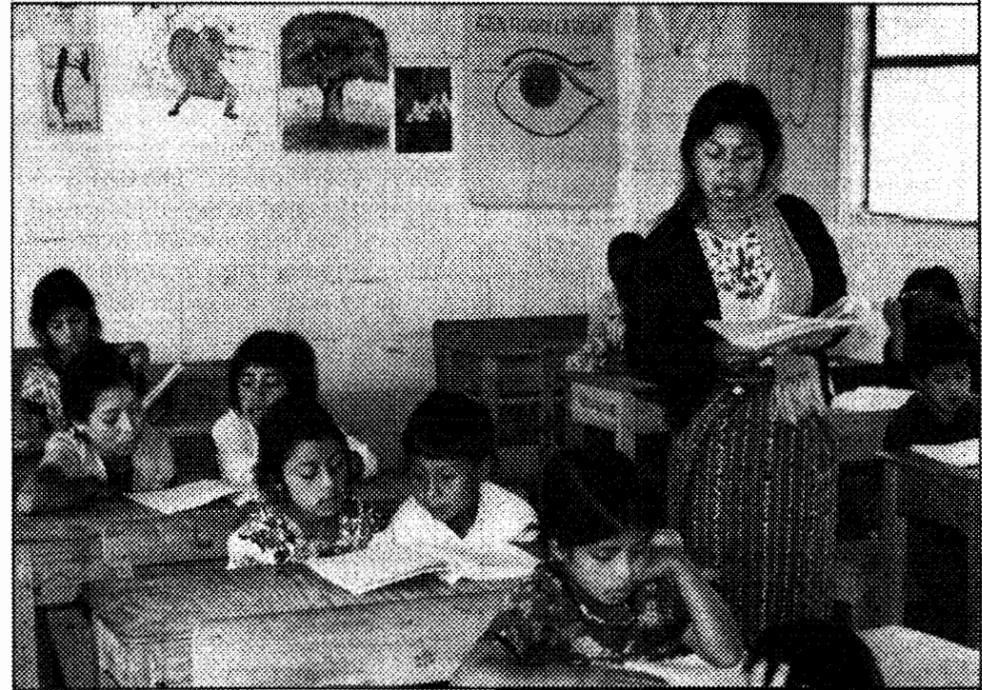
Since the late 1970s, the nation has been in an economic decline for a variety of reasons: high world oil prices; low market prices for traditional agricultural exports of sugar, cotton and coffee; stagnation of trade with neighboring Central American countries caused by their respective balance-of-payments difficulties; reduction of foreign investment and bank credit due to instability in the region and internal strife. Foreign exchange reserves have been depleted as the country faces a heavy debt-service burden and rising inflation.

To complicate the economic situation further, Guatemala, the most populous of the six Central American republics, is growing at an annual rate of 3.1%. About half of its eight million people are descendants of Maya Indians and two-thirds live in the rural Highland area. The Highland Indians occupy the lowest socioeconomic strata. The isolation of their communities due to difficulty in traversing the mountainous terrain has maintained distinct Indian societies in which few speak or understand Spanish—the country's official language. This language barrier has limited educational opportunities for the Highland Indians, thus preventing them from fully participating in the economic, social and political mainstream of Guatemalan life.

"The real guts of our program is a long-term development assistance effort with very strong emphasis on a rural development program in the Highland area where it will have the greatest impact," says Chuck Costello, mission director. "Our program is grassroots-oriented, hands-on development in a way we believe will achieve growth with equity by reaching the rural poor."

AID's strategy aims at achieving economic growth through balance-of-payments support and increasing rural incomes and productivity.

The mission's efforts coordinate with those of the Guatemalan government which has given prior-



AID plays an active role in helping the government provide bilingual education for the Highland Indians. About half of Guatemala's eight million people are descendants of Maya Indians.

ity to economic progress for the nation, with an emphasis on the rural poor. "The government has been fully cooperative and supportive of the AID program," says Peter Kolar, deputy mission director. One example of this cooperation is the bilingual education program for the largely non-Spanish-speaking Indian population.

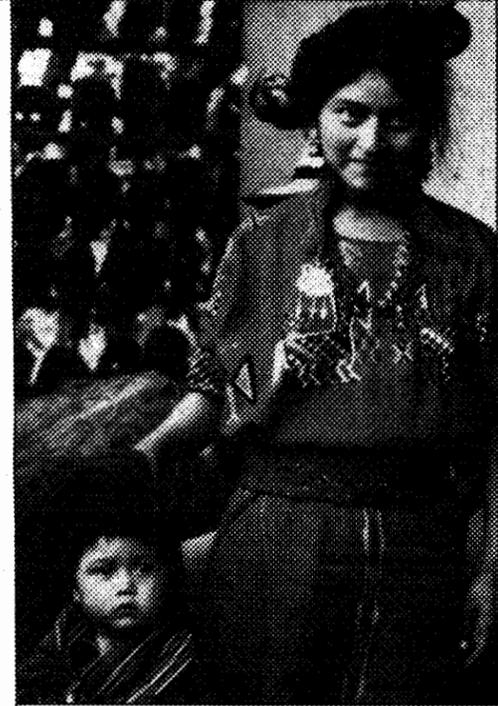
AID played an active role in helping the government develop the program and in the policy dialogue that led to bilingual education becoming law and being included in the new Constitution approved on May 31. "Through policy dialogue, AID helped convince the government that the legalization of bilingual education was perhaps the most basic step toward including the Indian in Guatemalan society," Kolar explains.

Private Sector

The government also has taken steps recently to enhance the operation of the country's traditionally dynamic private sector. For example, following the eruption of the current economic crisis early this year, a national dialogue was encouraged among government leaders, the private sector, labor unions, cooperatives and universities to address the economic situation. These efforts have helped define possible economic stabilization measures, according to Costello.

Kolar also points out that with AID assistance Guatemala's private sector has begun to contribute to the country's development progress. For example, the \$12.5 million Agribusiness Development project has been channeled entirely through the private sector. A \$1.5 million project is helping Guatemalan business leaders become more aware of their role in development by directly involving them in selected projects.

According to Costello, one integral facet of the mission's program is improved educational opportunities for the Highland Indians. "Of the 23 dialects, there are four sepa-



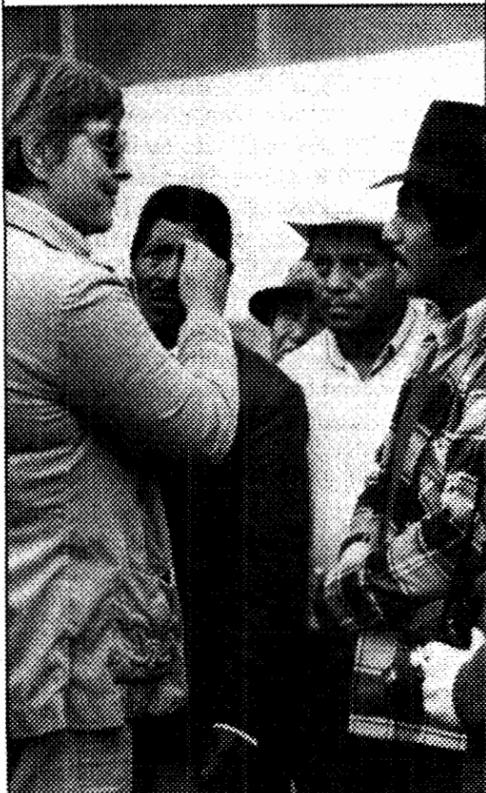
rate, major language groups in the Indian population," he says. "In a country in which Spanish is the official language, bilingual education is important for building on the future to allow the Indians to compete in modern society yet preserve their culture," he says.

As early as the 1930s, the Guatemalan government attempted to include Indian children in education programs. A preschool year was offered to prepare them for an all-Spanish curriculum that would start in the first grade. However, since most teachers did not speak or understand the Indian dialects, the program met with limited success.

The Ministry of Education introduced "bilingual castellanization" in 1965, providing Indian instructors who had mastered Spanish and had completed a sixth-grade education. These instructors taught oral Spanish as well as basic reading and writing in the native language at the preschool level. The program was an improvement over the earlier system, but dropout and failure rates remained high with the majority of Indian students leaving school within the first two years.

In 1980, a \$1.9 million bilingual education pilot project opened the door to the future by initiating classes in both Spanish and the four major Indian languages for preschool and grades 1-3 (the 4th grade was added when the project's success became evident).

(continued on page 10)



Clara Carr, deputy program officer, and residents of Santa Ana discuss how electricity will change villagers' lives.

Guatemala

From page 9, column 4

With AID assistance, the Ministry of Education hired an all-Indian team to prepare a curriculum in the four major Indian languages, all of which had been alphabetized in the 1940s. The pilot project reached some 5,000 Indian students in 40 rural primary schools. The result was increased student enrollment and achievement levels and a decrease in the dropout rate.

A milestone was reached in December 1984 with the legalization of bilingual education. At that time, AID and the government pledged \$12 million and \$24 million, respectively, to expand the program from 40 to 400 elementary schools nationwide, providing a sixth-grade education for 40% of the country's enrolled Indian students. The World Bank also is contributing \$1 million for textbooks, and the Inter-American Development Bank is helping to build rural primary schools.

The mission is very enthusiastic about the success of the Central America Peace Scholarships Program (CAPS)—AID's recent effort to give Central Americans the chance to receive academic and skills training in the United States.

By the end of December, nearly 700 Guatemalans will have received short-term training in health care, small business and agribusiness, and bilingual education; 28 are receiving long-term training in advanced education, public health, pediatrics, renewable energy resources, international law, and agricultural management and development, according to Elvira Saenz de Tejada, the mission's training officer. About 70% of the scholarship recipients are from rural areas, more than half are Indian, and more than half are women. "Scholarship recipients are leaders of their community," says Saenz de Tejada. "In many cases, their involvement means the first time to travel to the city, much less

to the United States." When they return, the recipients will benefit not only from their training, but also will share their knowledge to help their communities.

"This is a tremendous success story," Costello says. "The CAPS program has had an incredible spread effect. It has been met with overwhelming acceptance by the Indians. For many, participation in the CAPS program has meant the first opportunity to be treated on equal terms as part of the national community."

Agricultural Sector

In the Highland region, 46% of the country's population produces 35% of the country's food on about 19% of the arable land. Over half of all the farms in Guatemala consist of 1.4 hectares or less.

Because Guatemala's economy relies so heavily on the development of the agricultural sector that provides the larger share of the work force and 60% of exports, AID has a wide range of activities to bolster the development of the small farmer.

"Our program serves the twin goals of economic growth and social justice," Costello notes. "The emphasis is on small farmer agricultural development for production of high-value, non-traditional crops targeted to export markets. A number of activities have been initiated in support of that program— farm-to-market roads, rural electrification, rural small business, rural water and sanitation.

"We are increasing involvement with the private sector to develop the farm-to-market linkage, crop diversification and private agricultural business credit for financing export activities," he adds. "The idea is to offer, at the farm level, technical assistance, credit, roads and electricity to allow the farmers to produce and to assure them a steady market with the private sector."

According to Harry Wing, chief of the Office of Rural Development, the office's strategy for improving the incomes and productivity of the rural population includes increased agricultural production, greater rural employment, improved marketing of agricultural products, more efficient farm organizations and expanded rural infrastructure.

In the area of agricultural production, the office is concentrating on resource conservation and use (soil terracing and reforestation); crop diversification of fruits and vegetables through adaptive research and extension services; small-scale irrigation systems; production credit for non-traditional crops; and more intensive land use.

Through the Small Farmer Diversification project, a team of resident U.S. Department of Agriculture technicians is working closely with individual Guatemalan counterparts and agencies to share research and extension experience with the Institute of Agricultural Science and Technology (ICTA), the public sector research organization, and the General Directorate of Agricultural Extension (DIGESA) and the General Directorate of Livestock



Residents of Churuneles are benefiting from an AID-financed potable water system.

Extension (DIGESEPE), the public sector extension services. Coupled with the National Agricultural Development Bank (BANDESA) that provides credit to farmers, the project provides an integrated systems approach to small farmer development.

Under a pilot Commercial Land Market project with the Penny Foundation, a local private and voluntary organization, AID is providing long-term credit to help small farmers purchase arable land. The purpose of the project is to encourage a more equitable distribution of arable land through the free market mechanism. Funds are being provided to establish a mortgage guarantee program and to assist the new owners in planning and modernizing their production.

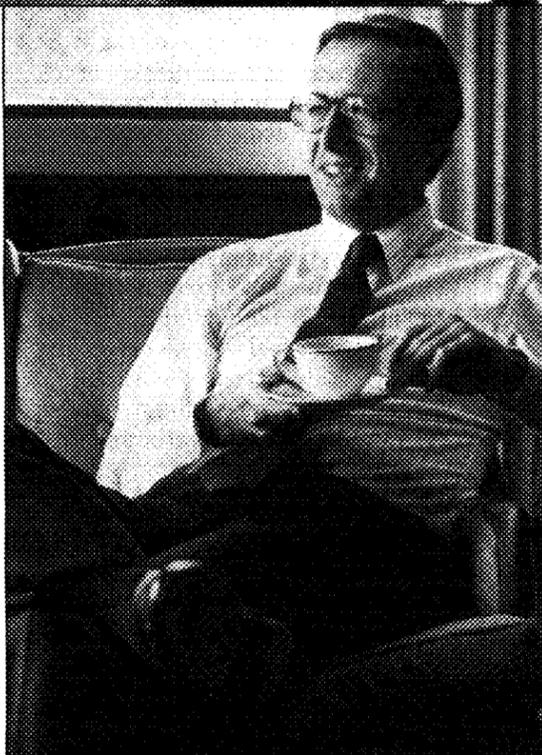
Based on the project's favorable results to date (seven farms transferred to more than 300 small farmers producing a variety of crops), the mission is proposing a \$10 million follow-on commercial land market project for 1986 to continue private sector participation in buying and selling agricultural land for the benefit of the small farmer target group.

"In the extremely sensitive area of land concentration, this is an important voluntary intervention led by the private sector that can peacefully help in a restructuring of land ownership," says Wing.

Marketing Sector

In the marketing area, through the Small Farmer Marketing project, the mission's efforts are focused on providing investment capital for processing non-traditional fruit and vegetable crops through cooperatives (collection centers for product grading, trimming, cooling and packing) and through individual entrepreneurs (freezing plants).

The mission is working with BANDESA, private banks and finance companies to provide working capital to buy, store and transport



"We have a good, strong mission that pulls together and works well together," says Chuck Costello, mission director.

fresh and frozen produce. Based on the initial success, the Agribusiness Development project is being directed through the private sector to make the effort even more effective.

In addition to providing investment and working capital to individual entrepreneurs through the private banking system and to farmer cooperatives through BANDESA, the project has contracted with the National Cooperative Business Association, a U.S.-based private and voluntary organization, to provide technical assistance for improving the management and marketing skills of small farmer cooperatives producing for export.

Funds also are being provided to the Guild of Non-Traditional Product Exporters, a private local organization, to act as a center for computerized marketing information and export and investment promotion advice.

Mission projects are designed to be labor-intensive whenever possible. "Increased rural employment is achieved in most of the office's projects because of their labor-intensive



Gary Vaughn, (left) project development officer, and Ed Baker, chief of the Project Development and Support Office, plan a small- and medium-enterprise development project.

nature," Wing explains. "Thus, soil conservation and reforestation use otherwise unoccupied farm labor to build and maintain terraces and plant trees, while diversified crop production, especially vegetables, employs family labor much more intensely in the production, harvesting and preparation of the product for market."

The mission places the rural access roads program high on the priority list, according to Ed Baker, chief of the Project Development and Support Office. AID's rural roads project gives farm families access to markets and farm supplies, schools, health clinics and other services.

"Our rural roads program is very popular with the rural population," Baker explains, "not only because of the road access but because the program is labor-intensive and provides employment for members of the community. Guatemalan communities have been very successful in organizing labor crews for construction; consequently, rural access roads projects have exceeded initial goals."

To date, approximately 506 kilometers of rural access roads have been built with AID assistance. The current Farm-to-Market Access Roads project will build and rehabilitate another 800 kilometers. This \$10 million effort will provide more than 150,000 rural inhabitants with roads to market centers, providing incentives to produce higher value cash crops. It also will offer participating farmers off-season and off-farm employment during the construction and maintenance of the roads. In addition, AID is helping the Guatemalan government set up a permanent rural access road maintenance program.

Water Needs

Access to water is not only important to a community's economic progress, but it is critical to the health of community members. In the rural areas of Guatemala, less than 24% of the communities have access to potable water. Children in

particular suffer from the unavailability of clean water — those under five years of age account for 50% of all deaths in Guatemala. The infant mortality rate in the rural areas is more than twice the national average, 150-200/1000 births. Water- and sanitation-related diseases rank in the top three causes for illness and death in the rural areas.

Due to the demand for new water systems, AID's project to provide potable water systems and latrines will be expanded throughout the western Highland. By the project's completion, a total of 135 water systems will be installed, some 8,500 homes will have running water and 10,000 latrines will have been built. Communities not only help build and maintain the systems, but they also receive instruction in basic health practices.

To address the high infant mortality rate, the mission and the government recently agreed to a joint immunization program which will vaccinate more than 80% of the rural children against polio, measles, tuberculosis, diphtheria, whooping cough and tetanus.

The Immunization/Child Survival project will be carried out through a process called "channeling" in which the Ministry of Health identifies on a house-to-house basis those in need of vaccination. This system will provide the extra benefit of identifying and treating other illnesses that otherwise might not receive attention. The mission also is developing an oral rehydration project that will complement the immunization effort.

Electrification, combined with other infrastructure, can achieve many benefits for the rural poor. On the psychological level, electricity brings to the community a general feeling that development is reaching them, that now "our village is like the city," says Roberto Figueroa, mission engineer.

The Rural Electrification project, coordinated with INDE, the National Institute of Electrification, is helping small communities such as Santa Ana improve their standard of living and increase rural productivity



Discussing final details of the Immunization/Child Survival project are (from left) Dr. Jorge Chan, mission public health adviser, Gustavo Leal, project design officer, Peter Kolar, deputy mission director, and Dr. Ramiro Rivera, minister of public health.

and incomes through the use of electricity. The project is installing 70,000 household connections in more than 600 villages throughout Guatemala and is expected to be completed by mid-1986.

Mission Life

The Guatemalan countryside is beautiful, and mission staff sometimes take advantage of organized tours such as a moonlight cruise on Lake Peten Itza, where great temple ruins of the ancient Mayan culture still dominate the skyline, or spend a relaxing weekend at Rio Dulce, a lovely river resort near Belize.

An outing to the ancient capital city of Antigua is only 45 minutes away. The city was built in 1543 after the Vulcan de Agua (water volcano) erupted in 1541 and released the waters of a lagoon in its crater, flooding the then capital city of Ciudad Vieja. There, in the shadow of the majestic volcano, one can view buildings dating back to colonial times and shop the marketplace AID helped reconstruct after the 1976 earthquake.

Today's capital, Guatemala City, is a sophisticated metropolis with good restaurants and up-to-date apparel shops. It also offers mission staff many activities for the family.

For the health-conscious, aerobics, running or jogging is "in" — a race is held practically every weekend, and two marathons are sponsored each year. Climbing volcanoes is a favorite hobby.

Cabana clubs also are very popular. The major hotels in Guatemala City offer facilities such as pools, health clubs and tennis courts for a reasonable monthly fee. Excellent golf courses and private clubs offer special memberships to diplomatic families. The American Society offers all people who speak English, regardless of nationality, monthly get-togethers and involvement in social projects benefiting the disadvantaged and poor. Several mission families also participate in the community theatre.

Many of the mission children attend the Mayan School. It has a

total enrollment of 350 students in kindergarten through grade 12 and offers a well-rounded academic program.

Jobs for spouses are scarce. Some find employment teaching, and others take advantage of occasional personal service contracts with the mission.

"There also are those occasional opportunities for mission wives to become involved in voluntary activities," says Pilar Kolar, wife of the deputy mission director. "Working with the Indian widows of Chichoy who are rebuilding their lives after insurgents killed the men of their villages is one example of how several mission wives have spent rewarding hours."

Through the American Women's Association, mission wives donated money and purchased yarn for the widows to make blouses, tablecloths, napkins and other items of Indian designs to sell. The widows receive the yarn free and keep the money they earn.

"Some of the widows qualified for and were included in one of the earliest groups of CAPS representatives," says Kolar. She explains that the women attended a short-term business accounting course in the summer and now are applying what they've learned to their small artisan businesses. "I assisted these women during their training in Florida," she says, "and am now even more convinced of the worthiness of this program."

"We have a good, strong mission that pulls together and works well together," says Costello. "There is a lot of motivation and a high level of participation in our program, especially on the part of the Indians," he continues. "Guatemalans seem to have faith in the country's future despite its dire economic straits. They are hardworking people who have very strongly expressed hopes for a better future. I am convinced that we can make, are making and will make a difference."

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

Pat Baker, contract writer for the mission, contributed to this article.



Cooperatives are an important link in marketing non-traditional fruits and vegetables grown by Guatemalan small farmers for export.

AID Strategy Booklet Available

AID's ultimate goal is a world in which economic growth and development are self-sustaining and the extremes of poverty have been eliminated, as stated in *Blueprint for Development: The Strategic Plan of the Agency for International Development*.

First printed in June, the document identifies five development problems for Agency focus, AID's objectives with respect to those problems and specific steps AID will take in carrying out its strategy of helping poor people help themselves. The strategy statement sets the framework used by missions to develop their country programs.

Blueprint for Development was prepared by the Bureau for Program and Policy Coordination and may be obtained by contacting Jerome Segal, room 3841 NS, 632-3166.

Apply Now for 1986-87 Scholarships

Dependents of foreign service personnel are eligible for two scholarship programs sponsored annually by the American Foreign Service Association (AFSA) and the Association of American Foreign Service Women.

Students who wish to be considered for the 1986-87 academic year scholarships are urged to apply now. Selections are based on academic excellence and leadership qualities.

To request an application for either program, write to Dawn Cuthell, Scholarship Programs Administrator, AFSA, 2101 E Street, N.W., Washington, D.C. 20037. Requests must include the qualifying foreign service agency.

Deadline for receipt by AFSA of completed applications is Feb. 15, 1986.

AID BRIEFS



At the Oct. 25 kickoff for AID's 1985 Combined Federal Campaign, Executive Director Frank Marchand (left) presents a plaque to Administrator McPherson for his leadership and support of the annual federal fund-raising effort. Also pictured is Tom Rollis, vice chairman of the Agency campaign.

Melaven Heads Rwanda Post

Emerson Melaven, a career foreign service officer with 25 years of experience in the field of international economic development, was sworn in as the new AID representative to Rwanda on Oct. 15.

The AID economic assistance program in Rwanda emphasizes improvement of farming systems, maternal and child health, natural resource management and the growth of small and medium enterprises.

Melaven has been posted with the AID mission in Burkina Faso for the past five years, first serving as deputy director, then as mission director for the last three years. His last Washington assignment was

director of AID's Office of Caribbean Affairs.

Melaven earned undergraduate degrees in political science at the University of Vermont and at Brown University and a master's degree in public administration at the Maxwell School, Syracuse University. He is also a graduate of the National War College.

IN MEMORIAM

Phyllisann Craig

AID employee Phyllisann H. Craig, 45, died of cancer Oct. 11. She was a secretary stenographer in the Office of Development Planning, Africa Bureau.

Craig began her career with the Agency in 1969 and since 1971 had worked in the Africa Bureau. Prior government service included the Office of Economic Opportunity, the Department of Health, Education and Welfare and the Department of Labor.

She is survived by her mother and three children.

Russell Hale

Russell L. Hale, 60, retired AID controller, died Oct. 1 of pneumonia.

Hale served in Pakistan, Turkey, Guatemala and Chile during his 13-year career with AID.

Expressions of sympathy may be sent to his wife, Mrs. R. L. Hale, P.O. Box 615, Chino Valley, Ariz. 86323.

Agency Reprograms UNFPA Funds

AID will reprogram \$10 million in family planning funds to provide a variety of services in developing countries in Africa, the Near East and Latin America and the Caribbean, announced Administrator Peter McPherson on Sept. 25.

"Our concern," McPherson stated, "was that, as originally programmed, these funds might be used contrary to AID policy, law or congressional intent by the U.N. Fund for Population Activities (UNFPA) in the People's Republic of China."

The reprogramming followed enactment of fiscal 1985 supplemental appropriations containing a specific prohibition on U.S. funding of any organization that "supports or participates in the management of a program of coercive abortion or involuntary sterilization."

McPherson noted that in the congressional report accompanying the legislation, the prohibition extended to "providing assistance for the collection and analysis of demographic information, training of population program managers and support for population public information systems in a country that includes coerced abortion or involuntary sterilization."

Legal advisers to AID and the State Department indicated that assistance might be provided to UNFPA in fiscal 1986 if the China program does, in fact, punish abuses and thereby prevents coercive abortion and involuntary sterilization or if UNFPA were to radically change its assistance to the China program and, consistent with the legislation, not "support or participate in the management of a program of coercive abortion or involuntary sterilization."

The \$10 million was initially withheld from UNFPA on March 30 when AID provided \$36 million of the \$46 million originally earmarked to that agency for fiscal 1985. Congress then enacted prohibitions on funding in the supplemental appropriations bill, signed by President Reagan in August.

According to McPherson, "AID's strategic plan hopes to provide at least 80% of the people in developing countries with access to a comprehensive range of family planning methods."

Anthony Kranaskas

AID retiree Anthony J. Kranaskas died July 15 in Asuncion, Paraguay, from complications following surgery. He was 76.

Kranaskas began his foreign service career in 1942. His 31 years with the Agency and its predecessor organizations included assignments in Uruguay, Bolivia, Panama, Cambodia, Colombia and Paraguay. At the latter two posts, he managed major health and sanitation programs for AID.

After his retirement, Kranaskas remained in Paraguay.



Deputy Administrator Jay F. Morris (center) congratulates Morrison & Knudson Vice President William Goodrick on the successful completion of the Point Salines Airport in Grenada. The AID-financed construction, using local labor, was finished ahead of schedule and under budget. Also present to accept the Agency Certificate of Appreciation was the company's project manager, Duane Buckert.

Mission's Experience Can Help Others

At 11:20 a.m. on July 27 the capital of Uganda, Kampala, was rocked with heavy weapons fire. This was the beginning of a coup that resulted in the installation of a military head of state.

In the process, many U.S. mission personnel learned valuable lessons for coping with an emergency that could have required confinement to quarters for an extended period of time.

According to Mission Director Irvin Coker, "The entire U.S. mission community in Kampala anticipated trouble about four weeks before the event without knowing exactly what to expect.

"We were prepared for an emergency of some sort and had gone through an updating exercise of the Emergency Evacuation Plan, checked out two-way radios, allocated C-rations to households and advised mission personnel to store water, gasoline and food.

"Because of the degree of insecurity in Kampala, we installed security grilles in the USAID building and in all residences, including contractors'. We also constructed a 'safe-haven' area in each house with the ability to use the two-way radio from the area," he continues.

"This advance preparation provided us with a stronger sense of protection than otherwise would have been possible."

To help other missions that may face a similar experience, the Uganda mission staff compiled the following check list to be used in preparing for an emergency situation:

FOR RESIDENCES

- Store water in storage containers at all times
- Run water in bathtubs once an emergency has occurred
- Store gasoline, at least five gallons, in a safe, secured area outside the house
- Be an active participant in the post warden and weekly radio check programs
- Monitor the radio net often to ensure that your radio is operational
- Store at least three cartons of C-rations where they can be easily found
- Keep your vehicles filled with gasoline, and never let the tank get below half full
- Keep small and medium size American flags on hand for placing on your vehicle and house
- If your stove is electric, be sure to have a butane cooking stove for a backup when power outages occur
- Flashlights and plenty of batteries are a must, as well as candles and matches
- If you are lucky enough to have a telephone, try to keep it in operating condition. It might be the mission's only link to the outside world, and it is useful for internal communication when the radio is not functioning
- Keep valuable papers in one place for easy retrieval, including passports, immunization cards and valid visas for neighboring countries

- Keep a current inventory of household effects, and a list of clothing that can be taken in one suitcase

FOR THE OFFICE

- An effective access control/forced entry denial system is a must
- All windows should be secured with adequate size steel bars to discourage the use of heavy duty wire cutters
- A safehaven area for all staff is a must
- A regular stove, butane burner and water filters are necessary since water will need to be boiled
- Enough cartons of C-rations to sustain the staff for up to a week
- No less than three large American flags on hand to be hung at strategic locations on the building(s)
- Smaller flags for each mission vehicle
- At least two mobile two-way radios with two backups and spare parts are essential
- A single sideband radio would be helpful to communicate with up-country mission locations as well as other surrounding countries
- Telephones should be kept operational to enable the Department Control Room to communicate directly with personnel in affected areas
- A condensed version of the Emergency Evacuation Plan should be available, and everyone, including contract personnel, should be familiar with it

"In spite of the high degree of preparedness of the U.S. mission in Uganda, we still were caught a bit off guard," notes Coker, "but we fared better than we otherwise would have if we had not already taken steps to prepare for an emergency. We were thankful that there were no injuries or harm to persons and properties."

The State Department Office of Security soon will dispatch mobile training teams to foreign service posts to instruct personnel on how to deal with emergency situations. Agency personnel also are urged to attend the "Coping With Violence Abroad" seminar.

FLO Revises DC Notebook

A useful publication for foreign service employees and family members who anticipate an assignment in Washington or who have recently returned from the field is the *Washington Assignment Notebook*.

In addition to providing helpful hints about getting ready for a Washington assignment, it lists resources for information on medical care, housing, schooling, day care, recreation, continuing education, re-entering the job market and other relocation and re-entry concerns.

The newly revised *Washington Assignment Notebook* is available at the Family Liaison Office, room 1212A NS.



CDIE DEVELOPMENT REVIEW

LESSONS ON AGRICULTURAL SERVICES

The Center for Development Information and Evaluation (CDIE) recently finished a series of impact evaluations on AID's experience with agricultural credit, input and marketing projects worldwide. Conclusions came from two perspectives—the service itself and the method by which services were delivered to farmers.

A major conclusion of the analysis of all the agricultural service projects reviewed, whether agricultural credit, input or marketing, is that three conditions must be met for a project to succeed:

- The service must be appropriate to the user.
- The delivery of the service must be compatible and timely to the user.
- The service must result in profit for the user.

Research showed that the absence of any one of these conditions can

and probably will cause a project to fail. The implications are serious because such a wide range of factors is involved, including cultural sensitivity of target recipients, efficiency of service delivery operations, government farm policies and weather.

Though the findings of the agricultural services evaluation series were not considered conclusive, some new ideas surfaced. To increase understanding of the role of indigenous private businesses in closing the distance between public and parastatal institutions and their small farmer clients, CDIE is conducting additional research.

The AID Program Evaluation Report No. 15, Agricultural Credit, Input and Marketing Services: Issues and Lessons from AID Project Experience—An Introductory Review (August 1985), can be obtained from the Editor of ARDA, AID Document and Information Handling Facility, 7222 47th St., Suite 100, Chevy Chase, Md. 20815.



During an Issue-Forum of the Congressional Black Caucus' 15th Legislative Weekend, Administrator McPherson challenged black Americans to "keep the issue of the disastrous African famine before the American public. Public consciousness must remain high if the emergency and long-term development needs of the African people are to be met." Julius Becton, Jr. (far right), director of AID's Office of Foreign Disaster Assistance, also spoke during the legislators' meeting, which focused on "Drought in Africa: The Continuing Crisis and the Black American Response."

PROMOTED

Cynthia Gail Crockett, M/PM/PP, secretary typist
Denise Decker, OFDA/LACA, disaster operations specialist
Edna Fazio, M/FM/CAD/CAF, accounting technician
Patricia Flower, M/PM/PP, management analyst
Alfred Harding, AA/AFR, special assistant
Elida Hickman, AA/LAC, clerk typist
Gudrun Huden, OFDA/LACA, disaster operations specialist
Anne Hunt, GC/EPA, legal technician
Deborah Kennedy, FVA/PVC/P, program analyst
Wanda Lewis, SDB/OD, general business specialist
Yu Chaing Ling, M/FM/ASD, systems accountant
Carla Maged, FVA/PVC/P, program analyst
Lawrence Noble, OFDA/LACA, disaster operations specialist
Mary Quinn, M/SER/IRM/MPS, management analyst
Warrior James Richardson, PPC/EA, economist
Desiree Thompson, S&T/IT/PE, secretary typist
Stephanie Warring, S&T/IT, secretary stenographer

REASSIGNED

Robert Adams, supervisory engineering officer, REDSO/E&S, AFR, to engineering officer, AFR/TR/ENGR
Edmund Aughter, program economic officer, FVA/RPE/PAD, to supervisory economic officer, PPC/PDPR/EP
John Becker, supervisory agricultural development officer, Burkina Faso, to agricultural development officer, COMP/FS/DS
Gretchen Berry, program operations assistant, LAC/DR/EST, to administrative operations assistant, BIFAD/S/ED
Bernadette Bundy, program analyst, AFR/TR/SDP, to social science analyst, PPC/WID
Robert Chamberlain, supervisory general development officer, Sri Lanka, to development coordinator officer, PPC/DC/UN
John Tin Wing Chau, statistician economist, PPC/CDIE/EASA, to financial analyst, AFR/PD/CCWA
Tony Cully, controller, Lesotho, to financial management officer financial analyst, M/FM/LMD
Ronald Curtis, agricultural development officer, COMP/FS, to agricultural economic officer, S&T/AGR/EP
Mary Ann Epley, supervisory personnel officer, M/PM/FSP/AB/P, to personnel officer, COMP/IT/FSSCD
Etta Franklin, administrative operations assistant, AA/ANE, to secretary stenographer, PPC/PB
Barbara Gardner, administrative operations assistant, AFR/MGT/MISR, to space management specialist, M/SER/MO/RM/BM
Charles Gordon, special projects officer, AFR/RA/P-II, to program officer, Burundi
Levonne Harrell, personnel staff-

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

ing specialist recruitment, M/PM/R, to administrative operations specialist, OFDA/OD

Cynthia Hester, clerk typist, M/PM/FSP/AB/SS, to secretary typist, M/SER/CM/CO/PE

Frederick Holmes, agricultural development officer, COMP/FS, to project manager agriculture, COMP/FS/DS

Howard Keller, health/population development officer, Yemen, to population development officer, S&T/POP/IT

Thomas Hudner King, Jr., supervisory rural development officer, El Salvador, to agricultural development officer, LAC/DR/RD

Gloria Kirk, executive assistant, COMP/FS to COMP/T/FSSCD

Kenneth Klemp, supervisory financial management officer budgeting/accounting, M/FM/SSD/PS, to controller, Gambia

Walter Kreutzer, executive officer, M/SER/IRM, to supervisory executive officer, M/SER/MO/RM

Kurt Kunze, inspector, IG/II/IS, to supervisory inspector, IG

Donor Lion, mission director, Pakistan, to deputy assistant administrator, AA/PPC

James Lowenthal, supervisory rural development officer, Niger, to agricultural development officer, ANE/NE/TECH/AD

Jean Meadowcroft, education development officer, S&T/ED/ETC, to project development officer, Nepal

Francesca Nelson, health development officer, Jamaica, to Food for Peace officer, FVA/FFP/II/LAC

Ray Newman, supervisory specialist system analyst, S&T/POP/CPS, to supervisory operating accountant, M/FM/LMD

John O'Donnell, rural development officer, S&T/RD, to supervisory agricultural development officer, Ecuador

David Painter, project development officer, Egypt, to housing/urban development officer, PRE/H/O/NE/AFR

John Pielemeier, deputy mission director, Liberia, to program officer, PPC/PB/C

Mary Reece, secretary stenographer, M/FM/CONT, to administrative operations assistant, IG/SEC/PS

Florence Roach, secretary typist, ANE/NE/TECH/HPN, to secretary stenographer, M/FM/LMD

Julia Robinson, administrative operations assistant, PPC/CDIE, to teller, M/FM/CAD/CAC

Allen Rossi, supervisory inspector, IG, to inspector, IG/II/IS

Michelle Rucker, registration analyst, BIFAD/S/CP, to information analyst, AFR/MGT/MISR

David Rybak, private enterprise officer, Jamaica, to program officer, AFR/SWA/SGM

Virginia Sewell, health development officer, Pakistan, to population development officer, S&T/POP/FPS

Alexanderina Shuler, technical information specialist, S&T/PI, to management analyst, M/PM/PP

Catherine Allen Smith, management analyst, M/SER/IRM/WPS, to support services supervisor, M/SER/MO/CRM

Barbara Thompkins, secretary typist, PPC/WID, to administrative operations assistant, GC

Paul Thorn, supervisory engineering officer, ANE/NE/PD/ENGR, to general engineering adviser, COMP/FS

Thomas Totino, controller, ROCAP/PR, to financial management officer budgeting/accounting, LAC/CONT

Marion Warren, supervisory program officer, PPC/CDIE/PPE, to special projects officer, Somalia

RETIRED

Mary Brandt, S&T/RUR, secretary stenographer, after 7 years

Alfred Buck, S&T/H/CD, medical officer, after 7 years

Madelina Hayes, M/SER/MO/PM/G, visual information specialist, after 24 years

Harry Shropshire, M/FM/LMD, financial management officer, financial analyst, after 20 years

Ronald Davidson, COMP/FS/DS, program officer, after 7 years

Jane Mohan, LAC/DR/RR, program operations specialist, after 23 years

James Wedberg, COMP/Reassign, special projects officer, after 19 years

Number of years are AID service only.

MOVED ON

Jamuna Broadway, Sudan

Pamela Lynne Bryant, XA/PR

Francis Calkins, M/SER/CM/SD/P

Kim Coleman, S&T/POP/IT

Dero Davidson, M/SER/MO/CRM/RM

Carolyn Fletcher, M/PM/R

Janet Hosford, S&T/AGR/RNRM

Julie Littell, M/PM/R

Huey Lee Mays, ANE/ASIA/TR/PHN

Cathy McClain, M/PM/FSP/AB/T

Elaine Murphy, S&T/POP/IT

Victoria Paige, AFR/PD/IPS

Irene Perris, AFR/PD/SWA

Julia Poindexter, PPC/PB/PIA

Charlotte Ponticelli, LEG/CL

Dorothy Quick, ANE/ASIA/TR

Beverly Rockwood, S&T/AGR

John Scales, COMP/FS/DS

Carolyn Washington, S&T/POP/PPD

Conference Centers on EEO Complaint Process

To update their technical knowledge of Equal Employment Opportunity (EEO) laws and procedures and to obtain information that can be used to improve the Agency's EEO and Affirmative Action program, the Office of Equal Opportunity staff attended the Federal Sector EEO/Affirmative Action Annual Training Conference on Sept. 20.

Sponsored by the Equal Employment Opportunity Commission (EEOC), the conference provided a forum for:

- Exchanging information among federal agencies on the current laws, policies and procedures as they develop and are finalized by lead agencies such as EEOC; and,
- Sharing information on federal agencies' success in carrying out EEO program efforts.

The conference focused on improving the EEO complaints process. Workshops were held on contracting for investigations, training EEO counselors, conducting hearings on complaints of discrimination and streamlining the EEO complaint process.

The EEOC conducts similar training programs for state and local governments as well as for companies in the private sector.

NATIONAL HISPANIC HERITAGE WEEK CELEBRATED

By Presidential Proclamation, Sept. 15-21 was designated National Hispanic Heritage Week 1985.

In the proclamation, President Reagan recognized Hispanic-Americans as among the first settlers in the New World. "They came in search of a better life for themselves and their children, and they have helped enrich our country," he said.

Established in 1968 by a joint resolution of Congress, Hispanic Heritage Week is held "in recognition of Hispanic-American contributions and achievements to the enrichment of society."

The opening day ceremony, sponsored by the Washington, D.C. Council of Hispanic Employment Program Managers, was held at the U.S. Government Departmental Auditorium.

Featured speakers included ACTION Director Donna Alvarado and Maj. Sidney Gutierrez, astronaut. The "Ballet Folklorico de Puerto Rico" performed at the ceremony.

The film "The Ballad of Gregorio Cortez" was shown during the week at the State Department.

—Voncile Willingham

PVOs to Coordinate Country Strategies



International private and voluntary organizations (PVOs) working in the health field recently had an opportunity to share ideas and experiences on monitoring and evaluating child survival projects.

A major outcome of the four-day, AID-sponsored workshop, held in Airlie, Va., was a commitment by PVOs working in the same countries to coordinate project strategies, collaborate on training and standardize in-country data collection.

The workshop agenda focused on:

- *Information as a Management Tool: Monitoring and Evaluation:* how information can be used for better program management and decision making; how to determine minimum information necessary to produce a system useful to both project managers in the field and at headquarters;
- *Changing Attitudes:* the difficulty and complexity of designing child survival programs that affect traditional behaviors in a large population;
- *Data Collection:* how to gather information that is accurate and timely; and,
- *Information Analysis and Dissemination:* how data can be analyzed efficiently and how it can be distributed to field staff and village-level workers in an effective manner.

During the meeting, issues concerning the design, implementation and evaluation of major child survival activities, such as ORT, immunizations and nutrition, were discussed.

Dr. Robert Northrop of PRITECH and Bill Smith of the Academy of Educational Development stressed the multifaceted aspects of ORT programs—for example, the need for feeding during and after episodes of diarrhea, the requirement that health workers know when to refer seriously ill patients to secondary-level health services and the importance of using the media in modifying behavior related to diarrheal disease control.

Designing appropriate management information systems and evaluations for an activity like ORT is a real challenge, according to Dr. Jack Lasar of Management Sciences for Health. He stressed that it is important not only to know what has happened but to know why, particularly in the first years of a project.

Lasar also emphasized selection of appropriate reporting indicators to understand the sequence of events and their consequences. During the first year of any health project, for instance, one would expect workers to be trained and equipment procured and placed in clinics or villages. It would be unrealistic to expect significant results, especially in mortality and morbidity rates, during the first or even second year.

However, during the second year

one could expect to see changes in a population's behavior, such as in the number of households using ORT. Thus, each project should determine indicators that are sensitive to monitoring critical activities and their consequences. Realistic criteria for acceptable results also should be developed for each year of project implementation.

In addition, AID child survival reporting requirements, developed by an Agency task force, were discussed, and special attention was given to the use of appropriate and sensitive indicators.

PVO comments and recommendations will be considered in drafting the revised AID child survival reporting requirements. Information collected under this system will be used to report to Congress on AID's Child Survival Program.

ACVFA DISCUSSES AFRICAN LONG-TERM DEVELOPMENT

Africa is a continent with a great many resources and much potential, but it faces multiple problems that must be addressed before it can achieve sustainable development.

Against this background, the September meeting of the Advisory Committee on Voluntary Foreign Aid (ACVFA) focused on "Promoting Long-Term Development in Africa" in three specific areas: donor coordination at the planning stage, a strategy for future famine prevention and the need for informing Americans about long-term solutions to Africa's problems through development education.

The ACVFA is an AID-sponsored group whose 22 members include representatives of private and voluntary organizations (PVOs), universities and other private non-profit and business enterprises. During the two-day meeting in Oakland, Calif., participants heard from a variety of speakers, including AID officials Julia Chang Bloch, assistant administrator of the Bureau for Food for Peace and Voluntary Assistance, and Lois Richards, deputy assistant administrator of the Bureau for Africa.

Richards told the group that Africa is "truly a continent in crisis—drought, economic destabilization and the problems of debt hinder Africa's long-term ability to maintain or contribute to development activities. Without growth there will not be the resources to finance increased development."

She explained that institutional development, training and active cooperation by PVOs are part of AID's strategy for supporting growth.

Referring to AID's response to the African food crisis, Bloch explained, "There is still a long way to go to design and manage emergency relief in the context of development." She pointed out that the Agency has

undertaken a major lessons-learned exercise institutionalizing those practices that have been successful and to improve those systems which are found to be inadequate.

Bloch identified four areas where improvements could be made:

- Food needs assessment and early warning systems;
- Time required to deliver emergency and food supplies;
- Donor coordination; and,
- Design, management and accountability of emergency relief efforts.

Keynote speakers Ambassador Falilou Kane of Senegal and Ambassador Edmund Garwe of Zimbabwe both cited political and economic problems as major impediments to long-term development.

Kane noted that "many obstacles to our development are of a political order, but Africa has many natural and human resources." He called for "cooperation and assistance of foreign partners, particularly to obtain appropriate technology." He suggested, "The best way to provide technology is to go to Africa and see how the people live and what they need."

Kane also cited the importance of regional agricultural research centers and of investing in African agriculture to return the continent to food self-sufficiency. "In the future, Africa will be a partner of the United States and other peace-loving nations," he said.

Garwe focused his remarks on the importance of private investment in Zimbabwe, explaining that aside from humanitarian aid in response

to disasters, foreign aid should be regarded as a business enterprise for development—"an economic venture that bears interest and generates profits." He went on to say that aid would be easier to administer if it were invested for a specific purpose, such as the processing of food that will generate profits and employment.

Garwe suggested that the future direction of aid should be to make the people of Africa self-sufficient by restoring their dignity, providing them with appropriate technology and giving them the will to be self-sufficient.

The concluding panel discussed images Americans have about Africa.

Marty Rogol, executive director of USA for Africa, explained how people in Hattiesburg, Miss., showed an increase in interest and understanding of development after reading a series of articles about the interrelationship of the economies of Hattiesburg and the Third World. "People respond to self-interest," Rogol explained.

The ACVFA, whose meetings serve as a forum for the discussion of issues which concern AID-PVO cooperation, will hold its next meeting Dec. 5-6 in the State Department. Open to the public, the meeting will continue the discussion on promoting long-term development in Africa, this time focusing on issues involved in increasing the number of small-scale development activities in Africa.

To attend, call Sherry Grossman, executive director of the committee, at 235-2708.

Joint Ventures to Benefit from Feasibility Fund



Private sector joint ventures between the United States and Caribbean Basin Initiative countries will be promoted through an agreement signed recently by the Bureau for Latin America and the Caribbean and the International Executive Service Corps.

The \$380,000 Joint Venture Feasibility Fund will support cooperative enterprises by providing up to \$15,000 of the costs of feasibility studies, market research and technical assistance associated with the development of a project.

Projects will include technology sharing, co-production, sub-component production and joint marketing.

The pilot phase of the joint venture project is expected to provide \$400,000 of credit from private sector capital. Funding for the second phase will be provided primarily by participating missions.

PROGRAM TO PROMOTE FOOD EXPORTS

A coordinated food protection program for Latin America and the Caribbean will be developed as a

result of the Inter-American Conference on Food Protection held recently in Washington, D.C.

The Five-Year Regional Implementation Action Plan, to be developed jointly by the Pan-American Health Organization and the U. N. Food and Agriculture Organization, is expected to provide economic benefits for Latin American and Caribbean countries in terms of potential foreign exchange earnings from increased food exports. Additional benefits include improved food sanitation, food handling, storage, and distribution systems.

The conference also identified four areas for intercountry and regional cooperation, including private and public sector manpower training and development, technical support and advisory services, information exchange and consumer information, research, institutional support and program evaluation.

Participants included officials from the United States, Canada, France, the Netherlands and 40 countries in Latin America and the Caribbean. AID was represented by the Office of Development Resources, Bureau for Latin America and the Caribbean.

—Bernice Goldstein

New Procedure Replaces Merit Pay



A new award procedure based on performance is replacing the Merit Pay System. The Performance Management and Recognition System (PMRS) bases supervisors' and managers' pay and awards on their performance and provides for a more extensive performance award system than in the past.

PMRS, legislated by Title II of the Civil Service Retirement and Spouse Equity Act of 1984, replaces the Merit Pay System for GM employees (supervisors and managers at grades 13 through 15), but where permissible, AID has extended many of the provisions to GS and Schedule C employees as well.

PMRS does not apply to the Foreign Service, Senior Executive Service or AD employees, although managers are encouraged to implement performance plans and provide summary ratings for ADs.

PMRS became effective during the performance rating cycle that ended July 31.

PMRS stipulates that:

- Employees must have an opportunity to participate in the development of their performance plans.
- Raters are required to document performance during any detail or temporary promotion in excess of 120 days.
- The performance rating period continues to run from Aug. 1 through July 31; however, a rating period may be as short as 90 days. During the rating period one documented progress review is required; more are encouraged.
- For PMRS employees, permanent increases to annual salary based on performance are called Merit Increases and are similar to within-grade increases for non-PMRS employees (see chart).
- In addition to merit increases, PMRS employees rated Fully Successful or higher are eligible to receive bonuses in recognition of performance. PMRS employees rated Outstanding receive a

mandatory bonus equaling at least 2% of their annual salary. Bonuses may be as high as \$5,000 with even higher awards possible for exceptionally outstanding performance. Bonuses for non-PMRS GS employees are discretionary and shall be in amounts from \$300 to \$2,000. Quality step increases still may be given in lieu of a cash bonus.

In addition to performance awards, the individual GS and GM employee's performance appraisal record has become the basic element in merit promotion actions, career promotions, training, reassignments, demotions and removals. Because of its wide scope, briefings on the new system were conducted before the close of the 1984-85 rating cycle for all raters, reviewers and managers of GS and GM employees. Shirley Renrick and Robert Egge of the Office of Personnel Management presented the briefings, which covered all aspects of performance evaluation.

CHRISTENSEN RECEIVES PRESIDENTIAL RANK AWARD

Curtis Christensen, AID controller, is the recipient of a 1985 Presidential Rank Award as a career member of the Senior Executive Service (SES).

President Reagan named Christensen a "Distinguished Executive." The award is given for "sustained extraordinary accomplishment" and includes a cash award of \$20,000. Each year, up to 1% of SES executives government wide may receive the award.

Christensen, the Agency's chief financial management officer, is responsible for the allocation of approximately \$5 billion annually.

In nominating Christensen, Administrator Peter McPherson noted, "Activities undertaken with the direction of Mr. Christensen have resulted in large dollar savings to the U.S. government. The Agency significantly reduced its outstanding advances and exceeded its 1984 cash management interest savings goals by more than 300%, saving \$2.89

million for the government."

The nomination for the award was forwarded by the Administrator to the U.S. Office of Personnel Management (OPM), which set up panels with representatives from business, academia and other public groups to review nominations from all federal agencies. The panel made recommendations to the director of OPM, who then submitted his recommendations to President Reagan for final selection.

BUTLER RECEIVES DISTINGUISHED SERVICE AWARD

President Reagan has approved a Distinguished Service Award of \$20,000 for Malcolm Butler and Meritorious Service Awards of \$10,000 each to 12 other career members of AID's Senior Foreign Service (SFS).

Butler, acting assistant administrator of the Bureau for Latin America and the Caribbean, was cited for "outstanding contribution to achieving the Agency's policy objectives."

Before his current assignment, Butler was AID executive secretary and senior adviser to the Administrator, where, according to the citation, he "performed superbly . . . demonstrated strong analytical and negotiating skills . . . formulated a statement of management objectives and philosophy consistent with the need for decentralized responsibility and accountability."

The 12 SFS career members who

will receive Meritorious Service Awards include Priscilla Boughton, Daniel Chaij, Robert Clark, Lawrence Cowper, John Eriksson, William Fuller, Christian Holmes, John Koehring, Sarah Littlefield, Terrence McMahon, Eugene Staples and David Wilson.

SFS PERFORMANCE PAY AWARDED

Several career members of AID's Senior Foreign Service have been added to the list of Performance Pay Award winners announced in the May issue of *Front Lines*.

The awards are based on superior performance during the July 1983-May 1984 rating cycle and range from \$4,850 to \$10,000. The additional winners are Dennis Barrett, Walter Bollinger, Dennis Chandler, Richard Dudley, Robert Huesmann, Jay Johnson, Ronald Levin, David Merrill, William Naylor, Harry Petrequin, Jr. and Joe Sconce.

These additional performance pay awardees were alternates on the list of 81 SFS career members recommended by the Performance Pay Board and moved up to the places vacated by officers who subsequently were approved for Presidential Service Awards.

The Foreign Service Act of 1980 prohibits SFS officers from receiving both Performance Pay Awards and Presidential Service Awards for the same rating cycle.

— Marge Nannes

Access to Schools Improves



In the past 10 years, access to Jordan's education system has improved markedly. In almost equal proportions, boys and girls are able to participate in a modern educational system that provides basic education, vocational training and advanced schooling. Enrollment in primary grades has risen 89%, and enrollment in grades 7-9 has risen 91%.

These gains are due partly to the upgrading of educational facilities. Jordan has set a goal of improving educational facilities as part of its Five Year Development Plan to improve manpower resources.

To assist in bettering the country's educational facilities, AID's mission in Jordan developed the School Construction III project. A grant agreement approving implementation of the project was signed in Jordan on Sept. 25; \$30 million of supplemental appropriations will finance the effort.

To achieve 95% of its goal of universal compulsory cycle education (schooling through ninth grade) for its growing population, Jordan estimates it will need 190 more schools by 1990. Under the School Construction I and II projects, AID provided \$13.7 million in grants and loans to finance partially construction of 32 schools.

Under the School Construction III project, 40 AID-financed schools will be built—21 will be for girls.

REGIONAL EVALUATION CONFERENCE HELD

To emphasize why evaluations are valuable, the Bureau for Asia and the Near East (ANE) held AID's first regional evaluation conference.

About 85 participants met from Sept. 3 to Oct. 4 in Tunis to focus on evaluation myths, state-of-the-art approaches, uses and limitations of the log frame in evaluation, development of information systems during project design, collaboration with counterparts, preparation of evaluation scopes of work and presentation of evaluation results.

Conference topics also included making evaluations useful as a management tool and collaborating with counterparts during evaluations.

Conference managers designed a small-group approach to deal with the diverse language backgrounds and varying levels of evaluation experience. Maureen Norton, Judy Wills and Sharon Pines-Benoliel of ANE; Nena Vreeland and Gerald Britan of the Center for Development Information and Evaluation, Bureau for Program and Policy Coordination; Graham Kerr of the Egypt mission; and Dean Swerdlow of the Tunisia mission assisted the French-speaking participants.

Success of the meeting's objective—to bring about changes in evaluation practices—will be examined by conference managers.

— Paulette Claiborne

PERFORMANCE WITHIN-GRADE LINKAGE		
Current Pay	Performance	Merit Increase (GS within-grade equivalent)
Up to Step 4 of General Schedule (13-14-15)	Fully successful or better	1 full merit increase
Step 4 and above of General Schedule (13-14-15)	Outstanding	1 full merit increase
	Exceeds Fully Successful	1/2 merit increase
	Fully Successful	1/3 merit increase
	Below Fully Successful	No merit increase
In addition, outstanding PMRS employees are guaranteed a minimum 2% bonus.		

Traditional Healers May Promote ORT



Traditional healers could become very important in preventing and treating dehydration in rural northeastern Brazil because mothers of children with diarrhea seek out healers as the first source of care.

A Primary Health Care Operations Research (PRICOR) study, funded by the Office of Health in the Bureau for Science and Technology and conducted by faculty from the Maternidad of the University of Ceara and the University of Virginia, is determining how best to mobilize and integrate traditional healers into the official health system to treat diarrheal illnesses and to deliver oral rehydration therapy (ORT).

The analysis has revealed some interesting findings on the incidence of diarrhea in the region and the potential for using the traditional healers.

- Many mothers in Ceara stop breastfeeding their infants before the babies are three months old.
- There is a 5% fatality rate for children with diarrhea who are brought to a typical regional health center.
- The infant mortality rate is almost 150/1,000 with half of the deaths due to diarrhea.
- Mothers experience serious problems with the modern health care system, including long waits, extensive travel and expensive drugs. Often they are not advised to use oral rehydration therapy.

ICORT II

Nearly four million children in developing countries die each year from dehydration due to diarrheal disease. More than 70% of these deaths can be prevented with oral rehydration therapy (ORT).

The second International Conference on Oral Rehydration Therapy will take place Dec. 10-13, in Washington, D.C. See article on page 2.

- The traditional healer is the first source of care sought by 76% of mothers.
- Each healer generally serves 50 to 100 households in his or her neighborhood.

During the second phase of the study (solution development), the research team worked with traditional healers to develop a strategy to involve them in the promotion and use of ORT.

Study-team members taught traditional healers to prepare the glucose-salt solutions and gave them water filters and measuring devices. Electrolyte testing of the ORT mixture that healers prepared showed the solutions to be extremely accurate, with salt and sugar concentrations close to ideal.

Over the next 10 months this

study will continue to test and modify the strategy for involving traditional healers in ORT.

In addition, the researchers will evaluate the percentage of diarrheal cases treated by traditional healers with ORT, the prevention of dehydration and the changes in mortality rates. They also will develop a management plan for expanding the program elsewhere in the state of Ceara.

NUTRITION AIDS DIARRHEAL DISEASE CONTROL

The control of acute diarrhea, especially among infants and young children, can reduce sharply the incidence of illness and mortality among the younger age groups.

Although recent technologies, such as ORT, have been effective in reducing mortality due to diarrheal dehydration, they have had little or no influence on the prevention of nutritional depletion that accompanies diarrhea.

The scientific basis for integrating nutrition and diarrheal disease control was presented at the International Nutrition Planners Forum (INPF), held in August in Brighton, England.

Approximately 30 leaders in public health and nutrition, from more than 20 developing countries, discussed methods that could integrate nutrition effectively into programs of diarrheal disease control. Papers that were presented described the technical state-of-the-art for managing acute diarrhea in children through dietary means.

Panel participants emphasized the need to mobilize both national and local public commitment to—and involvement in—comprehensive, rather than selective, approaches to primary health care. The participants agreed that the principal constraints were in the areas of policy making, program management and counterproductive traditional attitudes in the health services professions.

Technical recommendations included:

- Use of ORT to prevent or correct dehydration as a result of acute diarrhea;
- Continued feeding, particularly uninterrupted breastfeeding;
- Early refeeding with high-density foods during convalescence;
- Promotion of improved weaning practices; and,
- Promotion of household sanitation, especially in food preparation.

In a separate but related action, the U.S. National Academy of Sciences (NAS) released its report, *Nutritional Management of Acute Diarrhea in Infants and Children*.

The report examines the nutritional consequences of acute diarrhea and concludes that continued child feeding during diarrhea usually is highly beneficial with few potentially harmful consequences.

In addition, the report presents general guidance for nutritional management, including food selec-

tion and preparation, frequency of feeding and child health status monitoring. The report also outlines oral rehydration techniques that should be combined with dietary management.

Copies of these reports will be distributed to all AID missions in the near future.

—Nicolaas Luyckx

CROWN-BAITING INCREASES HARVESTS

Throughout the major coconut-growing areas of the world, rats climb palm trees and gnaw small holes in the developing coconuts. About a week later, the coconuts drop to the ground—unfit for human consumption.

These damaged coconuts, along with other undamaged coconuts, fall prematurely from the crown of the coconut palm. Often 50% or more of the fallen green coconuts are rat-damaged.

For a coconut grower, this means significant losses in harvestable coconuts from which copra, the "meat," is removed to extract oil and make desiccated (dried) coconut.

"The study showed that harvests of baited coconut groves doubled after three to six months."

Reducing losses would increase the incomes of owners and tenant farmers and increase food for domestic consumption.

Funded by the Office of Agriculture in the Bureau for Science and Technology, the Denver Wildlife Research Center (DWRC) began in 1971 studying rodent-related losses in coconuts in Colombia. The center experimented with placing a bait material containing a rodenticide in the palms' crowns. Other techniques—metal bands on trunks or ground-baiting—were much less effective than the crown-baiting technique.

The technique also was tried successfully in the Philippines, the world's largest coconut-producing country. Funded by AID, the Philippine project began in 1975 to modify the crown-baiting technique to make it even more cost-effective and less hazardous to non-targeted species.

In Colombia, 100% of the trees were baited. But in the Philippines, the number of palms crown-baited was reduced to 25% in the initial trials to the current 10% recommendation. With only 10 of 100 palms in a grove baited, labor and material costs were reduced drastically so that even low prices for the coconuts resulted in profits for growers.

Placing the bait material in the crown prevented non-targeted species, such as chickens, from accidentally consuming bait placed in



Crown-baiting of coconut palms is more effective in preventing rodent-related losses than metal bands on trunks or ground-baiting.

holders on the ground. It further reduced costs by targeting only those rats that climbed the palm and damaged the developing coconuts. Movement studies showed that rats were climbing palms and then moving from one crown to another by using overlapping fronds for leaves. This made it unnecessary to bait every palm.

The three-year study showed that harvests of baited coconut groves doubled after three to six months and continued to rate higher than those of untreated plots. The research led to current recommendations that include baiting with rodenticide material monthly in 10% of the crowns.

The research also led to educational materials for use in extension programs. In 1983, Creative Associates, an AID contractor, assisted DWRC in developing a "rat control in coconut" extension package, which now is incorporated into the Philippine Coconut Authority training programs. An English-Spanish extension package was made available to appropriate AID missions.

After reading an article on the crown-baiting method published in the January/February 1983 *AID Resources Report*, a worker for the International Human Assistance Program (IHAP) applied the recommendations to the Maldives.

On 13 islands in Raa Atoll, 100,000 additional coconuts were harvested within a five-month period. Total cost, which included baiting materials but excluded labor, was only 1,500 Maldivian Rufiya (\$215).

—Earl Lawrence

Computer Provides Agricultural Data



Detailed knowledge of existing resources can improve project design and implementation.

However, in African countries, information needed to plan agricultural development often has been insufficient or unavailable. Now, the Data Base Management Information System (DBMIS) is providing a wealth of information within easy reach.

DBMIS is a unique, computerized inventory of resources in agricultural research, training and extension services for 16 African countries (eight in the Sahel and eight in Southern Africa). For these countries, DBMIS can be used to identify and describe current agricultural research and extension efforts, agricultural production (major crops and livestock) and constraints to achieving higher productivity through assessments by senior researchers.

The inventory also includes institutions offering agricultural training and information on degrees, facilities available, staff characteristics and student enrollment.

Data can be examined for individual countries or for the region as a whole. DBMIS also permits cross-national comparisons. The system is user-friendly, operates in both French and English (in the Sahel) and can be updated easily.

Information for DBMIS was collected under the Agricultural Research Resources Assessment (ARRA) sponsored by Cooperation for Development in Africa (CDA), an informal association of seven Western donors, and financed by AID with assistance from other CDA members, including France and Italy.

Devres, a private contractor firm, collected the data in cooperation with African researchers and organizations.

An important aspect of the research was the involvement of African researchers who completed a comprehensive review of their own agricultural institutions. The written documents include time-phased plans with recommended programs and priorities for strengthening agricultural research in the Sahel and Southern Africa. Also, for each of the 16 countries, a written report presents an inventory and assessment of existing resources.

Both the assessment reports and DBMIS are intended to assist long-term planning and provide data needed for program identification, design, monitoring and evaluation.

The information already is being used for these purposes by donors and African governments. For example, at the World Bank, DBMIS and the reports are a basic source of information in the current review of African research programs.

Also, at ICRISAT, the International Crops Research Institute for the Semi-Arid Tropics, the data assisted in the development of plans for training scientists in sorghum/millet. The government of Lesotho used the ARRA documents in creating its Five-Year Development Plans, and IBRAZ, a research institute in Burkina Faso, found the data helpful in establishing a national research program based on food crop priorities.

ARRA reports have been distributed to missions in the Sahel and Southern Africa geographic areas, government ministries, and regional and international agricultural research centers.



The Bureau for Africa and the Bureau for Science and Technology will be developing a program to promote more effective use of appropriate, reliable and energy-efficient water-pumping/water-lifting systems.

DBMIS is being installed in two bureaus in Washington (Africa and Management), the Regional Economic Development Services Offices (REDSO/ESA and REDSO/WCA), as well as in missions in Burkina Faso, Chad, Mali, Mauritania, Niger, Senegal, Zambia and Zimbabwe. Two African regional organizations, SACCAR (Southern African Centre for Cooperation in Agricultural Research) and INSAH (Sahel Institute) also are receiving DBMIS.

— Millie Konan

PROGRAM TO PROMOTE WATER SYSTEMS

Water availability is one of the major factors limiting agricultural production in Africa.

To assist agricultural development officers, engineers and technical specialists working with pumping systems in Africa, the Bureau for Africa and the Bureau for Science and Technology's Office of Energy will be developing a program during the next year to promote more effective use of appropriate, reliable and energy-efficient water-pumping/water-lifting (WP/WL) systems.

Options for and constraints to improving WP/WL systems will be examined with particular attention to user needs and dependability of systems that support locally-managed, non-governmental or private irrigation and water development.

A proposed action plan was outlined at an Improved Water-Pumping/Water-Lifting Planning Conference held recently in Washington, D.C.

Recommended priority actions included:

- Producing a guide to WP/WL project management issues, including potential constraints and resources available to assist agricultural development officers and engineers;
- Documenting successful WP/WL projects in Africa, including private

sector and non-governmental activities;

- Preparing standard guidelines for comparative evaluation of technical and economic performance of WP/WL systems under field conditions in Africa;
- Conducting rapid country reviews to determine the extent to which WP/WL problems and issues hinder irrigation and water development in specific countries and the kind of actions under way or needed;
- Producing an annotated bibliography on WP/WL systems;
- Preparing terms of reference for assessments of national, regional or project-specific WP/WL problems and issues, for the purpose of providing a detailed picture of trends, operation and maintenance problems, import tariffs and restrictions, pricing and agricultural marketing constraints, training needs, current and future energy requirements, and options for addressing identified problems; and,
- Distributing guidebooks on the selection and application of specific energy systems, such as electric diesel, wind, photovoltaics, and animal, human and biogas driven systems, to WP/WL specialists working under field conditions.

Participants at the planning meeting included irrigation economists and project managers, WP/WL engineers, energy specialists from AID, the World Bank, and consulting firms, and representatives from the American Society of Agricultural Engineers and the American Society of Civil Engineers.

Individuals or missions with information, examples of success stories or suggestions to contribute to the development of this program are urged to contact the Office of Technical Resources, Africa Bureau, (AFR/TR/SDP), room 2480 NS, or the Regional Economic Development Service Office for East and Southern Africa (REDSO/ESA) in Nairobi, Kenya.

— Wes Fisher



Water availability is one of the major factors limiting agricultural production in Africa.



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New York, New York
Development Coordination Officer—Harold S. Fleming

U.S. Mission to the U.N. Food and Agricultural Organizations
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Rome, Italy
U.S. Executive Director to the International Fund for Agricultural Development (IFAD)—Allan R. Furman
Attache for Development Affairs—H. Peters Strong, Jr.

U.S. Mission to the Organization for Economic Cooperation and Development
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U.S. Representative to the Development Assistance Committee—David Lazar

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