

Colombia Volcanic Eruption Update

(as of Nov. 29)

DATA

Date: Nov. 13, 1985 (9:09 p.m. local time)

Areas Affected: In the provinces of Caldas and Tolima, the towns of Armero, Mariquita, Fresno, Honda, La Dorada and other towns east and north of Manizales and Pereira; area of damage is from eastern slopes of Central Cordillera to the Magdalena River, between Ibague and Honda

Dead: 22,800; 4,000 bodies recovered; 15,900 missing

Injured and Homeless: Estimated 7,700 homeless; 5,000 injured

Damage: Most damage from mudslides and heavy flooding; some towns covered with ash; preliminary estimates of agricultural losses—\$350-450 million; similar amounts for roads and housing

GENERAL SITUATION

- Volcano Nevado del Ruiz, about 55 miles northwest of Bogota in the Central Cordillera mountain range, erupted briefly during the afternoon of Nov. 13 and again in a larger disastrous explosion at 9:09 p.m. Ash and rocks were catapulted hundreds of yards in the air. The simultaneous effect of intense rains and the eruption and related heat and seismic activity caused part of the volcano's ice cap to break up and melt, resulting in flash floods and mud slides.

- Armero, population 22,615, was most heavily damaged and covered with ash and debris carried by flooding rivers; almost total destruction is reported. Surrounding rural areas were covered with mud, ash and stones, affecting another 6,555 people. Post disaster statistics: 21,000 dead; 4,500 injured; 4,000 houses destroyed of an estimated 4,918.

- Ambalema and Mariquita suffered some damage. About 50% (20,000) of the population of Mariquita in the most vulnerable zones has been evacuated.

- Immediately affected area is less than 12 sq. miles (31 sq. km) in all. Thus, helicopters and rescue teams have been able to comb the area for victims very thoroughly.

- Chinchina, second largest city in Caldas Province, with a population of 44, 286, suffered flooding; 200 to 300 houses along the river banks were washed away. Bridges linking the city to Pereira and Medellin were destroyed. An estimated 1,800 residents of the city and surrounding area were killed. About 800 homeless people are being housed in three schools that are being used as temporary shelter.

- The threatened area extends approximately 386 sq. miles (1,000 sq. km). An important pipeline supplying the western part of the country was severely damaged, as were the electric network, aqueduct, telephone lines and sewage system. Other towns and villages seriously affected are Santa Isabel, Lerida, Libano, Anzoategui and Guarinocito.

- Flash floods swept away many bridges in the provinces of Caldas and Tolima. All bridges across the Guali River were washed out, and most roads were impassable. All four bridges over the Claro River were destroyed and key access roads damaged.

- Area affected is approximately four hours by highway from Bogota.

- Temporary evacuation sites are Lerida, about 15 km. south of Armero, and Ambalema, approximately 12 km. to the southeast of Armero. "Tent cities" for survivors have been set up at Palanquero, Lerida and other nearby sites.

- Only 5-7% of the snow field has collapsed, and potential seismic activity could cause more melting.

- Six independent seismograph stations are recording volcanic activity in the field; information is collected every 24 hours. Two radio-linked telemetry stations (five more are currently being installed or soon to be installed) provide continuous readouts in Manizales. It is therefore possible to detect the onset of any future violent activity of the volcano, which would allow a one-hour notice after an eruption before mudflows reach vulnerable areas. Mudflows represent 95% of the hazard.

- Preliminary data on damage to the agricultural sector indicate seriously affected coffee crops and a processing plant, estimated 60% of livestock and 30% of grain, sorghum and rice in the area.

ASSISTANCE PROVIDED BY THE UNITED STATES GOVERNMENT

(Total assistance equals \$2,505,083)

- On Nov. 14, U.S. Ambassador Charles Gillespie, Jr. determined that a state of disaster existed that warranted USG assistance. He requested that the Ambassador's Authority of \$25,000 be made available to be donated to Colombian disaster assistance institutions.

- At the U.S. Embassy in Bogota, an Emergency Disaster Management Team was formed under the coordination of the AID officer.

- OFDA sent two consultants to the disaster site immediately to assess damage and needs. Paul Bell, AID disaster relief expert, and Darrel Herd, volcanologist with the U.S. Geological Survey (USGS) arrived Nov. 15 for a planned stay of three weeks.

- AID provided 12 helicopters with support and medevac personnel from Panama for use in evacuation and rescue operations.

- A disaster assistance specialist, Augusta Crino, was sent by OFDA to assist in design and implementation of a possible emergency shelter program for homeless victims.

- Administrator Peter McPherson, President Reagan's personal representative, arrived in Bogota Nov. 19 to discuss with Embassy and GOC officials future action.

- Alan Swan, OFDA assistant director for Latin America and the Caribbean, and Bette Cook, Legislative Affairs program specialist, went to Bogota to assist the U.S. Embassy in the management of the ongoing relief and monitoring activities.

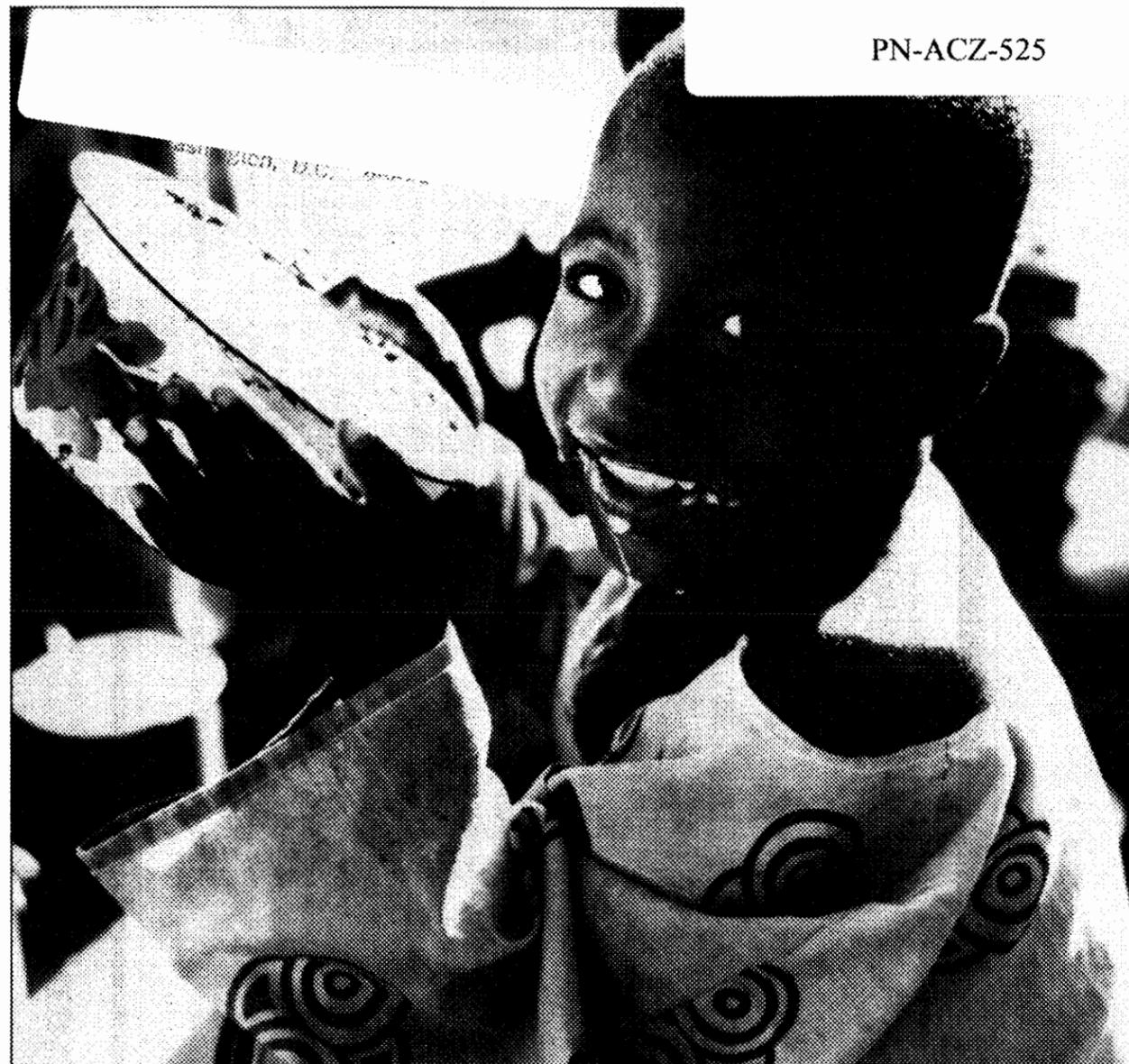
FRONT LINES

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

DECEMBER 1985

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

PN-ACZ-525



FVA—A Central Focus of AID

Family Planning Supports Development

Foreign Service Promotions Announced

Health Initiative Gets AID Backing

The National Council for International Health (NCIH) recently received a \$1.9 million, four-year AID grant to support its projects in and for developing countries.

Administrator Peter McPherson praised NCIH's track record in bringing together groups involved in international health — governments, private voluntary organizations and corporations for consultations on areas of mutual interest.

McPherson said NCIH international health initiatives are "highly complementary" to those of AID. He said AID intends to achieve a "health revolution" over the next few decades, particularly in child survival.

"Increasingly," he said, "simple and low-cost technologies are being developed that will make it possible to transform the health status of entire countries. The discovery of oral rehydration therapy (ORT) is one example."

McPherson said AID is planning additional support for biomedical research on major tropical diseases. "And, as new technologies are developed by research, it is important they are tested and disseminated by service delivery agencies. Communication and mutual support between these groups is essential," he explained. "This is where the role NCIH has played so well for so long is so valuable."

NCIH long-range goals include a constituency better informed about international health developments, increased U.S. private enterprise involvement in improving health conditions, and technology transfer — in project planning and management — to the staffs of agencies engaged in health development.

Representing NCIH at the signing were Dr. Joe Wray, chairman of the governing board, and Dr. Russell Morgan, executive director. The council was established in 1971 to improve coordination among public



During the grant-signing ceremony, Virgil McMahon, (left) director of communications and marketing at the National Council for International Health, presents Administrator McPherson with the first issue of NCIH's Child Survival Action News.

and private U.S. agencies involved in international health.

Some of the major NCIH projects the AID grant will support are:

- A 1986 annual international conference on biomedical and health research in the developing world,

and assistance to AID in holding a similar conference of its own.

- A workshop in the United States on introducing family planning into child survival and primary health care efforts of private voluntary organizations.

Family Planning Supports Development

by Bill Outlaw

Administrator Peter McPherson said voluntary family planning — including opposition to abortion — and sound economic policies are "mutually supportive components" of economic development in Third World countries.

In a Nov. 25 speech at the American Enterprise Institute, McPherson said the Administration has been consistent in its two-pronged effort to oppose abortion while supporting voluntary family planning services.

The Administrator said the Agency has been caught in the crossfire between pro-life groups opposed to abortion and groups supporting voluntary family planning.

"Neither pro-life groups nor family planning groups fully trust the other and AID has been caught in the middle," he said. "Nevertheless it is my view that we have faithfully carried out both policies in the best way possible."

"I sincerely invite pro-life groups to carefully review how effective we have been in opposing abortion," he said.

"I also ask that pro-family planning groups note that the Reagan Administration has always asked Congress for as much or more money for family planning as we have the year before."

McPherson said the important impact that voluntary family planning services has on families and individuals cannot be overlooked.

"For the family, the ability to determine freely and responsibly the number and spacing of one's own children is basic," he said.

Other arguments in favor of vol-

untary family planning are that it provides the mother with the ability to space or limit her pregnancies, thus improving the survival rate and overall health of children.

Parents who put at least two years space between their children will be able to improve their children's nutrition, health and educational opportunities as well as their financial status, McPherson said.

McPherson noted that the consensus at last year's International Conference on Family Planning in Mexico City was that families should be able to choose the number and spacing of their children.

Agency Honored

AID has been selected as the 1985 Employer of the Year in the government category by the District of Columbia Association for Retarded Citizens (ARC).

In presenting the award, ARC called special attention to the efforts of the Agency's Communications and Records Management Division (M/SER/MO/CRM) for working to provide employment opportunities for persons with mental retardation.

Audrae Teague, assistant division chief of communications, received the award for the Agency during ARC's recent 10th annual Employer of the Year Luncheon. Josephine Williams, AID's coordinator for the handicapped, also attended.

"Governments should not dictate the number of children couples can have," the Administrator said. "However, family planning services should be encouraged so that people really do have the option, if they desire, of having fewer children."

Families usually make their decisions based on their social, economic and religious situations, McPherson said.

He said that urbanization and lower child mortality has resulted in the need for a new approach to family planning. It used to be that families needed lots of children to help work on the farm and to ensure that enough children survived to care for their parents in their old age.

But that situation has changed, McPherson said. More than 50% of the population in many developing countries are now living in urban areas. That combined with an increase in the number of children surviving to adulthood means a new approach to family planning is needed, the Administrator said.

McPherson pointed out that, in the past, families in the developing world used to have eight or nine children. That often drained their financial resources, resulting in undernourished children and little money for education and health care.

"We can debate the impact of population growth on economic growth in the country," the Administrator said, "but there is no question that many families feel they can do more for each child if they have fewer children."

McPherson noted recent surveys which showed a large number of women in Third World countries who would like to space births or

limit their family size.

The percentage of women wanting to limit the family size is highest in countries where the fewest family planning services are available, he said.

He also pointed out that better health and higher survival rates for mothers and their children provide important reasons for family planning. The closer together children are born, the more likely it is they and/or their mother will die.

"When couples want fewer children and family planning services are not accessible, they often resort to abortion," the Administrator noted, adding that fact holds true whether or not abortion is legal.

It is estimated that 25 million abortions are performed in developing countries every year, compared to 113 million births. As many as one in three women in some Latin American and Asian countries have had abortions, he said.

"Many of these abortions would be prevented if family planning services were available," he emphasized.

For example, the Mexican Social Security Administration estimates it has prevented 360,000 abortions since family planning services began in 1972.

In Chile, a study shows that the number of women seeking help in hospitals for complications from illegal abortions declined substantially after 1965 when modern family planning services became available.

McPherson said that the above described family and individual reasons, the reduction in abortion, the improved health and survival rate for mothers and children, and

(continued on page 19)

Co-op Program Aids Communal Farmers

The general store may be a thing of the past in the United States, but it quickly is becoming an important way of life to 850,000 communal farmers in Zimbabwe.

Through a \$240,000 AID grant, some of the 4,000 members of the successful private Farmers' Co-Op Ltd. in Zimbabwe will teach sound management techniques to communal farmers who belong to the 568 primary co-op societies serving the people throughout the country. The ultimate goal will be to teach methods that will enable them to turn quick profits.

"This marks the first instance in Africa where AID directly has recruited the assistance of a strong indigenous cooperative to provide technical assistance to members of co-ops of small-scale communal farmers," says O. Roy Wiebe, agricultural cooperative management specialist for the Volunteers in Overseas Cooperative Assistance.

As part of the AID grant, Wiebe conducted a study in May 1984 and a follow-up in October 1985 in which he evaluated the co-op program. He made recommendations by examining the financial soundness of the cooperatives, farm input and marketing structure, credit and training needs and the relationship of the co-ops to government and private business.

Wiebe's involvement in the project came at the request of Zimbabwe's Department of Cooperative Development, Ministry of Lands, Resettlement and Rural Development (DECODE), which hopes to develop a nationwide network of farm supply distribution points and agricultural marketing cooperatives.

One of the long-standing goals of the Zimbabwe government always has been the rehabilitation and advancement of the communal farmers in the south African country.

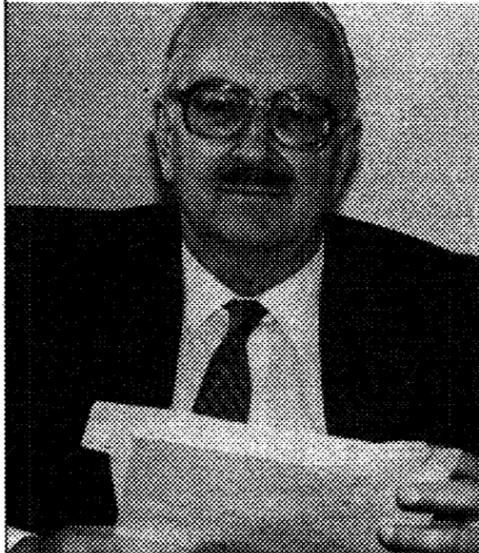
The government's policy objective is to encourage the use and development of agricultural marketing and supply cooperatives to serve the communal peasant farmer in helping him obtain input supplies and market his produce.

To accomplish this, a large infrastructure of warehouses and distribution centers was created to serve the communal farmer and to strengthen financially the cooperative unions and the primary societies.

"In the short term, the project has the objective of substantially increasing cash flow to assist the unions in becoming financially viable entities," Wiebe said.

"In the long run, the store traffic created should increase significantly the total number of communal farmers served by the agricultural marketing and supply cooperative movement," he added.

AID has been involved by providing assistance for the construction of warehouses and depots that serve as marketing and supply points for the farmers, Wiebe said. The coop-



O. Roy Wiebe says the success of the Mutoko co-op gives cause for optimism.

eratives are designed to play the primary role in the marketing of crops by becoming the points for product distribution and the use of credit.

Pilot operations were set up at the Central Mahonaland Cooperative Union, beginning with warehouses and retail general stores at Murewa and Mutoko.

Members of the Farmers' Co-op Ltd. team trained the branch managers and their staffs on using effective procedures for control of stock, using their personnel effectively, and determining which goods will be sold and how and where they will be displayed.

Training also was provided to ensure that all sales are paid and accounted for, and instruction was given on the proper procedures to purchase and order supplies.

Wiebe said the results from the first few weeks at the Mutoko location were "spectacular." The general store at the warehouse increased its daily cash sales from a range of \$200 to \$400 per day to a high of \$2,400 in a period of two weeks.

But Wiebe noted in his October report that the co-ops still have a long way to go before they can be considered successful.

"While some progress has been made, especially in the areas of education and training, management and operation problems still must be solved," he said.

The success of the Mutoko co-op gives cause for optimism, Wiebe said, and he expressed hope that similar results could be achieved at most of the other co-ops.

"We can't guarantee this success will be duplicated at all locations," he stressed, "but the Farmers' Co-op Ltd. has had many years of successful operation at 18 branch locations, and they are confident they can achieve similar results at most of the Co-op Union locations."

It will take about a year to carry out the training programs at all 40 locations in the eight communities. A follow-up study will be conducted to provide for further diversification and fine-tuning.

—Bill Outlaw

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Mulching Promotes Niger Reforestation

by Neil Caudle

The Guesselbodi Forest in Niger, like much of the woodland of the semi-arid tropics of Africa, has receded into stripes and spots of scrub trees and brush surrounded by crusted, barren ground. From the air it is clear why people call this landscape tiger or leopard bush.

While scientists are unsure what causes the forest to recede in these two distinctive patterns, one thing is clear: The forest has decreased. After studying aerial photographs, Eric Boudouresque, botanist at the University of Niamey, has estimated that 30 to 50% of the Guesselbodi Forest's vegetation has disappeared in the last 30 years.



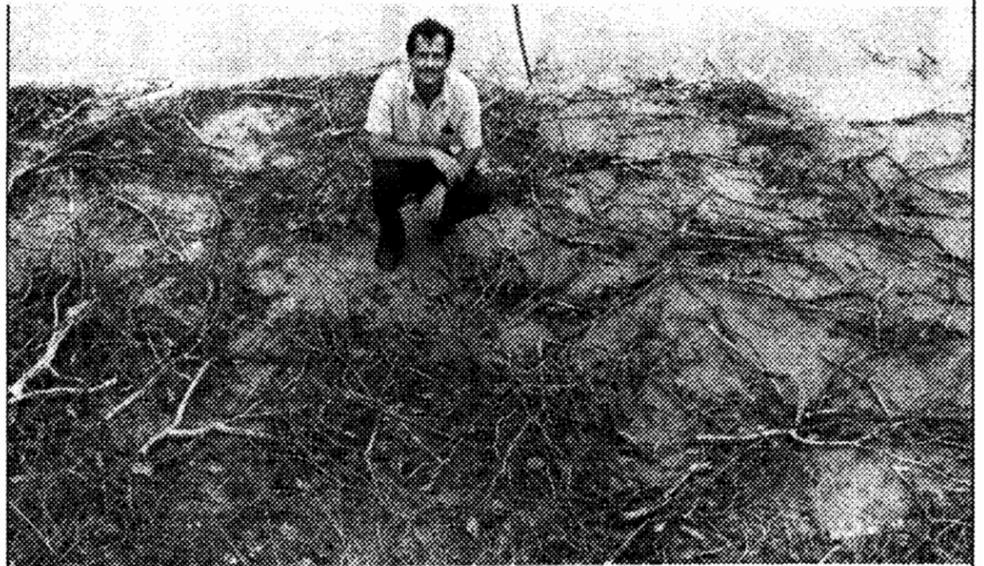
The Guesselbodi Forest has receded into stripes and spots of bush, often called tiger or leopard bush for the landscape pattern.

As the topsoil erodes, bare crusts enlarge and harden; water runs off without soaking into the soil. When seeds fall, they blow away. Nothing grows. The need for fuel has forced woodcutters to cut deeper into the forests each year.

To foresters and officials, it has been one of Niger's most pressing problems: how can the badly depleted forests be regenerated and desertification reversed? While standard methods, using transplanted seedlings, cultivation and fertilizer, are being tried on a small scale, they are too expensive for widespread use in Niger. The search is on for more practical approaches.

Bob Chase of Texas A&M University may have found a solution. Chase, a project leader in the AID-supported Soil Management Collaborative Research Support Program (TropSoils), saw that when there was new growth in the forest, it usually began in patches of fallen branches or brush that trapped seeds and windblown sand and attracted termites. "Termites improve soils in the tropics as earthworms do in temperate regions by increasing soil porosity and incorporating organic matter," explains Chase.

Chase set up a series of trials to test the natural regeneration of forest vegetation on bare, crusted soils. He laid out 20 plots, half of them protected from grazing animals by a fenced enclosure. On each site he prepared plots with three treatments: cultivation with a hoe to a depth of about 10 centimeters; cultivation plus a mulch of branches; and



Bob Chase of Texas A&M University examines a mulch plot of branches that significantly increases soil moisture levels.

branches alone. The branches were the wastes of woodcutting nearby. He also left a part of each site bare, as a control.

"In July 1983, eight weeks after the beginning of the rainy season, there was new growth on each of the treated plots," says Chase. "Soil moisture in the treated plots was 2.7 to 3.8 times higher than in the control."

The plant species that came up naturally included a large number of tree seedlings and a legume suitable for the grazing animals that herders bring to the forest. Not surprisingly, the combination of branches and tillage performed best, with an average vegetative cover of 96% by September.

"But then, after the next dry season," Chase points out, "we were surprised to find vegetation on the mulch-only plots began to catch up with vegetation on those with both tillage and branches, and then the tillage-only plots lost their plants and formed new crusts." Extensive termite activity in the mulched plots

created stable "macropores," which have increased significantly the water movement into the soil.

These trends seem to indicate that mulching alone—simple, practical and inexpensive—might be sufficient treatment to promote natural reforestation, he adds.

Chase points out that his studies are only beginning, and it is too early to predict what the long-term success of mulching and tillage techniques will be. Amounts of rainfall and new plant growth vary widely year-to-year in the Sahel, and studies have shown that survival of young trees will depend on their being protected from grazing during the first few years of life. Chase plans to prepare new trials each year, while recording the progress of the plots established earlier.

In the meantime, the work offers hope that, in semi-arid forests like Guesselbodi, tomorrow's trees may emerge from the wastes of today's harvest.

Caudle is editor of TropSoils.

Symposium Encourages Entrepreneurs

Developing countries should create incentives such as tax initiatives to encourage new entrepreneurs and give existing businesses the freedom to grow, according to recommendations made at the Geneva Symposium on Entrepreneurship and Economic Growth.

Gerald Carmen, the U.S. Ambassador to the United Nations in Geneva who initiated the symposium, said the two-day conference focused on how the entrepreneur could help developing economies achieve growth and prosperity and how governments should give increased recognition to the private sector.

Symposium participants included Third World and Western businessmen, international organization officials and diplomatic representatives.

Recommendations made at the conference include:

- Increase the entrepreneur's access to financing to help start new projects.
- Reduce government regulations and control of private business.
- Encourage developing nations to promote private enterprise in the

agricultural sector, since most developing countries need food, and agricultural production does not require a large amount of capital.

- Promote local banks in developing countries.
- Outline the value of the free-market system in fostering economic growth and offer training and education in this field.
- Lower taxes, at least at the beginning, for new entrepreneurs.
- Re-examine the system used by organizations such as the World Bank in giving priority to development projects.

Samih Sherif, vice president of Procter and Gamble, said joint ventures between international companies and national enterprises make an important contribution to the economic and industrial development of the host country.

"Business growth and development go hand in hand," he said, adding that his company's joint ventures with developing countries have been "commercial successes" for both partners.

He said joint ventures also provide the developing country with

experience in modern management techniques through shared management in the company, a flow of technology and know-how, and a level of investment higher than national concerns could afford.

Governments should liberalize their economies and "remove the obstacles which stand in the way of entrepreneurs who have the means and will to participate through joint ventures in their economic and industrial development," Sherif said.

Individual entrepreneurs told conference members their success stories at the second day of the conference. Those examples included:

- A businessman from Zambia told how he left his civil service job, sold his home and bought a plot of land to start chicken and vegetable farming. He earned a high profit, enabling him to move to a 7,400-acre farm. Later, he diversified into insurance and freight. He then formed a company with a European partner in containerized shipping and established a bank in Zambia.
- A 29-year-old entrepreneur from Cameroon who said his business is now worth \$4.5 million told of how

he took \$10,000 in capital and a small grocery store with only 100 square meters of floor space and turned it into two supermarkets and 2,000 square meters of space. He said he plans to increase his business by working with a supermarket chain in Belgium.

• A businessman from the Dominican Republic told the audience how he used his American education and entrepreneurial ideas to open a new part of his country to tourism, with minimal government help. He invested in a beach area that was "three hours by trail from the closest town." He solved that problem by building a jetport and a 1,325-room hotel.

Carmen said recommendations made at the conference would give entrepreneurs the freedom they need to "grow anywhere." He said the symposium pointed to the need for additional international and regional meetings between entrepreneurs and government and international organization representatives. Participants agreed to hold similar symposia in the future.

—Bill Outlaw

Portugal Adapts U.S. Cost Control Model

by Harry Petrequin

AID employees with Blue Cross health insurance experienced a rare occurrence a few months ago: a refund stemming from cost reductions resulting from improved efficiencies in hospital operations.

Can the new management systems that made these cost reductions possible in U.S. hospitals be used in developing country hospitals? The Portuguese Ministry of Health is proving that they can.

The model being adapted in Portugal is based on hospital management and cost control systems that were developed in the United States and have proven their usefulness in U.S. hospitals.

Two key elements of the model's structure are the now fully operational concepts of Diagnostic Related Groups, developed by Yale University, and Appropriateness Evaluation Protocol, developed by Boston University. In addition, because the model employs modern systems analysis or industrial engineering-based management techniques, an important corollary activity is the training of Portugal's Ministry of Health personnel in a special hospital administration program developed by the University of Wisconsin.

The project is being carried out by the Ministry's Department of Financial Management. The director of that department, Dr. Joao Ur-

bano, tracked the systems during early stages of development in the United States. Based on their success in the United States, he decided in 1982 that the time was right to transfer the systems, on a pilot basis, to a select number of acute care hospitals in Portugal.

Michael Lukomski, AID affairs officer in Portugal, agreed that an exploratory undertaking merited grant financing under AID's Technical Consultations and Training Grant project.

"One of the major concerns from the outset was to avoid any perception that what was essentially a U.S. method was being imposed from the top down through the local level of hospital administration," says Lukomski.

"Accordingly, portions of the systems were discussed with individual hospital administrators. They then were adapted progressively to meet the demonstrated capabilities of each of the 16 acute care hospitals participating in the initial pilot phase. Physicians, nurses and other hospital staff were fully involved in all parts of the pilot project's test design, implementation and evaluation," he adds.

An information system was devised during the pilot effort that efficiently collects, analyzes and transmits cost and efficiency information within and between hospitals. Ursula Nadolny, the project's

backstop officer in the Bureau for Asia and the Near East, explains. "The problems and successes found in each hospital have been shared as part of a collective endeavor. The information-sharing system now is ready for application on a nationwide basis in all of Portugal's 55 acute care hospitals."

The total cost of the expanded Phase II Hospital Cost Control project is estimated at \$1.68 million. The Portuguese government is contributing \$887,000, and AID will provide grant funding of up to \$800,000 to finance a Host Country Contract between Portugal's Ministry of Health and Boston University, which will serve as the coordinator institution for Yale University and the University of Wisconsin.

Luz Rezende, foreign service national project manager, points out, "It's noteworthy that the government of Portugal earmarked \$800,000 for this activity from a fiscal 1985 Economic Support Fund cash transfer; it has made similar earmarkings for expanding or extending what it considers to be highly worthwhile activities that were initially grant-funded by AID on an exploratory basis."

Urbano and his colleagues at the Ministry of Health are enthusiastic about results achieved to date in this major technological transfer in the field of public health. "What we are adapting and proving here in Por-

tugal," Urbano notes, "has relevance to other hospital systems in developing and developed nations alike. Every nation has inherited or built its own hospital system; the degree to which these hospitals are managed efficiently will largely determine the resources available for local outreach and preventive programs."

Most of the government of Portugal personnel involved in this project have linguistic capabilities in French and English, enabling them to assist personnel from less developed countries (LDCs). Like their colleagues in other scientific and managerial institutions in Portugal, Lukomski found that Ministry of Health personnel are eager to share their experience with visiting trainees from LDCs and eventually will field teams for in-country training.

Based on her work with Ministry of Health personnel in reviewing the nationwide expansion of this successful pilot project, Nadolny explains, "By having engineered the transfer of the Diagnostic Related Groups and Appropriateness Evaluation Protocol systems from the United States to Portugal, the Portuguese now feel they are in a key position to engineer further interchange."

Petrequin was the acting AID affairs officer in Portugal when he wrote this article. He now is assigned to the Office of Training, Bureau for Management.

Women in the work force often are subject to different types of stress than men because women have been taught to be passive when dealing with their bosses and co-workers, according to a State Department clinical social worker.

While speaking on stress and women at the Women's Action Organization's November meeting, Rita Siebenaler said one of the ways AID and State Department employees can get help in dealing with stress is by calling the Department of State's Employee Consultation Service at 632-4929 or 632-0937.

Siebenaler said the different types of stress that women in our society face frequently are a result of being brought up to be submissive. Con-

Submissive Role Adds to Women's Job Stress

sible," Siebenaler said. "Women in the same situation are more likely to say, 'Am I really this bad? What am I going to do? Could I have done better?'"

"Many times women catch the flack that really belongs to somebody else," she continued. Part of the problem is that women who do stand up are perceived to be "offensive," thus bringing about another type of stress.

The best way to handle the situation, Siebenaler said, is let the boss know firmly, but gently, you will not

themselves. Men don't do that."

Siebenaler explained three basic types of stress that are experienced by both sexes. They include:

- Situational, brought on by circumstances such as illness or injury;
- Life stress, caused by events such as marriage or the loss of a relationship; and,
- Internal stress, brought on by how the individual interacts with others.

In situational and life stress, there is little the individual can do to control the factors; therefore, a person's energy should be put into learning how to cope.

Examples are having to meet a deadline for a presentation or getting a divorce. The deadline cannot be changed, so it is better to concentrate on how to meet it. The loss of a loved one can cause a great deal of stress, but the emphasis in that situation should be put on learning how to live with the loss.

Internal stress is the type in which the situations causing the stress can be changed.

"This is one where we can have a lot of influence in terms of coping," she said.

Stress on the job can result from a variety of factors, such as being uncertain about what it is you are

supposed to do, limited opportunity for advancement, lack of authority, too much work and too little time to do it, inadequate feedback, acts performed against your own judgment, time controlled by others and personal problems at home or with co-workers, Siebenaler explained.

Often, stress can lead to burnout on the job, and Siebenaler said workers should recognize that characteristics include fatigue, depression, anxiety, frequent headaches, a compulsion to prove, extreme intensity levels, postponements, denial, disorientation, mistrust, emptiness, tears and a loss of feeling for a relationship.

There are various ways to respond to stress, she said, although many methods people use are not healthy. These include popping aspirin, sleeping a lot, excessive eating, going on buying sprees and smoking.

Some positive ways to deal with stress are exercise, taking long walks, soaking in a warm bath, meditation or prayer and getting professional counseling.

Though she sees a difference in the ways men and women approach stressful situations, Siebenaler is not suggesting that women change everything about themselves.

"I hope we never lose our sense of altruism and personal concern for others, but we don't have to make it at the expense of our own happiness," she said.

—Bill Outlaw

"Women in the Foreign Service have to deal with a different form of stress brought about by mobility."

sequently, women are more inclined to accept blame passively for something they did not do.

As an example, she cited the difference in reaction between a man and a woman when an office director comes in and slams something on the desk and unfairly blames the employee for something that went wrong.

"A man's going to stand up and say, 'Hey, wait a minute!' and proceed to tell the boss what he did and why he should not be held respon-

accept blame for something you did not do.

Siebenaler explained that women in the Foreign Service also have to deal with a different form of stress brought about by increased mobility that comes with the job.

In discussing differences between men and women, she said, "Usually there is some kind of impulse that makes women want to be people-pleasers. Women very readily fall into taking care of everybody else's needs before they pay attention to

PERSONALITY FOCUS

Kay Davies

by Suzanne Chase

America's "melting pot" image has never obscured the unique characteristics associated with people from each of the country's various regions. The Midwest, where Kay Davies grew up, traditionally has stood for the solid, down-to-earth values of hard work, responsibility and sense of community.

Despite a career spent entirely in the often topsy-turvy political world unique to Washington, Davies, director of AID's Office of Women in Development in the Bureau for Program and Policy Coordination (PPC/WID), still describes herself in terms of the values instilled by her small-town Iowa upbringing.

"When I go home to visit, I realize how much I've changed over the years. I'm more receptive to new ideas and differing opinions because I've been exposed to so much more. But under it all, the values you grow up with and that sense of responsibility permeate everything you do. After all these years, I still think of myself as the 'old sod,'" she jokes.

Davies grew up in Springville, a small farming community of about 2,000 people near Cedar Rapids. "Like all small towns, it has a character of

"Women in development is beginning to be seen not as a special issue but as an integral part of development."

its own," she says. "Most families have been there for generations, so there is a wonderful comraderie; the community is one large extended family."

Her early childhood experiences cemented a lifelong interest in traveling and history. "My parents must have been the original subscribers to *National Geographic*," she says. "There was always a curiosity in our family about how other people lived."

Each year the family took a major vacation, and with her mother preferring the East and her father the West, they covered quite a bit of ground. Davies was in the third grade when she went to Quebec with her family. "It was a wonderful experience. I had never heard French spoken before and felt we were in some exotic, foreign country." The trip made such an impression on her that when she returned 17 years later, she could still remember which road to take to visit a famous landmark.

Her interest in politics also goes back as far as she can remember and always seemed a natural part of life.

"In my family politics were just part of the dinner table conversation. It was fascinating to me, and even as a child, I knew I wanted one day to live in Washington," she remembers.

Actively involved in student government during high school, the senior class prediction for Davies was "will go to the White House and U.S. Senate one day." Not many predictions have come as close to the mark.

Davies was graduated with honors from George Washington University with a B.A. degree in political science. "When I came to Washington, I was sure that I would one day work in the Senate and the White House, although that certainty seems so naive in retrospect," she says.

Determination has its rewards, however. "I have been in the political field basically since I started working," says Davies.

Davies' first job on the Hill was as a legislative assistant, specializing in foreign policy and defense, to former Rep. Ed Foreman (R-N.M.). "My interest has always been foreign policy, and this is often linked on the Hill with defense issues," she explains.

Ironically, she managed to make it to the White House before the Senate. When Foreman was defeated in 1970, Davies switched to the Executive Branch to work for an assistant to the President on the Domestic Council Staff.

After a brief detour to the private sector where she worked for the Analysis and Research Association, Davies returned to the Hill—this time on the Senate side as legislative assistant to Sen. Pete Domenici (R-N.M.), again dealing with foreign policy and defense matters.

Davies came to AID through what she calls "taking the big leap." She had been asked to assist at transition headquarters if the Republicans won the 1980 election. "I thought it would be great fun. There is a great deal of risk-taking when you work in the political field," she points out. "There is no job security, and there are always uncertainties. However, I find that I am more stimulated by the work and the competition. It keeps you on your toes, and I like that."

Davies was among the first to arrive at the transition office, along with Peter McPherson, and she accepted a job working for him in his role as general counsel.

When McPherson was named Administrator of the Agency, Davies came with him as executive assistant. "I saw this as a wonderful opportunity to work on foreign policy at the institutional level. Seeing it from the inside has been very important and very different from the perspective on the Hill," she says.

From the Administrator's office, Davies went to WID as deputy director in 1983. She has been director of the office since April 1984.



Kay Davies sees AID as an excellent opportunity to work on foreign policy at the institutional level.

Davies describes the WID office as a microcosm of the Agency. "We work across the board—in all sectors and all regions," she says. "It is just as important to us that an agricultural project include women as does a low-cost housing project."

"I enjoy working in this area because it is so critical," she continues. "Women are a valuable resource that has been overlooked, and it has been wasteful to ignore them." In addition, Davies points out that the increasing number of women heads of household has important implications for both developing and donor countries alike.

"In the last few years, we have seen progress and a growing sensitivity to the issue of women in development on the part of the missions and within the Washington bureaus and offices. WID is beginning to be seen not as a special issue but as an integral part of development," she notes.

"We have a relatively small office, but I feel very fortunate to have such a committed staff," says Davies. "I've always felt, and the staff shares this opinion, that we need to be a little more patient and flexible perhaps than other offices because to a degree we are a public relations office as well as a programmatic one."

"We try to be accommodating to all the different perspectives on the issue of women in development. The staff works together to find a healthy balance among the differing opinions without losing program integrity. The office is a real team effort," she says.

Ironically, the ultimate goal is to put the WID office out of business, says Davies, simply because there will be no need for such an office when the role of women in development is universally understood as a critical component of the Agency's work. "This office will not need to act as a catalyst or conduit because one day women's roles in the development process will be accepted as just another issue that must be considered in the day-to-day activities of the Agency," she says.

In addition, Davies points out that there is a growing cadre of skilled, astute women from less developed countries (LDCs) who are very committed to examining the roles of women in their own countries. "We should not see this issue as one being imposed upon LDC women by Western women; LDC women are doing a great deal on their own," she says. "Our role is to offer technical assistance and resources when needed and to work with women's organizations in these countries until they can do it all themselves."

In an effort to move women from the informal to the formal sector of economic activity, WID has concentrated resources in a few key areas. These include agriculture, small-scale enterprise (including private enterprise development), education and training, and natural resource use and conservation.

In developing these areas, Davies cites as a success of the program the increasing ability to leverage WID funding. "It is much easier now to obtain co-funding from the missions

(continued on page 6)

PROMOTED

Jonathan Addleton, Pakistan
Bonita Benison, AFR/TR/ARD/
 FSSP, clerk typist
Nora Anne Benton, S&T/MGT,
 administrative officer
Paula Bryan, Sri Lanka
Cynthia Burgess, S&T/POP/R,
 clerk typist
Melanie Chen, Philippines
Jennifer Collins, PPC/EA,
 economist
Dana Doo-Soghoian, AA/FVA,
 secretary stenographer
Virgolino Duarte, Egypt
Maureen Dugan, Costa Rica
Loretta Feller, Yemen
Rodger Garner, Somalia
Richard Greene, Sudan
Mary Herbert, PPC/WID, pro-
 gram operations specialist
Elizabeth Hogan, FVA/PVC/P
Kenneth Lanza, Dominican
 Republic
Robert Mahoney, Kenya
Kermit Moh, Panama
Robbie Morton, M/FM/PAFD/
 CMA/F, voucher examiner
John Movroydis, Egypt
Michelle Peterson, S&T/AGR/
 RNRM, clerk typist
Kim Pitts, AFR/EA/STIOS, clerk
 typist
Kurt Rockeman, Honduras
James Saunders, M/FM/PAFD/
 CMA/F, voucher examiner
David Schroder, Jordan
Craig Steffensen, Thailand
Carol Stengel, Bangladesh
Carina Stover, COMP/FS
Leslie Vaughn, ANE/EMS, clerk
 typist
Azaela Wise, M/PM/FSP/AB/P,

WHERE? IN THE WORLD ARE AID EMPLOYEES

personnel clerk
Orion Yeandel, COMP/FS

REASSIGNED

Marie Barnwell, administrative
 officer, BIFAD/S/Ed, to general
 services specialist, M/SER/MO/
 RM/BM
Paul Albert Bisek, supervisor gen-
 eral development officer, COMP/FS,
 to rural development officer, ANE/
 NE/TECH/SRD
Louis Carpenter, auditor, COMP/
 FS, to financial management officer
 financial analyst, M/FM/PAFD/
 CMA
Richard Dangler, AID represen-
 tative, to special assistant, AA/ADC
Angel Diaz, program officer, AFR/
 EA/STIOS, to project development
 officer, LAC/DR/SA
Julianne Gilmore, special projects
 officer, COMP/FS, to education de-
 velopment officer, S&T/Ed/ETC
Judith Grooms, administrative op-
 erations assistant, AA/M, to pro-
 gram operations assistant, FVA/
 FFP/II
Bruce Odell, program officer,
 ANE/EA/PB, to deputy director,

PPC/PDPR
Walter Rockwood, assistant Food
 for Peace officer, FVA/FFP/II/
 NE/A, to Food for Peace officer,
 REDSO/WC
Peter Sellar, program analyst of-
 ficer, ANE/NE/DP/PR, to special
 assistant, LAC/DP
Douglas Sheldon, supervisor fi-
 nancial management officer budget
 analyst, M/FM/SSD, to supervisor
 program officer, PPC/PB/PRS
Joan Silver, supervisor project de-
 velopment officer, Costa Rica, to
 program officer, PPC/PB/C

Barbara Spangenberg, budget an-
 alyst, AFR/CONT, to operations ac-
 countant, M/FM/LMD
Stanley Staniski, audiovisual pro-
 duction specialist, M/PM/TD/PCT,
 to audiovisual production officer,
 XA/AVP

MOVED ON

Joyce Elizabeth Bailey, COMP/
 CS/R
Tracie Deanne Banks, COMP/YOC
Sandra Rene Burton, COMP/YOC
Elaine Carson, S&T/RD/SEE
Barbara Ann Clay, COMP/CS/DS

Richard Collins, PPC/CDIE/
 EASA
Raga Elim, COMP/FS/M
Antionette Ford, AA/ADC
Kimberly Hall, COMP/YOC
Richard Hammersmith, M/SER/
 CM/SO/PDC
Carmen Johnson, S&T/EY
Vicki Knight, FVA/PVC/ITA
Anita Manuel, COMP/YOC
Mary Alice Marable, COMP/YOC
Wendy McKenney, M/SER/MO/
 PP
Lee McNeil, Jr., COMP/YOC
Christopher Alden Mock, S&T/
 RD/SEE
Gwendolyn O'Neill, M/SER/IRM/
 AS/ST
Norman Page, GC/PRE
Christy Marie Parker, COMP/
 CS/R
Michael Roscoe, LEG/OD
Christopher Smith, SAA/S&T
Lindsey Stokes, XA/PA/P
Stephen Wilson, GC/LE
Maxine Worthy, COMP/YOC

RETIRED

Nedra Marotte Rowe, SDB/OD,
 trade specialist, after 22 years
Theodore LaFrance, M/SER/
 COM/CPS/P, commodity manage-
 ment officer, after 5 years
Harold Rice, ANE/ASIA/TR/
 PHN, nutritionist, after 15 years
Rodney Myers, RIG/A/Dakar, au-
 ditor, after 19 years
William White, Jr., COMP/
 Reassign, project manager, after 5
 years

*Number of years are AID service
 only.*

Davies

From page 5, column 4

and bureaus for including women in new or ongoing Agency projects. That, in essence, is mainstreaming women many times over what we would ordinarily be able to do with a small women-specific project. Our money goes further, and more people are involved in the process. That this is becoming an acceptable procedure speaks well for the program."

Davies' interest in the women in development issue is a natural outgrowth of her lifelong fascination with the social and cultural aspects of women's lives. "Even as a child, when we visited historic homes on vacation, I wanted to see every room in the house to see how they were furnished to try to understand how women led their lives in those days," she says.

The many hours spent in museums and old homes in childhood instilled a love of cultural and social history that has become Davies' primary enjoyment in her leisure time. At least every few weekends, she tries to visit historic homes in the area and along the East Coast. "I go not to admire the 'portals,' but just to absorb the whole atmosphere. Every home has a certain aura that reflects the human beings who lived there. This is my relaxation—I can

move out of my daily environment entirely," she says.

When time permits, another "great luxury in life" is reading historical biographies, particularly 17th and 18th century English and Russian figures. Davies also enjoys biographies of more recent American historical figures.

"As strange as it sounds, I also spend a lot of time in cemeteries," she says, explaining that cemeteries tell a great deal more about the people buried there than merely names and dates on a tombstone. Her mother was interested in genealogy and took Davies along on research expeditions. "My mother read the tombstones for the historical content, but I read them just because the information was fascinating for what it revealed about families in earlier days," she says. "For example, I remember one Pennsylvania tombstone that reads, 'I told you I was sick.'"

Davies has pursued her interest in historic sites and her curiosity about how others live on vacations to England, the Loire Valley in France, Greece and the Soviet Union.

On a trip to Russia, she and a group of friends bypassed a "tour highlight" to view the tomb of Lenin with their 180-member group. Instead, she chose to visit the apartment of a Soviet citizen whom they had met. "I wanted to see how someone actually lives in the Soviet Un-

ion today rather than just go look at a tomb," she explains. Unfortunately, their absence from the scheduled stop was noticed by the tour guide, and at dinner that evening, a voice boomed over the loudspeaker—"The four of you who failed to see Lenin's tomb will have another opportunity to do so tomorrow." However, the diversion was well worth the retri-

mand, says Davies.

Her historical interests are reflected also in her collection of antique furniture, which she often refinishes herself. "I enjoy dusty little antique shops," she says, "although I do a lot more looking than buying." She describes her taste as eclectic. "When I see an antique piece of furniture, what attracts me is not a particular style or the patina of the wood but the history of the piece. Knowing something about its previous owners is what fascinates me," she says.

Davies also enjoys classical music and finds that playing the piano is a very therapeutic way to unwind after a tiring day. "I can gauge my temperament by the music I choose. I may start off with Czerny's exercises, move to baroque and finish with ragtime as my mood improves," she says.

As for the future, Davies plans to remain in Washington, combining her interests in foreign policy, other peoples and other lands. However, she says, "Based on the way I tend to operate, if something came along that was the chance of a lifetime, I probably would put aside my conservative side and pack up and do it. Like most people who work for AID, there is a little of the wanderlust and the spirit of adventure in me."

Chase is assistant editor of Front Lines.



Davies has had a lifelong interest in the social and cultural aspects of women's lives.

Foreign Service Promotions Announced

The 1985 Foreign Service promotion list includes 97 people who were promoted to the FS-08 through FS-01 categories. The promotions were effective Nov. 24.

Because of the statutory requirement that promotions into and within the Senior Foreign Service shall be by appointment by the President with the advice and consent of the Senate, promotions to the Counselor class and within the Senior Foreign Service cannot be announced yet. However, promotees will be notified as soon as the President sends their names to the Senate for confirmation.

The promotions were recommended by the 1985 Selection Boards that met between Aug. 12 and Nov. 8. Members FS-02 and below were evaluated in rank order by occupation. Each Selection Board was made up of peers, with one public member. The Selection Boards may identify more employees for promotion than the number of promotions that are authorized.

The authorized number is determined by the Administrator, taking into account the number of positions at a particular level in relation to the number of employees at that level, projections of attrition due to resignations, voluntary and mandatory retirements, anticipation of new positions, and budgetary and other considerations.

At a meeting of management and



Lois Hartman, deputy director of the Office of Personnel Management, and William Ackerman, acting vice president of the American Foreign Service Association, match the names of persons eligible for promotion with the number of positions available.

American Foreign Service Association representatives on Nov. 4, sealed envelopes containing rank-order lists of the 1985 Selection Boards' promotion recommendations for each class were matched with corresponding envelopes containing the number of promotions authorized for each class.

The lists were cut off at the authorized number, and the 97 people

on the 1985 promotion list for classes FS-02 and below were named as follows:

FS-02 to FS-01

- | | |
|--------------------|-------------------|
| Douglas W. Arnold | Darryl T. Burris |
| Juan A. B. Belt | Robert B. Cook |
| L. Marcia Bernbaum | Louis J. Cooke |
| Cameron S. Bonner | Harold Dickherber |
| Elena Brineman | Buddy K. Dodson |
| Keith E. Brown | Neil C. Edin |

- | | |
|---------------------|----------------------|
| Donald F. Enos | Thomas A. McKee |
| Patricia S. Gibson | Richard McLaughlin |
| Cynthia F. Giusti | Dora L. Meeks |
| William R. Goldman | Barnabas Mosley |
| William R. Goodwin | Amy U. Nolan |
| Barry N. Heyman | Peter R. Orr |
| George R. Jenkins | James R. Osborn |
| Paul Y. Jhin | John J. Pinney, Jr. |
| T. David Johnston | Gordon L. Ransom |
| Edward Kadunc, Jr. | Clarence Rattan, Jr. |
| Lawrence J. Klassen | Monica K. Sinding |
| Howard R. Kramer | Helen E. Soos |
| Paul L. Kramer | Edwin D. Stains |
| John V. D. Lewis | Eugene J. Szepesy |

FS-03 to FS-02

- | | |
|-------------------------|---------------------|
| E. Cecile Adams | Dawn M. Liberi |
| Robert F. Bertolet | Mary F. Likar |
| Roger A. Bloom | Dorothy McClellan |
| Oliver C. Carduner | Cecil D. McFarland |
| David L. Cowles | Diane L. McLean |
| James A. Dzierwa | Alexandria Newton |
| Frank L. Fairchild, Jr. | Walter E. North |
| Benjamin C. Fields, Jr. | Barry K. Primm |
| Kimberly Ann Finnan | Phillip Rodokanakis |
| Richard J. Goughnour | Randall W. Roeser |
| Larry W. Harms | Martin N. Schulman |
| H. Donn Hooker | Judi A. Shane |
| Thomas Krackiewicz | John R. Thomas |
| Peter B. Lapera | Randal J. Thompson |
| Joan E. LaRosa | Nimalka Wijesooriya |

FS-04 to FS-03

- | | |
|--------------------|------------------|
| Anne C. Bradley | Cynthia Kemner |
| Pamela L. Callen | Edward T. Landau |
| J. Correa-Montalvo | Patricia Smith |

Administrative

- | | |
|------------------------|-----------------------|
| Alan Davis | FS-05 to FS-04 |
| Lena M. Gurley | Carol Bruce Kiranbay |
| Richard P. Harber, Jr. | Gloria C. Kirk |
| Thomas Kerst | Mary Carolyn Reilly |
| Walter M. Kindred, Jr. | |
| Harry M. Lightfoot | |

FS-06 to FS-05

- | | |
|--------------------|---------------------|
| Richard D. Newberg | Sandra S. Anderson |
| Thomas M. Olson | Lorraine A. Bellack |
| Mary Catherine Ott | Dorothy M. Williams |

FS-09 to FS-08

- | | |
|-------------------|--------------------|
| Carlos E. Pascual | Bertha Wimbish |
| Patricia Rader | Mona-Lisa St. Remy |
| Ronald Ruybal | (Resident Hire) |

FS-05 to FS-04

- | |
|-----------------|
| Marilyn Collins |
|-----------------|

Breakdown Given for 97 FS Promotions

Following is a breakdown by occupational group and class of the 97 foreign service members promoted in 1985:

Program Analysis (Backstop 02)

- FS-02 to FS-01 4

Total 4

Administrative Management (Backstop 03)

- FS-02 to FS-01 1

- FS-04 to FS-03 1

- FS-05 to FS-04 2

Total 4

Financial Management (Backstop 04)

- FS-02 to FS-01 4

- FS-03 to FS-02 3

- FS-04 to FS-03 2

- FS-05 to FS-04 1

Total 10

Secretaries and General Clerical (Backstop 05)

- FS-05 to FS-04 1

- FS-06 to FS-05 2

- FS-09 to FS-08 1

Total 4

- FS-09 to FS-08 (resident hire) 1

General Services (Backstop 06)

- FS-02 to FS-01 1

- FS-03 to FS-02 2

- FS-04 to FS-03 1

Total 4

Administrative/Sub-Professional (Backstop 07)

- FS-05 to FS-04 2

- FS-06 to FS-05 1

Total 3

Audit and Inspection (Backstop 08)

- FS-02 to FS-01 3

- FS-03 to FS-02 2

- FS-04 to FS-03 1

Total 6

Agriculture (Backstop 10)

- FS-02 to FS-01 4

- FS-03 to FS-02 6

- FS-04 to FS-03 4

Total 14

Economist (Backstop 11)

- FS-02 to FS-01 1

- FS-03 to FS-02 1

- FS-04 to FS-03 2

Total 4

Program Management (Backstop 12)

- FS-02 to FS-01 5

- FS-03 to FS-02 1

Total 6

Rural Development (Backstop 14)

- FS-02 to FS-01 1

Total 1

Food for Peace (Backstop 15)

- FS-02 to FS-01 1

- FS-04 to FS-03 3

Total 4

Housing, Urban & Community Development (Backstop 20)

- FS-02 to FS-01 1

Total 1

Engineering (Backstop 25)

- FS-02 to FS-01 3

- FS-03 to FS-02 1

Total 4

Health, Science, Medical & Population (Backstop 50)

- FS-02 to FS-01 2

- FS-03 to FS-02 2

Total 4

Human Resources, Education & Development Training (Backstop 60)

- FS-02 to FS-01 1

- FS-03 to FS-02 2

Total 3

Legal (Backstop 85)

- FS-03 to FS-02 1

Total 1

Commodity Management (Backstop 92)

- FS-03 to FS-02 2

Total 2

Contract Management (Backstop 93)

- FS-02 to FS-01 1

- FS-03 to FS-02 1

Total 2

Project Development (Backstop 94)

- FS-02 to FS-01 7

- FS-03 to FS-02 6

- FS-04 to FS-03 1

Total 14

IDI (Backstop 95)

- FS-05 to FS-04 1

Total 1

Secretaries Represent Agency's Diversity

by Suzanne Chase

No office can function without secretarial assistance. Beyond the normal office support duties of filing, typing, answering phones and scheduling appointments, a secretarial career at AID involves special responsibilities and unusual opportunities because of the Agency's unique role in Third World development and disaster assistance.

Mary Brock, Eloise Echeverria and Shirley Truman came to AID for different reasons, but their career paths represent the broad range and duties of secretarial positions in ensuring that the Agency's worldwide operations are conducted smoothly and efficiently.

Mary Brock, executive assistant in the Office of the Deputy Administrator, has been with the Agency 12 years. "I've been very lucky," she says. "AID has been a very good training ground for me. I've had good bosses who guided me in my career, and I've also worked with top-notch secretaries who taught me a lot."

Brock cites the time, early in her career, when she intended to take a less interesting job because it meant a salary increase. When she

"If you take the initiative, often you will be given the opportunity."

explained her intentions to her boss, she was urged not to accept a dead-end position for short-term gain that would limit her future advancement. Looking back on her career, she says, "That taught me always to consider an opportunity for its long-term benefits and not to box myself in."

After moving to Washington in 1965, she applied and was selected for a Labor Department manpower training program. "It was like a secretarial college because it was eight hours a day, five days a week for a full year," she says. "Besides the usual secretarial courses of typing and shorthand, we studied English literature, history and social and cultural dynamics. It was a great opportunity and very challenging."

"When I graduated, I took the civil service examination and also interviewed with private sector companies through the program's placement service. In the end, I chose AID because of the work it did and also because of the 'after-hours benefits' program which lets you continue your education," she says.

Brock started with the Agency in the former Asia Bureau as a secretary-typist. "After only two weeks on the job, the other secretary left, and I was stuck with running the whole office," she laughs.

Her first assignment was to clean out and organize eight large file cabinets. "Many secretaries think filing is gruesome," she says, "but it's a

great place to start because that's where all the information is. That's how you understand what the office is all about."

Brock later transferred to the Africa Bureau where her interest in the contracting procedure was encouraged by the people for whom she worked. To assist with the office's heavy work load, she learned to draft PIO/Ts (project implementation order/technical services) and later researched the procedure necessary for the office to carry out an "excess property program" to get government surplus items to an African country.

"If you take the initiative, often you will be given the opportunity," she advises.

From the Africa Bureau, she went to the former Bureau for Intergovernmental and International Affairs where she was a back-up secretary to the assistant administrator. This position involved much contact with high-level officials from both the U.S. private and public sectors as well as foreign government officials. "I worked with a very professional foreign service secretary," Brock says, "and learned a lot about office diplomacy and management."

At the newly-formed Bureau for Private Enterprise, Brock was back-up secretary to the acting assistant administrator and assumed all responsibility for travel arrangements. "For some strange reason, I love to be involved in the travel process and work with the Agency's travel staff," she says.

Brock also has taken advantage of the opportunity available to civil service secretaries to work abroad on temporary duty assignments (TDYs). She even turned down one promotion for the chance to spend three weeks working at the mission in Kenya. "It just seemed like the chance of a lifetime," she says. "Although I wasn't brand new to the Agency at the time, going overseas pulls it all together." Brock also has worked at the United Nations for the opening of the General Assembly.

She enjoys her current job in the Deputy Administrator's office because of the varied duties and the opportunity to work with all the bureaus and offices. "It's like the nerve center of the Agency, and I like to work in chaos," she jokes. "Whenever it is relatively quiet, you know it's only the calm before the storm!"

Her job involves a great deal of phone contact and scheduling, Brock says. She also is responsible for tracking all correspondence flow and prepares the final text of the Deputy Administrator's speeches. However, she notes, "This position actually requires little typing because most of the drafts are generated in other offices."

"I've seen the Agency from the bottom up," she says, "and I've met and been able to work with so many inspirational people. AID is like a geography class; people have been all around the world and have fascinating stories to tell. But my main



"I've been very lucky," says Mary Brock. "AID has been a very good training ground for me."

satisfaction is knowing that I'm part of an Agency that is really helping people."

The desire to help people is what led Eloise Echeverria, senior secretary in the Office of Foreign Disaster Assistance (OFDA), to apply to AID in 1974 upon reentering the job market after her children entered school.

She had started in government as a clerk-typist with the National Labor Relations Board and later with the Department of Commerce while attending college part-time.

"My earliest career goal was to become a Peace Corps volunteer," she says. However, marriage and children caused her to put aside her career aspirations temporarily.

When she was ready to return to work, she says, "I saw an ad for AID. I wasn't really thinking of travel. I just supported the work they were doing, and I wanted to help."

Echeverria began her career with AID as part of a secretarial pool. "It was fascinating," she says, "because I was able to work in a few places for short periods of time and got a brief insight into all the Agency does."

Her first permanent job was with the contract management office. "But the day I arrived on duty, the room was dark, and there was no typewriter on the desk I had been shown. I thought to myself, 'Oh no! What does this mean?'"

Just then the branch chief arrived to tell her that she was needed temporarily by the division chief. "I never left," she says. For two years, she was division secretary for the Support Division.

She had been on the job for only three days when her boss left for a three-week TDY. "But it was great. One of my jobs was to get all the mail to the right people, so I got to know everyone very quickly and had to learn the ropes right away," she explains.

Echeverria says, "I learned a lot

about contract management, which I enjoy very much. I also did all the administrative things needed, such as arranging for office moves and furniture repair or replacement.

"I then 'retired' again for eight years," she says, "to spend more time with my children." She returned to AID in 1983 to help pay college costs for her two daughters.

"I didn't know what OFDA was when I went for the interview," she says, "but this job has changed my whole life."

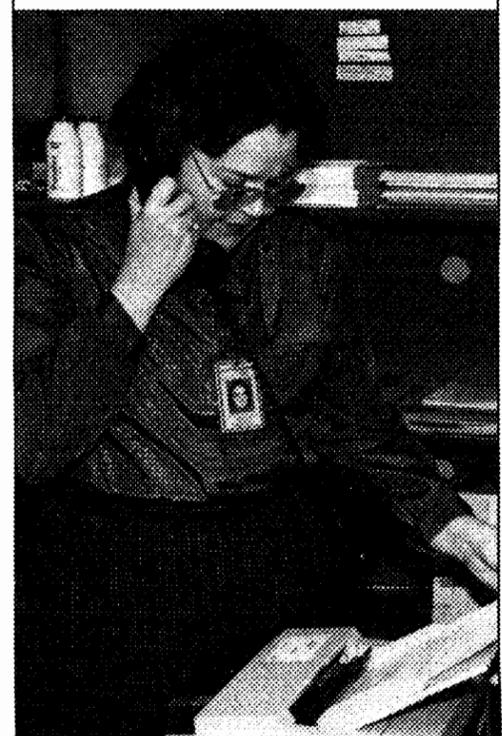
"We are so busy all the time," she exclaims, "but I love the work. We are the first point of contact during any emergency situation, and I am exposed to so many different types of people—from four-star generals to diplomats to even rock stars," she says, referring to a recent visit by Bob Geldof of Live Aid.

Depending on the disaster, the office may operate on a schedule of 12-hour shifts, 24 hours a day, as it did during the Mexican earthquake relief effort and the more recent Colombian volcano eruption.

In addition, every fifth week she is duty secretary as part of the secretarial rotation schedule. The professional staff has a separate duty roster. "I have learned that Friday is a very good day for disasters to be declared," she laughs, referring to the end-of-the-week timing of recent disaster situations. "I never plan anything for a Friday night when I am duty secretary."

"During most disasters, the duty secretary will be able to go home at some time each evening and get some sleep," she says, "but the professional staff continues to get calls all night. Almost any disaster situation works out to be a round-the-clock job for them."

Echeverria's primary responsibilities during a relief effort are to handle the continuous phone calls and the preparation of cables. "You have different people from all the government agencies involved in any disaster," she says. "You spend



Eloise Echeverria: "My earliest career goal was to become a Peace Corps volunteer."

hours just answering the phones and typing cables.

"I wouldn't be able to do my job," Echeverria says, "if my family wasn't supportive of what I do and why I do it. My husband makes the meals, and my daughters help with household chores when I'm working long hours."

For example, when word was received of the Colombian volcano disaster on a Wednesday, Echeverria says, "I had come in at 9 a.m. that day and stayed until 11:45 p.m. The next day I didn't come in until 2 p.m. but stayed until about 11:30 p.m. That really wasn't such a long day. But Saturday, I got in at 4 p.m. and didn't leave until 3 a.m. Mexico was just like that too."

She also points out that, in addition to the recent disasters in Mexico and Colombia, there are smaller crises all the time, such as the March cyclone in the Fiji Islands and the fire on the Galapagos Islands the same month. "And, for one whole year, the African famine has been a continuous crisis," she adds.

"I work very hard and get my greatest satisfaction out of knowing that my work is helping to get needed supplies to people suffering all over the world," she says.

"I wouldn't recommend this career to just anyone," Echeverria says. "Everyone at AID is a special kind of person. You really have to be dedicated and like what you are doing. If not, you shouldn't be in this field. I've been very happy knowing the people at AID. 'Me' is not first with the majority of people here."

"You must have that *esprit de corps* and feel that you're part of a team," agrees Shirley Truman, secretary to the director and deputy director of the Office of Development Programs in the Bureau for Latin America and the Caribbean. "A secretary's responsibilities are not necessarily limited to the minimum standards required, but include anything that makes the boss' work easier and the office in general run more smoothly."

Truman, who won the 1983 Foreign Service Outstanding Secretaries' Award, spent the first 21 of her 25 years with the Agency at overseas posts. She has served as secretary to mission directors in the Dominican Republic and Honduras and as secretary to the AID representative in Uruguay. In addition, she spent two years in Afghanistan as secretary to the chief of the education division, which was the largest AID program of its kind at the time.

As examples of going beyond the duties of a job description, she says, "When a new mission director would arrive overseas, in addition to supplying the names and titles of government officials, I would look for pictures of the ministers so that the director could identify these people before being presented to them. I also might provide a special type of calendar for social engagements or a catalogue for ordering items not readily available in that country. In other words, I would try to provide the little extra that freed his time for his job and made him more effective."



"You must have that *esprit de corps*," says foreign service secretary Shirley Truman.

Truman's original career goal was to teach. After high school graduation, she spent a year at the University of Southern California and later attended Gregg's College of Commerce, a secretarial school in Phoenix, before deciding to work full-time.

She and a friend were working in the city manager's office in Long Beach, Calif., when they saw an advertisement in the paper for jobs overseas with AID. "We just made a

spur-of-the-moment decision to apply," she says. "I was perfectly happy with the job I had, but I suppose AID appealed to the sense of adventure in me."

Prior to her first assignment as secretary to the deputy mission director in Ecuador, she underwent intensive Spanish-language training. "At many overseas posts, a large part of the business is conducted in the native language," Truman explains, "and naturally you need it for personal errands, shopping and touring during your time off. Becoming fluent in another language is one of the great advantages of being a foreign service secretary."

Like most foreign service personnel, Truman prefers overseas assignments. "Ecuador was my favorite post, probably because it was my first," she says, "but I have loved each assignment. There is a uniqueness about each country and its people."

"Getting together to swap stories is also one of the amenities of being in the Foreign Service," she says. Among many humorous tales of cross-cultural problems is the time in Afghanistan when some foreign service friends wondered how their housekeeper managed to serve orange juice that had been strained since they didn't have a strainer. Truman recalls, "When they asked him, he cheerfully replied, 'Oh, I

used that thing you have'—pointing to the flyswatter!"

Comparing her duties overseas with those in Washington, she says, "Basically, the secretarial duties are the same. However, work at the missions is a little more fast-paced, and there is no flex-time. It is an intense, eight-hour-a-day job and usually more."

During her career, Truman also has served on an administrative promotion panel and on a RIF (reduction in force) panel. "The Office of Personnel Management chooses representatives from the various groups that will be affected by the panel's recommendations, and I was chosen to represent the secretarial field," she says.

In her personal life, her career has provided the means to continue her hobbies of collecting recipes and art work from different countries. "But," she says, "one of the most important rewards has been the lasting friendships formed over the years that extend beyond the realms of employment and nationality."

Whether in Afghanistan or Washington, typing a cable or filling out time cards, secretaries such as Truman, Echeverria and Brock are the backbone of the Agency in both its everyday and emergency operations around the globe.

Chase is assistant editor of Front Lines.

Senior Staff Meets Retreat Refines Agency Role

To discover the best way the Agency can exert its leadership in a wide range of development issues while increasing program continuity and concentration, Administrator Peter McPherson met recently with AID's senior staff in Annapolis, Md.

"The existence of a great number of development problems is no excuse for proliferating projects or

"We believe we now have restored much of the flexibility our overseas operations require."

having a diffused development focus," the Administrator pointed out. "AID must grasp the opportunity to influence development by exerting a leadership role in policy development, as well as some program development, in the face of changing economic and political circumstances."

The participants, including the deputy administrator, the counselor, the executive secretary, assistant administrators, deputy assistant administrators and independent office directors, agreed that it is important for each country program

to sustain a focus on a limited number of critical development problems over a period of years to achieve the greatest impact.

The consensus of participants was that the Agency's action plan can work as long as AID bilateral resources are applied for specific, targeted purposes.

Deputy Administrator Jay F. Morris explained, "In some cases, AID leadership may be achieved best through research or policy development."

In other cases, AID leadership may result in program activities in select countries where the need and the resources required are high. Only in those areas that represent the core of AID's program, such as policy dialogue and agricultural development, will AID's initiative be synonymous with across-the-board AID bilateral activities.

"The recent guidance for Country Development Strategy Statements was drafted with these thoughts in mind. In short, we need more development results and fewer new starts," said Morris.

Participants also discussed topics that were suggested by missions prior to the retreat, including new contracting requirements, foreign service nationals (FSNs), reporting requirements, information requests and improvement of AID's private sector programs.

As a result of the discussions, a

cable already has been sent to the field concerning modifications to the new Fixed Amount Reimbursement requirements that AID sought. The modifications encompass overseas Personal Services Contracts, overseas contracts under \$100,000 and procurement exceptions, on the basis of impairment of foreign assistance objectives, to competitive selection of contractors. "With these changes, we believe we now have restored much of the flexibility our overseas operations require," said McPherson.

Following talks on how to improve use of foreign service nationals, the Bureau for Management agreed to review its guidance on authority, pay and training for FSNs. Results will be communicated to the field as soon as the review is completed.

Discussion also focused on methods to improve AID's private sector programs. A course of action will be determined following an analysis of mission responses to a cable that requested descriptions of current private sector activities.

"The Administrator's retreat provided an excellent foundation, based on mission submissions and senior management input, for considering how AID's policies and programs have developed over the last four years," said Morris.

"As a result, several working groups will assess further the Agency's experiences in light of future requirements."

BUREAU OF THE MONTH

The Bureau for Food for Peace and Voluntary Assistance

When Administrator Peter McPherson said several years ago that world hunger was to become a central focus of AID, it meant that the Food for Peace program had gained new status within the Agency as the all-important element linking food aid, development and the private sector.

To underscore this, the Bureau for Food for Peace and Voluntary Assistance (FVA) was established in 1981. The bureau status gave P.L. 480 food aid a new focus without diminishing its humanitarian aspect.

"Our primary accomplishment has been in turning P.L. 480 into a vehicle for development," says Julia Chang Bloch, assistant administrator for the bureau.

"We also have gone a long way toward integrating P.L. 480 into the overall strategy of the Agency," she emphasizes.

"We now are trying to provide know-how and information from evaluations and studies to give the program a much better understanding of what has been done and what can be done," she says.

In addition to being the primary office responsible for implementing the multibillion dollar P.L. 480 program, the bureau's other major functions are carried out by the Office of Private and Voluntary Cooperation (PVC), the Office of American Schools and Hospitals Abroad (ASHA), and the Office of Program Policy and Evaluation (PPE)

The Office of Private and Voluntary Cooperation manages AID's relations with private and voluntary organizations (PVOs), which are an essential part of the Food for Peace program.

The Office of American Schools and Hospitals Abroad focuses on institutions overseas and the Office of Program Policy and Evaluation

helps form the Agency's policies.

"The link in the bureau's programs," says Bloch, "is that all of the offices deal in one way or another with outside constituencies—primarily PVOs but also with other non-governmental interests."

OFFICE OF FOOD FOR PEACE (FFP)

The Food for Peace program celebrated its 30th anniversary last year, but the next 30 will not be like the first, says Walter Bollinger, FFP's deputy assistant administrator.

One person who fully understands this, says Bloch, is the Administrator. The increased importance given the program by McPherson, combined with famines in African countries such as Ethiopia and Sudan, points to an increasingly significant role for Food for Peace.

The FFP office is responsible—along with the U.S. Department of Agriculture—for carrying out the P.L. 480 program in 72 countries.

There are 34 FFP staffers in Washington, 23 officers abroad and nine contract staffers in Washington and overseas. FFP had a \$2.3 billion budget in fiscal 1985, exceeding the budget of the rest of AID's development assistance program.

"The Work of the Office of Food for Peace is, by the nature and size of its portfolio, something few people in AID fully understand or appreciate," says Thomas Reese, coordinator of the Food for Peace program.

Bollinger says the challenge lies in designing a strategy for Food for Peace that blends the program's multiple objectives—humanitarian, economic, foreign policy and U.S. market development in foreign countries.

"P.L. 480 serves as a means for encouraging policy reforms that elim-



Julia Chang Bloch checks on the activities at a maternal child health center in West Africa.

inate barriers to increased domestic food production in the recipient countries, thus lessening their need for aid in the future," he says.

The newly defined links between food aid and development include four major areas:

- Policy reform encourages a recipient country to improve its ability to feed itself or to pay for required food imports.
- Private sector initiative promotes overcoming obstacles to involve the private sector in programs that increase food production and improve marketing and distribution facilities.
- Integration of programs helps ensure that food aid and non-food aid elements of the foreign assistance programs in less developed countries are linked closely to common objectives. An example would be using local currencies generated through FFP Title I programs to support development assistance projects in the rural sector.
- Self-help arrangements are used to teach food aid recipients specific steps they can take to achieve sustained economic growth and to measure progress carefully as additional assistance is considered.

Development and self-help are bywords to Gladys Frazier, deputy chief of the Title I Division who came to Food for Peace nine years ago after serving as an Afghanistan desk officer.

"I came off a desk that was highly oriented to development programs and into an area where development was then only treated with a light touch," she says. "Since then, I have seen the developmental side of this program grow considerably."

The food aid program provides assistance through three different channels: Title I, II and III.

Title I is a concessional loan program that provides developing countries with long-term low-interest loans to purchase U.S. farm products they, in turn, can sell. In exchange, the countries agree to self-help requirements such as improved policies and the use of local currency for developmental activities.

India, for example, has effectively used P.L. 480 commodities to spur development, says Bollinger. In the decade from 1965 to 1975, food grain

production more than doubled. In spite of a high rate of population growth, India went from a chronic deficit to a position of self-reliance with actual surpluses in some years. P.L. 480 helped provide AID an opportunity for policy dialogue with the Indian government and provided India with a safety net while it implemented reforms.

P.L. 480 also helps developing countries feed themselves through the use of local currencies generated by the sale of P.L. 480 commodities. These proceeds are used for a variety of developmental projects, including credit for small farmers, food storage and distribution systems, transportation, rural electrification, extension services and reforestation programs. Bollinger points out that successful development programs using local currency-financed programs may have the long-term impact of stimulating growth. This eventually may enable a recipient country to trade in world markets.

Under Title I's concessional loan program, AID developed and signed 32 agreements that emphasized self-



Barbara Blackwell (left) and Chick Manzano seek information on funding of a Food for Peace project.



Jeanne Markunas, (from left) Walter Bollinger, Tom Reese and Bob Sindt of the Department of Agriculture meet to determine how surplus food can be used for development purposes.

Famine Relief Workshop Set

Speakers from AID will be featured at a workshop on "Transportation and Logistics: Aspects of African Famine Relief" to be held Jan. 17-18 at the University of Maryland, College Park.

Jack Royer and Rick Gold, Food for Peace officers in the Bureau for Food for Peace and Voluntary Assistance, will participate in a panel discussion entitled "Setting the Stage for Solutions." Royer backstops the P.L. 480 Title II program for West Africa, and Gold is the backstop for the program for Ethiopia and the Sudan.

Also speaking will be Charles Vandervoort, transport economist, who is on detail to the Africa Bureau's Drought Coordination Staff from the Department of Transportation. Vandervoort will give a general overview of the transportation situation during the past year in drought-stricken areas.

The workshop is sponsored by the American Society of Transportation and Logistics; the Embassies and U.N. Missions of Chad, Mali, Niger and Somalia; Babson College, Mass.; California State University, San Bernardino; San Francisco State University; Syracuse University, New York; and the University of Maryland, College Park.

For further information, contact workshop organizer Alice Kidder, Babson College, at (617)239-4461.

AID BRIEFS



Colombian Ambassador Rodrigo Lloreda, (left) answers questions concerning relief efforts during a Nov. 15 press conference at AID. Deputy Administrator Jay F. Morris, acting as President Reagan's special coordinator for international assistance, met with Lloreda and disaster specialists to discuss the best methods to provide speedy and efficient disaster assistance to the survivors of the volcano eruptions.

An update is on the back page.

Kleis Named BIFAD Chief

R. W. Kleis has been named as the new executive director of AID's Board for International Food and Agricultural Development (BIFAD).

Kleis previously worked as the executive dean of international affairs at the University of Nebraska and as the dean and director of the international agricultural program at the university's Institute of Agriculture and Natural Resources.

He has a doctorate in mathematics and agricultural engineering from Michigan State University and previously served as a consultant to the United Nations Food and Agricultural Organization.

Two Charged With Fraud

A joint investigation by AID and the U.S. Postal Inspection Service resulted in the arrest of Charles and Jack M. Colbert of SCI Equipment and Technology Ltd. and SIGNO Trading International Ltd., in Mount Vernon, N.Y., on charges of defrauding AID and a U.S. firm in Zimbabwe, according to Herbert Beckington, inspector general.

In a complaint filed Nov. 6 with the U.S. Magistrate for the Southern District of New York, the Colberts were charged with defrauding the foreign assistance agency and Chemplex Marketing Corporation, a chemical importing firm in Harare, Zimbabwe.

The complaint charges the Colberts with conspiring to commit mail and wire fraud, transporting counterfeit securities in interstate and foreign commerce and issuing fraudulent bills of lading.

The charges stem from an AID-supported purchase of 227 drums of perchlorethylene and trichlorethylene, valued at \$54,000, by Chemplex from SCI and SIGNO. The materials are used in dry cleaning and degreasing.

Questions about the case may be directed to James DeVita at (914) 683-9577.

Privatization Seminar Set

AID will sponsor an international conference on privatization in Washington, D.C., Feb. 17-19, at the Shoreham Hotel.

The purpose of the international conference is to assemble policy-makers, technical experts and business representatives from developing and industrialized countries to share experiences, delineate problems and benefits of privatizing state-owned enterprises, and build a strong knowledge base for this newly emerging development field.

Planning and follow-up are being coordinated by the Bureau for Private Enterprise and the Bureau for Program and Policy Coordination with input from AID bureaus.

IN MEMORIAM

Richard Parsons

AID employee Richard W. Parsons, 55, died Oct. 27 in Washington, D.C. of a heart attack suffered in May in Honduras. He was management officer at the Honduras mission.

During his 20-year career with AID, Parsons also served in Nigeria and Korea. In Washington, he was deputy director of the Office of Personnel Management. Prior government service included the Social Security Administration and the U.S. Army.

He is survived by his wife Elisabeth and four children.

Expressions of sympathy may be sent to Elisabeth Parsons, 11452 Orchard Lane, Reston, Va. 22090.

F. LeRoy Hoffarth

AID retiree F. LeRoy Hoffarth, 56, died of heart failure Oct. 4 at his home near Glenwood, Minn.

During his 20 years with the Agency, Hoffarth held agricultural and livestock management positions in Iran, Somalia, Vietnam and Kenya.

Survivors include his wife Peggy and two children.

Expressions of sympathy may be sent to Peggy Hoffarth, Route 3, Box 128, Glenwood, Minn. 56334.

Edward Castleman

Edward Castleman, retired mission director, died Nov. 6 of a heart attack. He was 68.

Castleman served as mission director in Suriname and as deputy mission director in Ecuador during his 21 years with the Agency. Other overseas assignments included Brazil and Vietnam. His 31-year government career also included service with AID predecessor organizations and the Department of Commerce.

He is survived by his wife Mildred and two children.

Condolences may be sent to Mildred Castleman, 7713 Glenmore Spring Way, Bethesda, Md. 20817.

George Hoover

George G. Hoover, retired civil engineer, died of cancer Nov. 7 at his home in Arlington, Va. He was 65.

Hoover's 16-year career with AID included assignments in Panama, the Dominican Republic, Bolivia and Pakistan.

He is survived by his wife Lucille and four children.

Condolences may be sent to Lucille Hoover, 2321 N. Powhatan St., Arlington, Va. 22205

Agency Funds Scholarships

AID will finance a five-year, \$18 million program of university scholarships to increase opportunities for disadvantaged South Africans to attend universities in their country, according to Administrator Peter McPherson.

Two South African private community organizations, the South Africa Institute of Race Relations and Educational Opportunities Council, received the first grant of \$860,000 to finance scholarships for 40 students in law, medicine, engineering, physical sciences, business administration, mathematics and the social sciences.

"This scholarship program is designed to promote peaceful and positive change in Africa by increasing chances for non-whites who lack financial means to receive higher education," said Administrator McPherson.

The new project is the first step in carrying out an Executive Order signed by President Reagan, Sept. 9, that calls for an increase in funds for in-country scholarships provided to South Africans disadvantaged by the apartheid system.

In fiscal 1986, AID plans to expand the project to allow for financing of 170 scholarships per year.

The U.S.-financed project will receive overall guidance and recommendations from a National Policy Committee of educators and community leaders in South Africa.

Cooperative Efforts Builds Bridge

by Bruce Rickerson

About a year ago, the Dani people of Irian Jaya province, Indonesia, literally "killed the fatted calf" to celebrate the completion of a new bridge over the Baliem River. One local leader summed up the feelings of many in the region by declaring, "We're like an imprisoned people set free!"

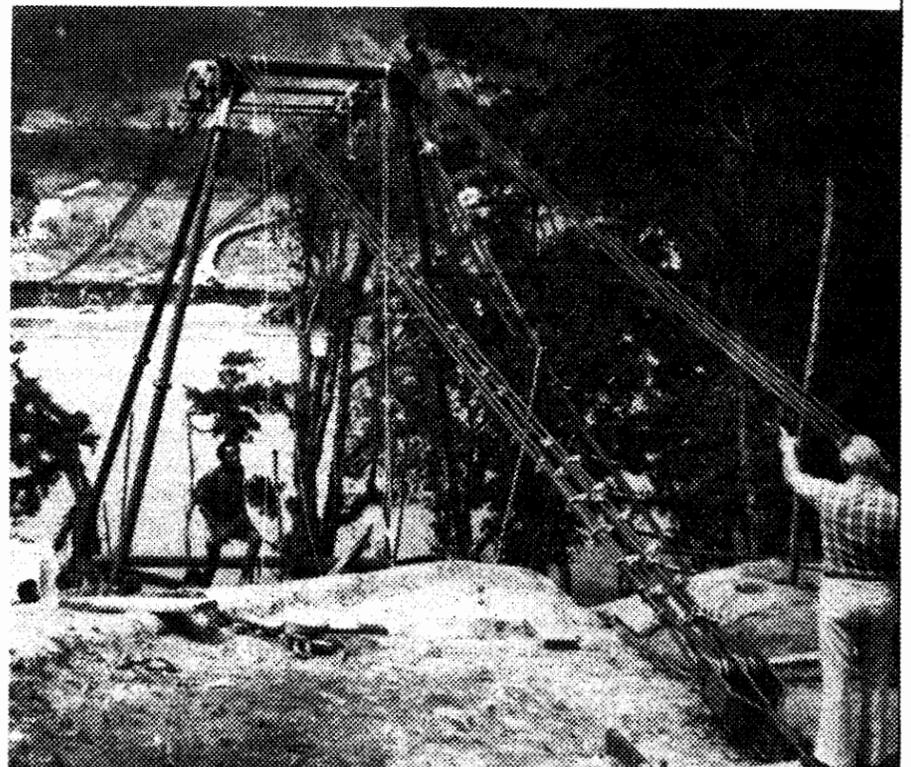
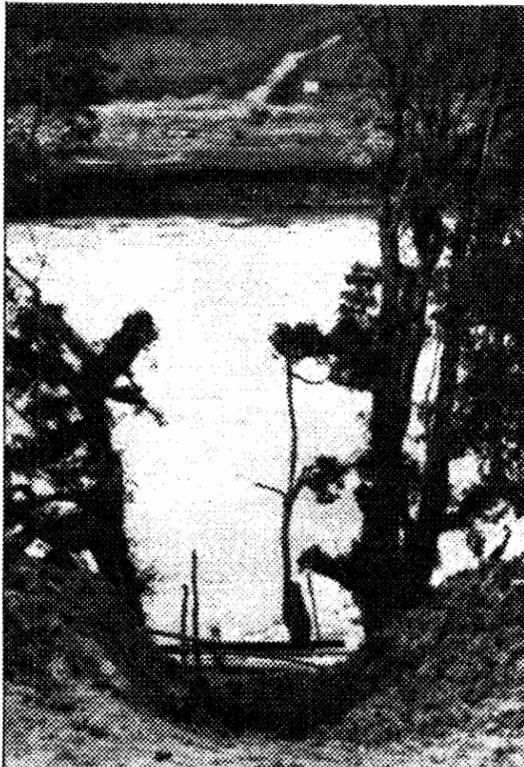
Seasonal flood waters used to make normally inconvenient river crossing by raft a life-threatening ordeal. The 385-foot Pyramid bridge, named for a community in the area, now allows people and animals to cross the Baliem easily, even during the rainy season. Since its completion, some 25,000 people on both sides of the Baliem river have benefited from the new bridge, constructed with AID assistance.

Even when not flooded, travel across the Baliem was inconvenient. Many people drowned each year trying to ford the river in its flood stage. As a result, families were split up and people on both sides of the river were seriously hampered in their attempts to attend schools, get medical treatment, reach markets or visit government offices. The only solution was a new bridge.

"Workers and local materials were readily available to assist with the project, but there was still a shortage of crucial skills and materials among the Dani," AID Project Officer Walter North commented. "Local leaders approached several missionary workers in the area, representing the Christian and Missionary Alliance. A father and son missionary team, James and Douglas Sunda, volunteered their assistance to help with bridge construction," North continued.

Officials of an American firm, the Freeport Mining Company, also indicated an eagerness to assist with the bridge project, and the company offered the services of one of its engineers, Wayne Cook, to design the Pyramid bridge.

Cook submitted the preliminary bridge design for approval late in 1982. In addition to the company's willingness to donate Cook's time, they also agreed to give, or sell at cost, some of the materials unavailable near the bridge site.



Private corporations, voluntary organizations, AID and the Dani people combined their efforts and resources to make the bridge project a success.

Though he pointed out that the construction challenges would be enormous, Cook said that a safe bridge could be constructed.

However, it was clear that to complete the Pyramid bridge, several important elements needed to be addressed.

One was a shortage of funds to pay for materials, whether bought at cost from Freeport or purchased on the market. Another was the expense of shipping the materials to the construction site. In each case, additional financial resources would have to be tapped before the project could begin.

The mission also received a proposal from a consortium of groups wanting to turn the dream of the Pyramid bridge into a reality. They included World Vision, Inc., World Relief Corporation (Jakarta) and the Pyramid Community Development Projects committee.

The AID mission in Jakarta saw immediately the benefits of helping the people on both sides of the Baliem by investing in the bridge construction project. "We were particularly impressed with the eagerness of the Dani people and their leaders to pitch in," Mission Director William Fuller noted.

After the mission agreed to participate, other interested groups and individuals started to work and the Pyramid bridge was under way.

Commuting from his station in Tembagapura, Cook gathered the materials, donated or sold at cost, from the Freeport Mining Company. These included steel cable, steel rod and pipe. In addition, he helped secure cement from Jayapura. He arranged air transportation for these materials to the bridge site.

The company's total participation in the project equaled about \$24,000, including materials, staff time and transportation. Cook eventually devoted more than seven weeks of his time to the bridge's design and construction. World Vision provided \$17,500 in materials and transportation, and the World Relief Corporation also assisted to cover staff travel, salaries, labor costs and transportation. Most importantly, the local Dani people became involved.

The Danis hauled 466 hardwood logs from a jungle nearly 26 miles away, carried heavy steel cable (meins) on their shoulders a similar distance, mixed 250 bags of cement by hand and organized the landscape work. They invested in mate-

rials and donated or purchased the services of workers valued at \$32,000.

"The industriousness of the local people combined with the efforts of AID and other organizations made the Pyramid bridge project a success," Fuller said.

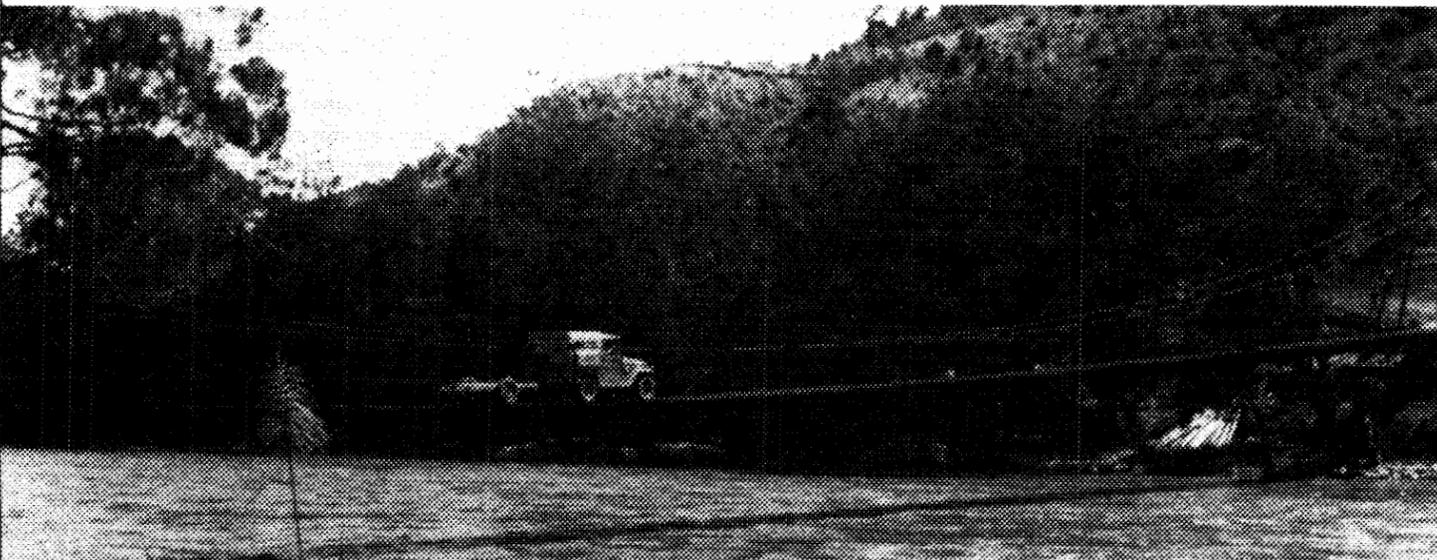
As projected, the total AID contribution came to \$19,000, of which \$11,000 was used to purchase non-local materials, and \$8,000 was spent for transportation of materials to the site. "AID's participation amounted to about 25% of the total cost of the Pyramid project," Fuller remarked, "and the chance to improve the lives and increase the mobility for an investment of less than \$1 for each local resident was excellent use of U.S. funds."

"The Pyramid bridge is a good example of how private individuals using their own initiative can kick off a project to improve their lives, involve private corporations to acquire specialized knowledge and free or low-cost materials, include voluntary groups to tap organizational skills and provide funding, and use AID's development funds with the greatest possible leverage," Fuller explained.

"This was an exciting project because of the community involved, the special situation and the incredible Dani participation," added North.

Not surprisingly, people at the Pyramid area were elated when the bridge opened in December 1984. A gala dedication feast was held, featuring 200 pigs, scores of chickens and many rabbits to celebrate the new mobility of the Dani people.

One local person noted, "The bridge has completely united us. Before the bridge only the brave and hardy would cross when the water was high. Now everybody is crossing — the weak, the lame, small children, ladies with their heavy loads and their babies — everyone feels free to cross."



The 385-foot pyramid bridge, named for a community in the Irian Jaya province, now allows people and animals to cross the Baliem River easily, even during the rainy season.

Rickerson is detailed to the Inter-agency South Africa Working Group.

Women's Successes Show Path to Future

by Richard A. Derham

PC For the past several years, AID has been learning that women in the Third World are building institutional structures capable of encouraging positive changes in the macroeconomic policies of their governments.

In "underground" or unregulated economies, the accomplishments of poor women are providing indigenous examples of the free-market benefits AID encourages through its policy dialogue efforts. In the informal sector women carve their own paths to development—a lesson many less developed country (LDC) governments might do well to follow, especially concerning general development policies.

But until recently, the relationship between macroeconomic policy and women in development was never explored adequately. In May, the Bureau for Program and Policy Coordination (PPC) commissioned the Sequoia Institute to undertake a comprehensive study examining the links between women and free-market economic policies.

The resulting report, *Paths to the Future: Women in Third World Development*, examines women's traditional dominance in and contributions to various economic sectors, explores the effects of restrictive government economic policies on women in both rural and urban areas and projects how women will be

affected if host countries adopt macroeconomic policies currently encouraged by AID.

As PPC began preparing for AID's participation in the U.N. Decade for Women Conference, the bureau decided to focus on the impact of anti-growth policies on women as a logical extension of AID's policy of integrating women into development. For example, because most farmers in LDCs are women, agricultural prices should be considered a "women in development" issue. One immediate result of such a focus could be to mobilize indigenous women's organizations to participate in their nation's policy development because women will benefit from improved government policies that encourage free operation of economies.

The evidence found by the Sequoia Institute project reinforces the Ford Foundation's recent report that up to 70% of the Third World's urban population is engaged in informal economies.

Sequoia's research depicts underground economies as a natural result of the lack of opportunity in most formal economies throughout the Third World. The study suggests that a directive in policy dialogue might well be to look "underground" to understand how free-market economies work in Third World countries.

The report also characterizes the economic policies of most LDC governments as anti-development—penalizing productivity while pro-



Women will benefit from improved government policies that encourage free operation of economies.

tecting privilege.

Such practices as government-supported undervalued rent, food prices and interest rates and overvalued foreign exchange and wage rates are among the many policies that adversely affect the poor—the group that has the least influence in forming these policies.

While many LDC governments consider their policies non-discriminatory, the Sequoia study points out

that their best intentions often are thwarted by anti-development policies. These policies "prevent the free operation of economies which would naturally reward performance regardless of government proclamations."

Because there are more women than men among the Third World's poor, women suffer most from anti-development policies. These policies have forced women into the underground economy to seek the benefits that a free market can provide. Organizations involved in women's issues should be encouraged by development professionals to advocate economic policies among LDC governments that will promote free-market economies.

The Sequoia findings have been supported by other research, such as the PISCES studies (edited by Michael Farbman of the Bureau for Science and Technology), which show that women make up about 54% of the world's informal urban labor force, and a World Bank staff paper that indicates 53% of workers in Tanzanian small businesses are women.

Also, one project of the National Council of Churches, designed to help small entrepreneurs in Kenya, discovered that 75% of that group are women. Because seven out of 10 urban workers are involved in the underground economy, research suggests that the leadership in the informal economy comes from women.

These findings complement economist and author Jason Brown's conclusions that are based on his extensive research in many Third World countries. He says, "It is women who are at the forefront of small business activity worldwide. In the search for social and economic equity, it may well be these organized businesswomen who will be the impetus for change."

Due to the newly recognized performance of women in the Third World, the Sequoia researchers conclude that "allowed open access in the total economy to do what only a part now enjoys, women will be integrated into development."

The research effort finds discrimination among the anti-development effects of statism. But it also finds the daily performance of poor women—and the work of organizations that seek to facilitate that performance—to be potent sources for positive change.

It appears that there is an important relationship between macroeconomic policy and women in development. Further, it seems as though Third World women and policy dialogue are natural partners. By recognizing this partnership, AID can maximize its development efforts for generations to come.

Copies of the report Paths to the Future: Women in Third World Development are available from PPC/WID, room 3725-A, (202) 647-3992.

Derham is assistant administrator of the Bureau for Program and Policy Coordination.

Revolving Fund Aids Private Sector

PRE Each loan from the AID Private Sector Revolving Fund helps activate other funds from the private sector and draws them into projects. Since the fund was activated in April 1984, the \$30.5 million from AID has triggered a total investment of \$80.5 million.

Established by Congress as a mechanism for channeling investments of the Bureau for Private Enterprise (PRE), the revolving fund is designed to be self-replenishing as the portfolio grows, and reflows increase from loan principal, interest and fees.

PRE loans mainly target small- and medium-scale private businesses in less developed countries (LDCs). Among the projects, 14 involve loans to commercial banks, venture capital firms and other intermediate financial institutions. These funds are matched by the institutions and loaned, in turn, in local currency to small businesses. Three loans have gone directly to LDC firms.

PRE investment officers look for projects that are innovative, can be copied or expanded in the field and have geographical balance. Another yardstick is leverage. Development impact is measured in jobs, income and foreign exchange generated, as

well as the transfer of technology and management skills.

Revolving fund proposals go through a formal review procedure both within PRE and with other bureaus before money is committed. Proposals also go before a Loan Review Board composed of private sector financial executives with experience in financing projects in LDCs and knowledge of the risks involved. The board met four times during fiscal 1985. Its recommendations, while not binding on PRE, helped in the development of a sound, credit-worthy revolving fund portfolio.

In expanding the portfolio in fiscal 1986, the bureau will focus on export trade financing, venture capital firm activity, agriculture-related projects and opportunities for privatization.

EFFORTS GATHER STEAM

PRE's mission-support activities, through which the bureau backs private sector efforts in the field, will gather steam under three contracts totaling \$6 million. Awarded by PRE in late September, each will enable the bureau to respond more quickly to mission requests in a number of different areas.

A two-year, \$2.9 million contract went to Analysis Group Inc. in the

area of privatization.

A second two-year contract for \$1.2 million was awarded to Coopers and Lybrand. It will permit PRE to respond to requests for short-term assistance in a wide range of private sector activities.

The third award, a three-year, \$1.9 million contract to spur financial market development, went to Arthur Young in association with several other firms.

The first two contracts include the building of a roster of experts that AID can use both here and abroad.

FARMER-TO-FARMER RECRUITMENT BEGINS

Recruitment of U.S. farmer volunteers under the Farmer-to-Farmer Program has begun, with assignment to the field expected in early 1986. Expertise in vegetable growing and marketing and dairy, beef, swine and poultry production is being sought.

In all, 24 volunteers will be recruited for six countries in the Caribbean area. Estimated cost of fielding the volunteers is \$95,000 or about a fourth of the budget allocated by PRE for the Farmer-to-Farmer Program.

—Douglas Trussell

Consultation Service Available to AID Staff

S Do you know there is a free, confidential, walk-in counseling center, staffed by clinical social workers, available to AID civil service and foreign service employees and their families?

The center offers professional help with problems that affect a person's well-being and job performance, such as family relationship concerns and job stress.

The Employee Consultation Service is a unit of the State Department's Office of Medical Services. It provides problem assessment, counseling, crisis intervention and community referral services. AID's foreign service and civil service career counseling offices often refer

clients to the center, but AID employees and family members may make their own contact, and telephone inquiries are welcome.

The center has a professional staff of three clinical social workers who have foreign service experience, master's degrees from universities accredited by the Council on Social Work Education and are licensed to provide clinical social work services:

- **Anne Weiss**, director of the office, has been with the Office of Medical Services since 1980. She previously worked at Washington Adventist Hospital as a therapist at Family Services of Prince George's County and at two community mental health centers in Maryland. She was also a

social worker in Iowa and California and has lived abroad in Italy.

- **Rita Siebenaler**, who has been with the center for almost a year, has worked as a family counselor at a child guidance clinic in New York, at Northern Virginia Family Service, and in the Fairfax County public schools. She also has done community work in family life education and drug and alcohol prevention programs for school-age children. She has lived overseas in Germany, Thailand and Russia.

- **Edith Bennett**, who joined the center in February 1984, worked as a social worker at a general hospital in Kuala Lumpur, Malaysia, and performed community and family counseling for the Teen Center of Kuala Lumpur. She also has been on the clinical staff of Loudoun Mental Health Center and Northern Virginia Mental Health Institute and has worked in private practice.

The Employee Consultation Service is located in room 2237 NS. The telephone numbers are 632-4929 and 632-0937. Hours are 8:45 a.m. to 4:30 p.m. Monday through Friday.

AN APPRECIATION

Dick Parsons, whose obituary appears on page 12, made many friends during his 20 years with AID. He served as both a civil service and foreign service officer and was promoted to the career Senior Executive and Senior Foreign Services.

In the Office of Personnel Management, he was held in special regard. Parsons served as deputy to three directors of M/PM—Gordon Ramsay, Edna Boorady and, most recently, William Sigler.

"Dick's patience, good humor and wise counsel were deeply appreciated by my predecessors and myself. We all will miss him," Sigler said.

—Marge Nannes

January-June Training Courses Listed

Training courses offered by the Office of Personnel Management's Training Division during the first six months of 1986 will include:

Development Studies Program (DSP) "A" and "B"—These courses improve knowledge and skills in defining general country development needs and constraints. They cover analysis and application of policy and program strategy options, design of proposals for changes in macro and sectoral strategies and program interventions, and management or coordination of AID assistance resources. There are two four-week classes, DSP "A" and DSP "B". (Participants in DSP "A" ordinarily enroll in DSP "B" one or two years later.) The courses are designed for FS-2/GS-14 officers with five or more years of AID experience; FS-1/GS-15 officers are considered on a space available basis. Project Manager: Dorothy Young, M/PM/TD/PCT. DSP "A"—Jan. 6-31. DSP "B"—June 2-27.

Project Implementation—This two-week course analyzes AID policies and procedures required for successful project implementation. The course includes: project documentation and monitoring, financial management, contracting for services, commodity procurement and participant training. The course is designed for project officers with two or more years of AID project experience. Project Manager: Daniel Leaty, M/PM/TD/PMT. Feb. 2-14 in Abidjan, Ivory Coast, for Africa and Near East missions. April 6-18 in Bangkok, Thailand, for Asia missions. June 8-20 in Washington, D.C. area.

Management Skills—This one-week course concentrates on basic management and interpersonal skills. Topics include defining the role of managers, developing leadership skills and styles, managing by objective, improving communications skills, problem-solving and decisionmaking, and managing conflict. The course is designed primarily for FS-1/2 and GS-14/15 program/project managers with at least five years of AID service. Project Manager: Daniel Leaty, M/PM/TD/PMT. Jan. 26-30 in Abidjan, Ivory Coast, for Africa and Near East missions. April 20-25 in New Delhi, India, for Asia missions.

Project Design—A one-week course that reviews the fundamentals and practical aspects of AID's system and procedures for project design. It covers preparation and critique of project implementation documents and papers, preparation of scopes of work and budgets, use of AID handbooks, and procedures and documentation for project and financial management. The course is designed for employees who have been with AID for three years or less. Project Manager: Jean Stevens, M/PM/TD/PMT. March 17-21. June 23-27.

Rural and Agricultural Development (State-of-the-Art)—This one-week course provides up-to-date information on integrated pest management, rural-urban linkages, farming systems research, agroforestry, rural finance, water management and micro-computer applications. It is designed for rural development and agricultural officers. Project Manager: Dorothy Young, M/PM/TD/PCT. June 9-13.

Agricultural Policy—A one-

week course that surveys the range of economic and non-economic policies affecting agriculture, reviews techniques and methodologies for conducting the agricultural policy dialogue process and identifies means of linking socioeconomic analysis with agricultural policy formulation. It is designed for officers who deal with agricultural policy issues as an integral part of their jobs. Project Manager: Andra Herriott, M/PM/TD/PCT. June 2-6.

Small Farmer Marketing—This one-week course offers a general perspective on the issues and concepts associated with small farm produce marketing. It covers linkages and control responsibilities, relationships between institutional arrangements and physical infrastructure, pricing, and dynamics of consumer response to market changes. It is designed for officers who deal with small farmer market issues. Project Manager: Andra Herriott, M/PM/TD/PCT. June 16-20.

Education and Human Resources (State-of-the-Art)—A one-week course that covers educational data collection, microcomputer applications to educational projects, non-formal education, impact assessment, new textbooks, employment and management training, higher education and schooling by electronics. It is designed for education officers and others responsible for projects in education, manpower planning, human resources, literacy, and participant and skills training. Project Manager: Max Williams, M/PM/TD/PCT. June 23-27.

Private Enterprise Development Training—This two-week course includes business

operations and decisionmaking, values, motivation and constraints; small-business start-up and dealing with risk; and AID's relationship to U.S. and developing country government policies in achieving development objectives. It is designed for officers with private enterprise collateral duties. Project Manager: Andra Herriott, M/PM/TD/PCT. June 23-July 3.

Supervisor's Role in Personnel Management—This one-week course compares FS and GS personnel systems from a manager's viewpoint and covers employee motivation, performance appraisal, position management and assignment, labor relations, career counseling and development, and issues of ethics and conflict of interest. It is limited to FS and GS managers assigned to AID/W. Project Manager: John Jessup, M/PM/TD/AST. Jan. 27-31. March 17-21. May 5-9.

Contracting for Non-Procurement Personnel—This three-day course reviews all types of contracts and contracting procedures used by AID in support of project and program activities. Project Manager: Gwen Outterbridge, M/PM/TD/AST. Feb. 12-14. May 14-16.

Government Acquisition Principles and Procedures—The course provides an intensive three-week introduction to federal procurement, from contract design, negotiation and acceptance through contract administration and termination. Project Manager: Gwen Outterbridge, M/PM/TD/AST. April 14-May 2.

Communications and Records Management Workshop—This five-day workshop covers files management and maintenance, telecommunications pro-

cedures and regulations, mail procedures, AID's Directive System, correspondence management techniques and AID's micrographics project. It is designed for employees involved with records. Project Manager: Terri Cottingham, M/PM/TD/AST. An April workshop is planned. Dates to be announced.

Secretarial/Clerical/Administrative Institute for Excellence—The course includes office diplomacy, public and human relations, professional image and written/oral communications skills. Participants develop skills through case studies, practical exercises, group discussions, films, lectures and role playing. It is designed for secretarial/administrative professionals in AID/W. Training is conducted three half-days a week (Tuesday, Thursday, Friday) in two programs: 40 hours (10 sessions) for GS-6 and below; 32 hours (8 sessions) for GS-7/11. Project Manager: Yvonne Williams, M/PM/TD/AST. GS-6 and below: Jan. 7-28, March 4-25, May 6-27. GS-7/11: March 4-20.

Further information is available from project managers. Unless otherwise specified, application should be made by submitting a completed Form SF-182 (or optional form 170) through supervisory channels and executive management or administrative offices to the appropriate project manager.

Applications should be submitted 30 days in advance of the course date. Application for the Project Implementation and Management Skills courses overseas should be submitted 60 days in advance of course date.

Donors Expanding 'Oncho' Control Zone



An estimated three million children in West Africa no longer are at risk of contracting onchocerciasis ("river blindness") as a result of an Onchocerciasis Control Program (OCP) in which AID is the major donor. Without this project, almost two million of these children would have been affected, and an estimated 90,000 would have become blind.

The project, now in its third phase, started in 1974 as a 20-year international effort to control the disease at the request of seven countries in the Volta River Basin. In West Africa, about 2.5 million people suffer from onchocerciasis.

In Benin, Burkina Faso, Ghana, Ivory Coast, Mali, Niger and Togo, "oncho" is not only a public health hazard, but also an obstacle to socio-economic development. Settlement and cultivation of the relatively fertile land near rivers has been inhibited because the blackfly, which transmits the disease to humans, is most common in these areas.

Control of the disease is carried out by destroying the blackfly vector of the parasite, *Onchocerca volvulus*, at its larval stage. Insecticides are applied primarily by helicopter to hundreds of breeding places in turbulent sections of the river where the eggs are laid. This method is necessary because to date no drug has been found that is fully effective in treating victims or in preventing the disease.

The OCP Plan of Operations for Phase III was the focus of a recent donors seminar in Paris. Plans for 1986-1991 include expansion of the control zone starting in 1986; continued efforts to develop a vaccine to supplement blackfly control operations and provide protection against new cases after control operations end; maintenance activities to prevent the disease from reappearing; and transfer of disease monitoring to the beneficiary countries.

Total cost for the six-year project

is estimated at \$133 million. AID will contribute \$15 million or 12% of total Phase III cost.

The OCP region for the first two phases covered 764,000 square kilometers, incorporating about 18,000 kilometers of river, benefiting approximately 16 million rural West Africans.

Phase III, with western and southern expansion, will double the size of the program area to 1,320,000 square kilometers, including 46,300 kilometers of rivers and 22 million inhabitants. It also will involve territories from four additional West African countries: Guinea, Guinea Bissau, Senegal and Sierra Leone. The expansion is intended to control reinvasion by flies from outside the currently controlled zone.

By 1984, transmission of the disease was halted in 90% of the original program area. An epidemiological evaluation is providing medical confirmation that the years of vector control are producing the desired results in lowering the incidence of oncho. The vector control operations have been modified in response to this success and may be reduced to a surveillance and maintenance level ahead of the original 20-year schedule.

Development of the original program area now is under way, and spontaneous resettlement is progressing at an increasing rate. Settlements of "oncho-free" valleys have occurred rapidly in the northern area, primarily along the Black, White, and Red Volta rivers in Burkina Faso and also in Niger and Mali. Resettlement also has occurred in Benin, Ivory Coast and Togo.

A 1984 study by the French research organization ORSTOM, for example, shows that in the last 10 years in Burkina Faso, more than 15% of previously uncultivated land in river valleys has been reclaimed.

An AID Impact Evaluation, completed in August, also reported positive results. "The team's overall conclusion was that the Onchocerciasis Control Program must be considered one of the most successful multidonor programs in the history of development assistance. If OCP can sustain its impressive performance during the third phase . . . the program effort will yield excellent returns—both in terms of reduced human misery and new development opportunities," the report stated.

The AID report estimated that the program had opened 15 million hectares of tillable land in formerly oncho-endemic areas.

The Onchocerciasis Control Program is administered by the World Bank; the World Health Organization (WHO) is the agency responsible for carrying out program operations. General guidance in policy and planning is provided by a Joint Program Committee including representatives of AID and other donors, beneficiary countries and the four sponsoring agencies, the U.N. Food and Agriculture Organization, the U.N. Development Program, the World Bank and WHO.

—James Procopis



Control of onchocerciasis is carried out by destroying the blackfly vector through insecticides applied primarily by helicopters.

Discussion Dramatizes Goals of U.S. Food Aid



Key figures from AID, the U.S. Department of Agriculture (USDA) and non-governmental organizations joined in grappling with food aid issues at BIFAD's Nov. 8 meeting. The discussion dramatized the various goals of food aid—including promoting exports of U.S. farm products and helping developing countries increase their agricultural production.

Julia Chang Bloch, assistant administrator of the Bureau for Food for Peace and Voluntary Assistance, described AID's approach to food aid planning and emphasized the importance of viewing food aid as development assistance.

She pointed out that, as with other development programs administered by AID, Food for Peace works through the "Four Pillars" of private sector growth, policy dialogue and reform, technology transfer and institution building. "It is important," she said, "to remember that the small farmer is, in fact, a private sector entrepreneur for whom inappropriate development policies represent a major constraint to increased productivity."

Other speakers included John Mellor, director of the International Food Policy Research Institute, who provided an analytical overview of food aid, and Leo Mayer, associate administrator of the USDA Foreign Agricultural Service, who discussed how food aid relates to U.S. farm policy.

In the discussion that followed, BIFAD members joined panelists in exploring such issues as whether

food aid serves as an incentive or disincentive to agricultural development, the role of food aid in stimulating the growth of rural infrastructure and whether Public Law 480 commodities should be provided to encourage school attendance.

Panel members included Allison Herrick, deputy assistant administrator of the Bureau for Program and Policy Coordination, and G. Edward Schuh, former member of the Joint Committee on Agricultural Research and Development and now director of the World Bank's Agriculture and Rural Development Department.

REGIONAL TITLE XII SEMINARS TO BE HELD

Regional Title XII Seminars will be held Jan. 21-22 at New Mexico State University and on Jan. 29-30 at Virginia Polytechnic Institute and State University.

Each year, the seminars provide AID and more than 50 universities with an opportunity to discuss AID policies and programs, methods for university involvement and any problems AID and the universities have in working together.

At the November BIFAD meeting, Executive Director R. W. Kleis urged all those interested in the AID-university partnership for development to plan now for their participation in one of the two seminars. To register, contact Jiriyis Oweis, AID, BIFAD, room 5314-A, Washington, D.C. 20523, (202) 647-8408.

—John Rothberg



In West Africa an estimated 2.5 million people are affected by "river blindness."

Transport Assistance Expanded

 When President Reagan signed the 1986 Defense Authorization Act on Nov. 8 that extended the Denton Amendment through fiscal 1986, he furthered a unique public-private sector partnership in which AID plays a leading role.

Under the amendment, Section 1540, the Secretary of Defense is authorized to use military vehicles to transport privately donated humanitarian relief supplies on a no-cost, space-available basis. When the amendment became effective in Jan-

"Distribution of the commodities has been well-targeted, covering both urban and rural areas."

uary, the authority applied only to Central America, but now it has been expanded to include any area of the world.

Administered by the Office of Private and Voluntary Cooperation in

the Bureau for Food for Peace and Voluntary Assistance (FVA/PVC), the expanded program makes it possible to assist private sector groups that provide relief for African famine victims.

Ronnye McIntosh, FVA/PVC, recently visited Honduras to monitor the use of humanitarian goods transported there under the Denton authority.

During her September trip, she visited a government hospital in Choluteca that received much-needed supplies and equipment from a donor group in Billings, Mont. Traveling to the remote Mosquitia region, she observed the work of Friends of the Americas (FOA), a Louisiana-based organization that was influential in bringing about the Denton Amendment legislation.

"Distribution of the commodities has been well-targeted, covering both urban and rural areas," explained McIntosh. "Medical equipment, pharmaceuticals, clothing and FOA 'Shoebboxes for Liberty' containing personal hygiene items and other useful articles have reached many needy individuals throughout Honduras as a result of the program."

Prospects for continued transport of humanitarian aid to Central America and the Caribbean are good, according to Austin Heyman, head of the PVC working group formed to carry out the provisions of the Denton Amendment. He explained that through an arrangement with the U.S. Southern Command in Panama, military aircraft flying missions to and from Howard Air Force Base near Panama City may be used. The benefit of this arrangement is evident already in the increased volume

of commodities reaching destinations in Central American countries such as Honduras and El Salvador.

Logistical obstacles to transporting humanitarian aid on a space-available basis worldwide are quite formidable. "We will work more closely with the Department of Defense to use every bit of available space on flights to those remote areas," said Heyman. "The steps already taken by the Pentagon to

identify potential airlift capability are quite encouraging."

"The Denton Amendment, indeed, is a sound public-private sector partnership," said Thomas McKay, director of PVC. "Through concentration on continually improving the operational aspects of this program, we can reap substantial benefits for all parties involved in this worthwhile endeavor."

—Jay Parmer

Committee Approves Aid Bill

 The Senate Appropriations Committee reported out a Foreign Assistance Appropriations bill for Fiscal 1986 on Oct. 31 with overall levels for bilateral development assistance and Economic Support Funds totaling \$6.009 billion.

These levels were closer to the Administration's request level of \$6.164 billion and considerably higher than the \$5.716 billion level reported by the House Appropriations Committee on Aug. 1.

Since the end of the fiscal year, the Agency has operated under the temporary budget authority of two short-term Continuing Resolutions (CR). The first, signed by the President on Sept. 30, ran until Nov. 14, and the second, signed into law Nov. 14, lasted until Dec. 12.

The House and Senate Appropriations Committees are expected to incorporate their respective bills into a third, omnibus Continuing Resolution. After differences between the two bills have been resolved in conference, AID's budget for the remainder of fiscal 1986 will be ratified.

In other developments, major attention is being focused on Congress as the House and Senate meet in conference to consider a plan for balancing the federal budget over the next six years.

Both houses have endorsed statutory limits on what the federal deficit can be in each of those years. If the White House and Congress cannot agree on how to meet those annual deficit targets, then automatic, across-the-board cuts in approximately half the federal budget are mandated.

While major differences between the House and Senate measures remain, Congress is working to solve the problems of the federal deficit and an unprecedented \$2.1 trillion federal debt ceiling.

—Clark Wurzberger



CDIE DEVELOPMENT REVIEW

PATTERNS EMERGE FROM COMPREHENSIVE REVIEW

The Center for Development Information and Evaluation has completed the Agency's first comprehensive review of project evaluations and audits reported during fiscal 1984.

The review covered 308 "cases," including 238 interim and final evaluations reported from the four geographic regions, 25 evaluation reports from AID's central bureaus, and 45 audits of specific projects and programs from AID's Office of the Inspector General.

While the reports could not be considered a representative sample of all AID projects active in fiscal 1984, when evaluated together, they showed patterns and themes that were not evident in studying individual reports.

For example, in agriculture projects, the transfer of new technology was often a particular problem. Sometimes failures reflected inadequate extension services or lack of communication between researchers and farmers.

Another problem included insufficient adaptation to local needs and cultures.

However, most AID projects reviewed were given high marks for compatibility with the host government's development program.

Reviewers said reports showed that AID project managers understand the important and demanding task of institution building.

Analyzing 308 reports was difficult and would have been impossible without the improved quality of the reports themselves. The reviewers found the evaluation reports "impressively analytical" in treating issues of institutionalization and related aspects of human resources development.

Copies of the report, *Lessons Learned from AID Program Experience in FY 1984: A Review of the Year's Project Evaluation and Audit Reports Worldwide*, are available in AID/Washington and will be pouched to each mission.

Educational Training Key to Egypt's Economy

 Egypt's future economic well-being depends on the ability of key institutions to coordinate educational training programs with projected manpower needs, according to a recent Egyptian government study.

Under the terms of a Sept. 27 grant agreement between Egypt and the United States, AID will provide \$109 million for a Development Training project to assist Egypt in strengthening its training and institutional development.

The six-year project focuses on U.S. academic and technical training, upgrading of in-country English-language programs and institution building. The goal of the agreement is to improve the effectiveness of key Egyptian institutions by providing expanded and higher quality training opportunities for the nation's manpower base.

A major element of the Development Training project is to expand host-country training to include both private and public sector individuals from Egypt. An allotment of \$41 million is reserved for 2,100 participants to study economic

and social development at the graduate level, primarily in the United States.

Another element of the project is a non-academic training program on practical management applications. Egypt suffers from an acute shortage of mid- and upper-level management, planning and technical personnel in many fields. Funds will be used for short-term training abroad and also for in-country programs.

Because English is taught in many technical classes to aid in the adaptation of science and technology information, the project will emphasize the upgrading of training materials for English teachers as well as for other teaching professionals.

The project also aims to strengthen institutions that can improve productivity and the delivery of social services to a rapidly growing, increasingly urbanized population.

Although many of the highly technical programs of study must be taken abroad, a primary purpose of strengthening in-country training is to counteract Egypt's problem of manpower emigration or "brain drain."

—Paulette Claiborne

HEALTHCOM Signals New Opportunity



Health professionals in oral rehydration therapy (ORT), immunization, infant nutrition and child spacing met recently with social scientists from fields such as social marketing, behavioral analysis and communication planning to initiate AID's new Communication for Child Survival Program, HEALTHCOM.

Building on an earlier Bureau for Science and Technology (S&T) project called Mass Media and Health Practices, the HEALTHCOM program signals a much-expanded opportunity for S&T collaboration with AID missions around the world.

The effort now is under way in Honduras, Ecuador and Indonesia where each mission is making substantial contributions to this unique project. For example, Honduras mission resources channeled through the S&T project will provide two years of technical assistance in communication planning for ORT, immunization and other child survival practices, institutionalizing the country's already remarkable achievements in ORT.

The decrease in infant mortality has been credited, in part, to ORT. For example, in one pilot area in central and southeastern Honduras, the mortality rate for children under five due to diarrhea dropped 40% after the introduction of ORT, according to an independent evaluation.

In Ecuador the mission is using HEALTHCOM advisers to plan a full-scale child survival program with emphasis on popular mobilization for immunization, ORT and child nutrition. Already, during Phase I of this effort, some 400,000 children were immunized in a one-week period.

In Indonesia the joint S&T mission program is being started. Private-sector pharmacists, advertising agencies and market research firms will work with the Ministry of Health to initiate a comprehensive Child Survival program in the province of West Java, an area with about

31 million people.

Under the earlier Mass Media and Health Practices project, S&T Health and S&T Education, co-sponsors of HEALTHCOM, worked closely with missions in Peru, Swaziland and the Gambia. In each case, the S&T role was to use research and development techniques to strengthen mission and government initiatives.

HEALTHCOM's special strength is improved communications. It is part of the Agency's overall strategy to reduce infant mortality, and it works with other AID programs such as Primary Health Care Technology, Social Marketing of Contraceptives, Combating Childhood Communicable Diseases and the Child Survival Action Program.

HEALTHCOM coordinates its efforts with international agencies such as World Health Organization (WHO) and U.N. Children's Educational Fund (UNICEF) to improve consumer education and to promote the correct use of oral rehydration therapy, immunizations and other child survival technologies.

Designed to include 17 countries, HEALTHCOM will use its research and development approach to strengthen local institutional ability to design an improved communication approach.

HEALTHCOM relies on shared S&T and mission resources to provide:

- A resident technical adviser in communication for up to 24 person-months. The adviser will work with local institutions, both public and private, to carry out an effective communication program and train local professionals.
- Short-term technical assistance to help in the design, implementation and training phases.
- Funding for communication items, such as research costs, the development of materials, radio/TV production, and printing and media advertisements to supplement local resources.

- Evaluation of the program to ensure that goals are achieved.
- Workshop and information services that guarantee local participation in a worldwide network of health communication professionals.

AID's experience shows that no one communication strategy works best. Effective health communication adapts to local needs and uses local resources.

For example, in Egypt, television and pharmacists are key communication channels, while in Swaziland traditional healers play that role. In Honduras, the oral rehydration salt solution is marketed as a "tonic to restore appetite," but in the Gambia it is called a "remedy for dryness." Yet common lessons emerge from these different strategies.

Three disciplines—social marketing, behavioral analysis and anthropology—have contributed significantly to shaping AID's understanding of what communication approach works best.

The Academy for Educational Development is the prime contractor responsible for selecting and fielding the 17 resident advisers. The Annenberg School of Communications of the University of Pennsylvania, Applied Communication Technology, Needham Porter Novelli and the Program for Appropriate Technology and Health are subcontracting institutions that provide additional skill in communication research, impact evaluation, social marketing and health technology development.

Despite a growing awareness of ORT, immunization, breastfeeding, nutrition and other child survival technologies, most of the world's people lack adequate access to these needs. Effective programs require both the delivery of health services and the participation of informed consumers. Modern communication can help increase consumer participation.

Health communication must forge a partnership with those who deliver services (public and private) to ensure that programs are comprehensive, timely and responsive to consumers' needs.

Further information on HEALTHCOM can be obtained from project managers Anthony Meyers, S&T/ED, or Robert Clay, S&T/H.

—Robert Clay

TRAINING TO SAVE ENERGY

A textile mill in Ecuador has saved 20% on its total energy bill this year as a result of training received through the Energy Conservation Services Program (ECSP) of the Office of Energy, Bureau for Science and Technology (S&T/EY).

During the past two years, the program provided training for government and private sector energy officials and engineers in Ecuador and Sri Lanka in industrial energy conservation procedures. Curriculum development instruction also was provided so the officials could train others.

The faculty of the technical college

in Guayaquil, where the course was held, and 30 graduate engineers were trained in the initial program, which was sponsored by S&T/EY in cooperation with the mission and Ecuador's National Energy Institute (INE). The trainees conducted on-site industrial energy audits at privately-owned mills and identified energy cost savings averaging 15%, despite heavily subsidized fuel prices.

Because of the success of the first effort, the mission and INE will sponsor a similar course in Quito. The second course will use the Spanish-language training materials developed by ECSP.

Energy conservation is important in other sectors of the economy as well. In developing countries, the use of energy for transportation is growing faster than any other energy requirement and in many countries accounts for half of the total commercial energy used.

In Costa Rica, the mission and the Ministries of Energy and Public Transportation are cooperating with ESCP in an innovative effort to save fuel and develop models that can be used in other countries. Two private-sector taxi and bus cooperatives are collaborating on a project that will train drivers in fuel-efficient operation and teach mechanics preventive maintenance to save fuel. In the first tests conducted by ESCP, fuel consumption dropped 20%.

For more information on ESCP, contact Pamela Baldwin, S&T/EY, (703) 235-8918.

SARSA IDENTIFIES RESEARCH

To assist the Zaire mission with its new Area Food and Market Development project, the Bureau for Science and Technology's Office of Rural and Institutional Development (S&T/RD) has undertaken research on the interrelationships between towns and agricultural areas in the Bandundu region where the project was launched.

Through S&T/RD's Settlement and Resource Systems Analysis (SARSA) project, a research team spent four weeks in the field reviewing previous studies and identifying research activities necessary to obtain information requested by the mission on the likely effects of alternative approaches.

The SARSA report will detail how research information should be used to design credit, transportation and other services that effectively meet the needs of target groups.

Funding for the research effort, under the direction of Richard Downs of the University of New Hampshire and Cyril Daddieh of the University of Iowa, is being provided primarily by the mission. SARSA and the S&T and Africa Bureaus' Rural-Urban Dynamics in Africa (RUDA) Common Theme research initiative also are assisting with funding.

For further information, contact Bob Walter, S&T/RD's SARSA project manager, at (703)235-8860 or Don Brown at the Zaire mission.



Modern communication can make ORT a widespread and effective home remedy for diarrheal dehydration.

FVA Bureau

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\$2.7 million to 23 to organizations for this purpose.

The five-year-old program has reached such diverse audiences as students, journalists, corporate executives, credit union members, nurses and environmentalists. The objective is to get groups to discuss development problems, possible solutions and the link between local and global concerns.

In addition to grants for PVOs, technical assistance is provided to PVOs and AID missions, says Ross Bigelow, senior development officer.

Based on this work, says Bigelow, PVC has begun to develop a knowledge of the lessons learned in PVO programming, particularly in the areas of small enterprises development and health.

"Given all of the financial and technical support we provide to

PVOs, PVC often is—mistakenly—seen solely as an advocate for PVO activities in the Agency," says Debbie Kennedy, a project manager in PVC.

"We are looking for ways for AID to be a catalytic force by building bridges between PVOs and other organizations interested in development," Kennedy adds.

She says two smaller projects are examples of this kind of program success. One grant, to the Fund for Multinational Management Education, seeks to promote PVO and corporate partnerships in developing countries with projects that will provide training and credits to farmers while increasing the profitability of corporate investment.

Similarly, AID supports the Joint PVO/University Rural Development Center to cultivate collaboration between PVOs and universities.

This liaison role is perhaps PVC's most valuable service to the Agency, says Kennedy. "Just as we are the PVOs' link to AID, it's just as impor-

tant that we educate the PVOs about AID's interests," she adds.

THE ADVISORY COMMITTEE ON VOLUNTARY FOREIGN AID (ACVFA)

The Advisory Committee on Voluntary Foreign Aid was first operational in 1941 as the President's "Committee on War Relief Agencies"—before the establishment of Food for Peace or AID.

Sherry Grossman, ACVFA's former executive director, says the advisory committee's focus is to be a citizens' committee that provides the basis for cooperation between the public and private sectors. As such, the program is intended to be a catalyst in the move to establish new directions in development.

ACVFA's long-standing interests include the developmental and market implications of U.S. food assistance, promotion of long-term development in Africa through coordinated strategic planning and domestic education, the allocation of public and private development resources and AID's management of PVO programs.

The 22 members of the committee are appointed by the Administrator for six-year terms. Each member also serves on one or more of the subcommittees, which include PVO Policy, Food for Peace, Women in Development, Development Education, Health, PVO-University Relations and PVO-Corporate Relations.

OFFICE OF AMERICAN SCHOOLS AND HOSPITALS ABROAD (ASHA)

The Office of American Schools and Hospitals Abroad is literally in the institution-building business. The majority of ASHA's programs provide for construction of educational and medical facilities at U.S.-sponsored private, non-profit institutions overseas that serve citizens of foreign countries.

"One of the most interesting features of our program is the number, kind and location of the institutions we deal with," says Nan Frederick, deputy director of the ASHA office.

In the 26 years of the program, Frederick says ASHA assisted 115 institutions in 57 countries.

These range from the American Children's Hospital in Poland, sponsored by Project Hope, to the regional co-educational, technical-agricultural school in Honduras to the first private university in northern Thailand.

Some of the largest and best known institutions supported by ASHA have been with the program since it began, such as the American University of Beirut and the American University in Cairo.

Congress has increased ASHA's budget to \$30 million, but Frederick says the program gets requests amounting to two to three times the total available funds.

Not all of the money goes for construction, however. Funds also are used to purchase equipment and, in a small number of cases, to meet operational expenses.

Development

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parents' desire to determine the number and spacing of their children, in themselves, are enough for a strong family planning program.

Addressing the impact of population growth on a country's economy, McPherson said studies indicate that a number of countries with sustained economic growth in recent decades also had effective family planning services and reduced population growth.

Examples include Pacific Rim countries such as Korea, Taiwan, Singapore and Hong Kong.

He said it is unclear, however, whether the population growth reductions came about because of economic growth or whether the decreased number of births was a contributing factor.

The arguments run both ways, he said. Some argue that poor nations with high population growth cannot make the improvements in education and health.

Others argue that increased population growth rates brings about innovation and economic growth.

McPherson said, however, that those who assume that nations can economically adjust to large population increases "may not be realistic" in judging the ability of developing nations to obtain technological innovation.

"In short, the situation may be so severe that reasonable adjustments will not occur in a timely fashion and countries just sink deeper into poverty," the Administrator explained.

He said sound market-oriented economic policies are necessary for a country to achieve sustained economic growth. Among the most important are human resource developments such as education and training.

"Nobel Prize Winner Dr. Theodore Shultz has documented the role of human resources in economic growth," McPherson said.

As an example, he cited the Green Revolution technology in India, which has enabled India to become more or less self-sufficient in grain production.

"It is no coincidence that Africa with its low economic growth has a very high rate of illiteracy and needs a Green Revolution of its own," he said.

The Agency has worked hard over the last five years to promote sound economic policies and is spending substantial money on both training and research in the Third World.

Sound economic policies and development efforts are critical to economic growth, the Administrator said. Family planning has been a part of the package in some key countries in recent years.

McPherson said that sound economic and population policies are "mutually supportive components of a country's plans for economic growth."

That was the position taken by the Administration at the Mexico City conference and that remains the position today, he said.

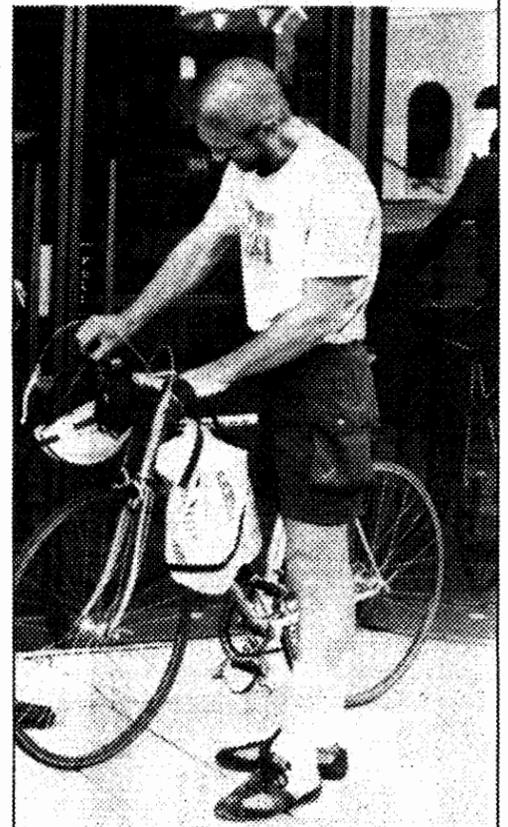
"The impact of population growth on economic growth is debatable," he said. "But almost no one argues that family planning hurts economic growth and it is rare indeed to hear it argued that very rapid population growth contributes to economic growth."

McPherson said the \$290 million the Agency spent on international family planning assistance in fiscal 1985 represents 2.5% of the Agency's total economic assistance budget.

The figure represents an increase over the \$190 million spent in 1981, but McPherson pointed out that the Administration has always asked Congress for as much or more for family planning than the amount requested the previous year.

"There should be no doubt as to our commitment to this effort," he said. "I believe this money is well spent."

Outlaw is the senior writer-editor in the Bureau for External Affairs.



Steve Singer prepares to beat the traffic after a day in the FFP office.

OFFICE OF PROGRAM POLICY AND EVALUATION (PPE)

The bureau's diversification in programming comes together in the Office of Program Policy and Evaluation, where policies are developed.

Jaimie "Chick" Manzano, PPE director, says that the office analyzes legislation that affects the Agency. This year, PPE is spending a lot of time on the reauthorization of the Agriculture Act because it includes the authorization for the Food for Peace program.

Lou Stamberg, PPE's deputy director, says the office is involved in evaluating P.L. 480 resources and PVOs. It also has undertaken other policy initiatives such as the designing of a food needs assessment system and coordinating international responses to famine situations.

"We now know measurably more about PVOs and uses of P.L. 480 resources, for example, than we did even a few years ago, and that's been invaluable," says Stamberg.

The past four years have resulted in significant changes in the bureau, something that could not have been accomplished without what Bloch calls an *esprit de corps* among the staffers.

The spirit includes an extraordinarily high level of volunteerism on professional and personal levels, Bloch says. For example, the bureau's participation in the Combined Federal Campaign (CFC) has exceeded goals and has resulted in recognition from the CFC and Presidential Awards the last two years.

"As someone who has spent her entire career in government, working with FVA has confirmed my belief in the commitment and quality of people who work in our government," she says.

Bill Outlaw, senior writer-editor of the Bureau of External Affairs, and Lori Forman, special assistant in the Bureau for Food for Peace and Voluntary Assistance, contributed to this article.