

AID's Child Survival Program

It has long been AID's policy to focus its health programs on the most vulnerable members of the developing world's population—infants and children under five and pregnant and lactating women. Children under five account for more than half of all deaths in developing countries. Millions of others suffer the ravages of disease and malnutrition.

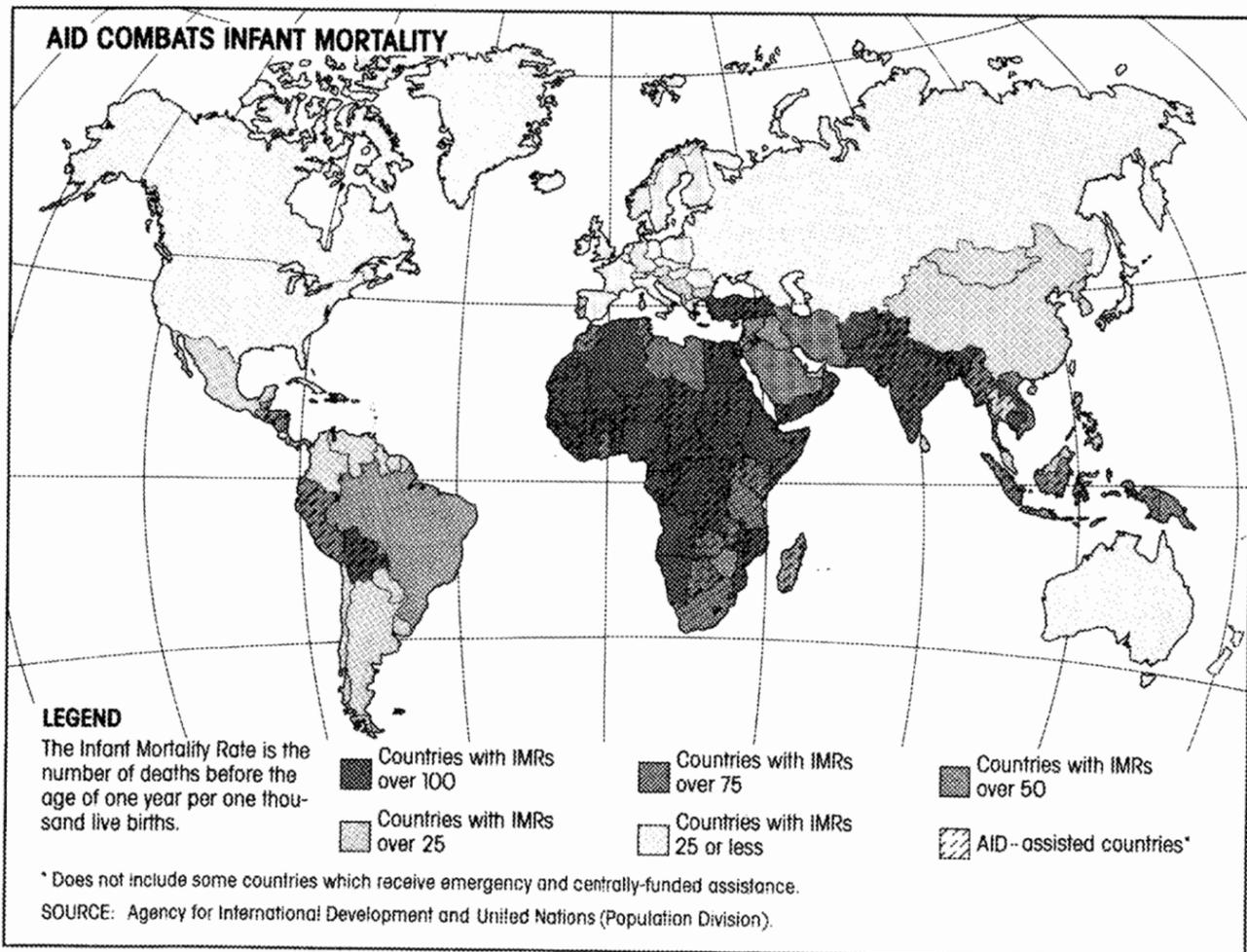
AID's goal—in concert with cooperating governments, other donors and private voluntary organizations—is to reduce infant mortality in AID-assisted countries from the present average of 114 to 75 per thousand live births and child mortality from an average of 19 to 10 per thousand before the end of the century. These goals are ambitious but should be attainable, since many of the techniques and services for saving children's lives already are available and more are being developed through innovative research.

Child survival activities accelerated in fiscal 1985 as a result of an additional \$85 million,

appropriated by Congress to carry out Sections 103 (\$10 million) and 104c (\$50 million) of the Foreign Assistance Act and the provisions of a special Child Survival Fund (\$25 million).

The Child Survival Action Program has enabled AID effectively to double its programming in basic health services for children. To increase impact, the Agency selected a relatively few target countries for special government-to-government efforts under this initiative. In addition, assistance to U.S. private voluntary organizations for health programs in developing countries was more than doubled, and substantial contributions were made to the U.N. International Children's Educational Fund and the U.N. Development Program for child survival activities, especially in Africa.

Note: "Child Survival Program: Health Care for the World's Children" (AID Highlights, Spring 1986) is available through the Office of Public Inquiries, Bureau for External Affairs, (202) 647-1850.



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

PN-ACZ-529



Haiti Faces Challenge

Central American Policy Outlined

Technology Provides Famine Alert

Food Assistance to Help Haiti's Poor

The Agency is providing an additional \$10 million in food aid for Haiti to help meet the country's emergency food needs through September, announced Administrator Peter McPherson during a news briefing March 31.

The additional assistance will bring AID's program for Haiti to \$60 million for fiscal 1986. McPherson pointed out that the food will be a combination of wheat and vegetable oil, the two most important food needs among the Haitian poor.

"It will be distributed through commercial outlets through commercial sales," he said. "Proceeds from those sales will then be used for programs within the country that AID and the government agree on."

During his recent trip to Haiti, McPherson said he saw evidence of the enormous development problems in the country, but he also saw very substantial opportunities for development. "The new government basically needs to decide what kind of assistance it needs. We have made it clear that we want to help. Haitians are very optimistic after 29 years of dictatorship."

Administrator McPherson explained that emergency food aid is only a short-term form of assistance. "There are a number of economic policy changes that need to be undertaken for the long term," he said.

For example, the government must free the economy of state-run and private monopolies that were imposed by the old regime and led to increased prices.

"The private sector is a key part of this," he explained. "Jobs are what people need to have better lives. We think the private sector can help; therefore, we will continue to support Haiti's private sector with credit and training. We also can provide some technical assistance to the new interim government."

About 50% of fiscal 1985 assistance was channeled through private voluntary organizations (PVOs), McPherson said, with 60% planned for this year. He called attention to the AID-funded effort of planting trees that has been directed mostly by church-related PVOs. Through the program about seven million trees a year are being planted.

—Dolores Weiss



To help meet Haiti's emergency food needs, AID is providing an additional \$10 million in food aid. The food will be distributed through commercial sales and proceeds used for development programs within the country.

Americas Share Same Goals

Horizons Spotlights U.S.-Central American Partnership

This month a special issue of AID's *Horizons* magazine will be published with a detailed country-by-country look at the U.S. foreign economic assistance program in Central America.

The issue is the product of an almost year-long effort initiated and coordinated by the Bureau for External Affairs and produced in cooperation with the Bureau for Latin America and the Caribbean, the Department of State, the U.S. Information Agency and the embassies of Belize, Costa Rica, El Salvador, Guatemala, Honduras and Panama.

In his introduction to the issue, the President of the United States reaffirms the U.S. commitment to help the people of Central America realize their aspirations of building prosperous, democratic societies. President Reagan also notes that AID and other development professionals working in the region are fulfilling a basic American ideal—the responsibility of great states to serve and not to dominate the world.

In a message to *Horizons* readers, Secretary of State George Shultz notes that citizens of the Americas today share more widely than ever common political, economic and social goals. Most important among them is a firm commitment to democracy.

The *Horizons* special issue, which also will be published in Spanish in the near future, features articles by Assistant Secretary of State Elliott Abrams and Administrator Peter McPherson.

Abrams writes that the task is nothing less than to help democratic Central America reshape, consolidate, stabilize and modernize its societies. He stresses that the benefits of economic growth must be shared fairly.

"Democracy has greater potential in Central America than most people realize," Abrams says. "The responsiveness and fairness of democracy are vital to resolve root developmental problems and are essential to the process that ultimately can bring peace and long-term stability to Central America."

He affirms also that Central American governments must provide security for their peoples as security is vital for economic growth. He stresses that military assistance is money well spent as it provides a defense shield for economic and democratic development. Abrams emphasizes that U.S. policy toward Central America is consistent with the Contadora process and that the U.S. concern in seeing the spread of democracy has led to a growing consensus on Central American policy.

"The United States remains prepared to talk to Nicaragua if doing so will promote national reconciliation," he says. "We will continue to press for internal dialogue in Nicaragua. Dialogue within countries is fundamental to the Contadora process."

Administrator McPherson examines the economic development of the region in a historical perspective and points out that today new and more effective answers are sought

for critical issues. "A comprehensive strategy that enhances political stability by building democracy while stimulating economic growth is the most effective way to bring about Central American revitalization," he stresses. As a result, AID policy is aimed at economic stabilization, broadening the base of development and strengthening democratic institutions. (A full text of the Administrator's article appears on page 3 of *Front Lines*.)

The issue also features statements by the heads of the Central American nations.

Prime Minister Manuel Esquivel emphasizes the importance for Belize to solidify its relationship with economic partners. Costa Rica's President Luis Alberto Monge Alvarez stresses the mutually shared democratic interests and ideals of Costa Rica and the United States and the common concern about political threats posed by the current government in Nicaragua and others opposed to democratic ideals and freedoms. He outlines the economic recovery program undertaken in his nation.

El Salvador's President Jose Napoleon Duarte writes that political extremists in that country need to join the democratic process and describes measures that need to be taken to foster economic growth and development. "I am confident in the ability of our people to face and overcome the short-term difficulties in front of us," he says.

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EMPLOYEE HONORED

Vice President George Bush presents the Presidential Management Improvement Award to James Murphy, chief of the Agency's Planning, Policy and Evaluation staff. Murphy was recognized March 24 for developing a program for Defense Base Act workers compensation insurance, which has resulted in savings of \$40 million.

AID-Funded Program to Assist Sudanese

A \$2.2 million overseas assistance program to improve the economic well-being and agricultural output of farmers in the western Sudan was announced March 31 by Administrator Peter McPherson.

The program, funded by AID and managed by Technoserve, an international development agency based in Norwalk, Conn., will field a team of experienced development specialists to provide on-the-job training to personnel of the Agricultural Bank of Sudan. It also will support the bank's program of increased lending and develop storage facilities for agricultural production cooperatives.

The five-year project in Sudan's Kordofan region will help farmers gain access to credit not now available to them for agricultural production and will enable them to transport and sell their goods in the marketplace.

A key aspect of the project is to offer alternatives to the current system of farm financing. Farmers now have to obtain loans for seeds and equipment from local merchants and moneylenders. They pay back these loans in produce at harvest time when prices for their crops are at their lowest. The lender later sells the crops when prices are higher, often making as much as 200% profit on the original loan.

According to Edward Bullard, president of Technoserve, the program will give farmers access to credit from the Agricultural Bank of Sudan and remove the cash flow constraints that they now face.

Bullard said, "We have a choice in how we help the people of Africa. While short-term emergency relief is important, we must begin to provide Africans with the technical and management skills they need to feed themselves."

difficulties in his nation and acknowledges benefits derived from AID's assistance in a variety of sectors. He stresses that in order to build social justice, to strengthen democracy and to increase employment and incentives for production, Guatemala welcomes technical assistance and credit.

President Jose Azcona del Hoyo of Honduras notes that economic assistance received from the United States has been important to enable his nation to stabilize its economy and to diminish the negative effects of inflation. He examines the economic picture in the country and says that his government, which began in January 1986, intends to face problems with dedication and with patriotism. "We have a new concept of what holding power means, what morality in politics is, and what the Honduran people expect from us," he says.

Panama's President Eric Arturo Delvalle Henriquez points to the role his nation plays in maintaining security, prosperity and peace in the Western Hemisphere. "We have made historical contributions to the peaceful settlement of controversies," he writes. "Today we look forward to hosting a dialogue of the Americas on all matters of our concern." These include issues such as foreign debt and economic and commercial exchange between nations, as well as development, cooperation and peace.

In addition to country-specific studies of U.S. aid in action, *Horizons* examines private sector growth and development, agriculture, health, housing and shelter initiatives, as well as environment and natural resources in the region as a whole. The Central American Peace Scholarship program and the administration of justice in Central America also are covered.

—Raisa Scriabine

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Cover Photo: AID's ongoing assistance to Haiti can play a key role in providing a better life for the nation's people. Page 1, 7

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Horizons

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"We are a democratic government, and we are striving to develop Guatemala within an absolutely legal framework," notes newly elected President Vinicio Cerezo Arevalo. He examines the causes of economic



Involving private developers in Central America in housing construction enhances urban development and improves the overall efficiency of housing production.

AID's Central American Policy Outlined

by Peter McPherson

We can look back with pride at the successes forged by our partnership with Central America. More than 40 years ago, for example, the newly created Institute of Inter-American Affairs developed a network of bilateral organizations that financed and managed technical assistance projects in health, education and housing throughout Central America.

The Alliance for Progress—a joint effort by the nations of Latin America and the United States to foster economic growth and democracy in the Americas—followed in the 1960s. Funded primarily by Latin American governments with assistance from the United States, the Inter-American Development Bank, the World Bank and other donors, the Alliance supported a variety of economic and social programs. As a result, the pace of agricultural and industrial production in the region increased. Central banks, private credit institutions, agricultural cooperatives and health centers were established. Roads and schools were built. Disease control, voluntary family planning and technical training and higher education programs were launched.

The Alliance also provided major financial and planning support to the Central American Common Market (CACM)—a key contributor to the

President Reagan formed the National Bipartisan Commission on Central America in 1983 to determine the best ways "to respond to the challenges of social, economic, and democratic development in the region." The Commission examined the historical, economic, social and security aspects of Central America's development. It concluded that the United States, with a moral and strategic obligation to support democracy and freedom, must make a bipartisan long-term commitment to assist Central America.

The Commission's proposals form the nucleus of the 1984 U.S. Central America Democracy, Peace and Development Initiative (Central America Initiative) presented by President Reagan to Congress. This initiative marks a new phase in U.S.-Central American cooperation. It brings together an active diplomacy in support of democracy and increased levels of economic aid to address the roots of poverty and social unrest.

We at the Agency for International Development (AID) take pride in our role in carrying out the U.S. assistance program in the region and in seeing the recommendations of the Central America Initiative realized.

Today, we are seeking new and more effective answers by analyzing the core issues that face us. The problems we confront are interdependent. In Central America, for

"A strategy that enhances political stability by building democracy while stimulating economic growth is the way to bring about Central American revitalization."

region's rapid economic progress during the 1960s and early 1970s.

By the late 1970s, however, the positive growth trend was reversed. The economy declined due to rapidly rising oil prices and interest rates. The world market for major Central American exports fell. The resulting gap in the region's balance of payments led to excessive borrowing rather than structural adjustments to the real problems created or exacerbated by the world economic recession.

The late 1970s found much of the region's population poor, without adequate economic opportunities and basic services. Wealth and income distribution were widely skewed in some areas.

All of this contributed to growing social and political unrest. The political turmoil resulting from the establishment of a Marxist government in Nicaragua and from civil unrest in El Salvador undermined CACM trade, discouraged foreign investment and dried up commercial credit availability so vital to the region's continued economic growth. At the beginning of the 1980s, Central America was experiencing severe economic, political and social problems.

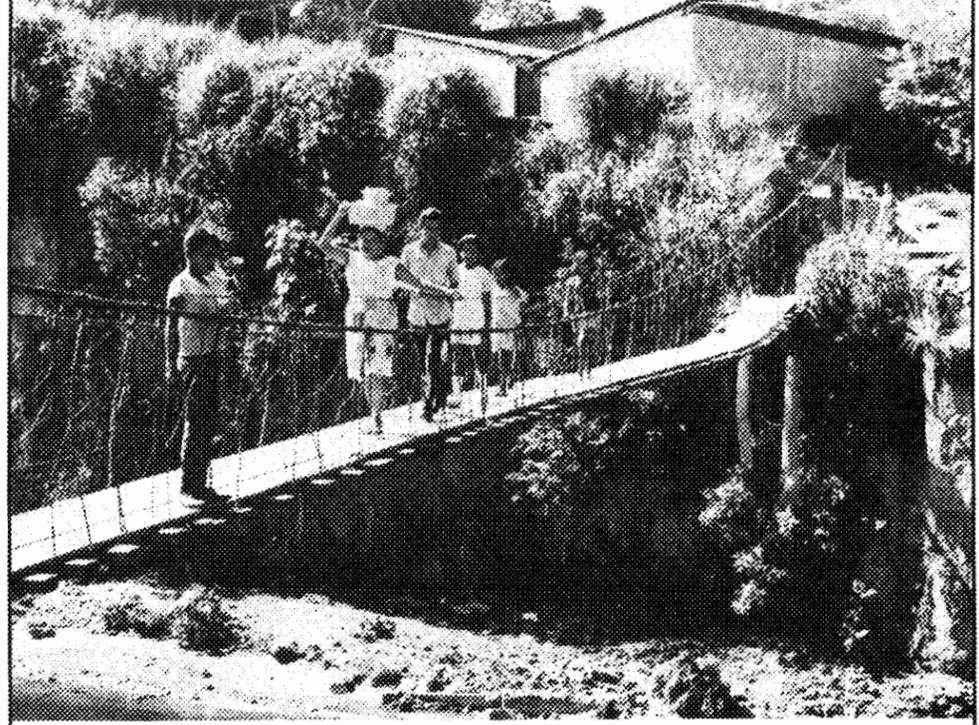
Recognizing the mounting crisis,

example, economic progress is dependent on regional peace and stability. Stability encourages long-term investment and growth. The abatement of regional strife is, therefore, necessary to achieve long-term sustained economic growth.

There is no quick fix to the problems confronting Central America. A comprehensive strategy that enhances political stability by building democracy while stimulating economic growth is the most effective way to bring about Central American revitalization.

Toward this end, U.S. foreign aid is girded by a four-point approach: economic stabilization, economic transformation, broadening the base of development and strengthening democracy.

First, in order to achieve economic stabilization and to arrest the downward economic spiral, we provide balance-of-payments support. These funds help Central America buy necessary imports they otherwise could not afford in order to spur production, income and employment. Balance-of-payments assistance also affords Central American nations the time necessary to establish and implement a sustainable development strategy.



To bridge the social and economic gap in Central America, AID is helping to increase primary school enrollments, train men and women in skills and professions, reduce infant mortality, increase availability of modern voluntary family planning and improve access to productive land and agricultural technology.

Second, we support an export-led strategy to achieve economic transformation to self-sustained growth. The key to economic dynamism is production of labor-intensive agricultural and industrial products for export. Potential exists for foreign investment in assembly industries for the U.S. market as well. A variety of changes in government economic policy to energize the private sector such as access to foreign exchange and preferential credit are currently being pursued. In addition to policy incentives, major investments are sought in productive enterprises, particularly for small and medium-size industries, and infrastructure to ensure their longevity.

The Caribbean Basin Initiative (CBI) also supports self-sustained growth. Launched in 1982, the CBI offers preferential trade arrangements to 21 countries in Central America and the Caribbean. Duty free entry into the U.S. market is provided for 12 years. The CBI has increased financial support for economic development more than threefold and has helped the private sector expand production, create new jobs, diversify exports and promote domestic and foreign investment.

The third component of AID's approach is to broaden the benefits of economic growth to lessen the disparities in income and opportunity. To bridge this social and economic gap, AID is helping to increase primary school enrollments, train men and women in skills and professions, reduce infant mortality, increase availability of modern voluntary family planning and improve access to productive land and agricultural technology.

Fourth, democratic institutions need to be built to support and secure a stable environment essential for economic growth. AID is helping to strengthen judicial systems and support fair elections. For example, AID launched a three-year project in

1984 to build and sustain a civil and criminal justice system in El Salvador. It will enhance the ability of the system to guarantee equal protection for all under law. We also have aided the Salvadoran Central Election Committee to conduct free elections in 1984 and 1985. Greater opportunities for education and training also are offered as part of the Central American Peace Scholarship (CAPS) program.

It has been just over a year since the U.S. Congress appropriated \$979 million for economic assistance and \$237 million for military assistance to implement the recommendations made by the National Bipartisan Commission on Central America. Already significant progress has been made.

After four years of steady decline, economic growth in Central America was positive in 1984 and 1985. Fiscal deficits are being reduced. Major steps to control government spending and to energize the private sector have been taken. In Costa Rica and Honduras, for example, some inefficient public enterprises are beginning to be privatized. The investment climate is improving. Capital flight, large in 1980-83, has recently stopped on a net basis.

There has been a significant hike in Central American non-traditional exports to the United States. Some countries, notably Costa Rica, have developed a solid base for continued growth in this area, making agricultural and industrial products important sources of export earnings and employment. Promotion activities such as free zone investments show encouraging results. The recent open elections in Costa Rica, El Salvador, Honduras and Guatemala have had a healthy impact on the stability of the region as a whole.

These developments show clear progress. However, several constraints remain.

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Tax Reform Urged to Promote Growth

by Bill Outlaw

Developing countries need a structure of taxes and tax rates that favor work, savings investment and risk-taking while eliminating measures unfavorable to business expansion, said Ken Kauffman, director of the Office of Economic Affairs of the Bureau for Program and Policy Coordination.

"This means doing away with tax features, including administrative practices, that act as disincentives to growth, distort decisions on the allocation of resources or interfere with the functioning of markets," Kauffman explained.

The need for tax reform in less developed countries (LDCs) was emphasized by Administrator Peter McPherson in a cable to mission directors.

The cable stated, "I firmly believe that the issue of tax reduction, including both standard tax policy as well as hidden taxation resulting from inflation and inappropriate poli-

cies of marketing boards, must be given higher priority in our policy dialogue with host governments.

"I plan to broach these issues personally in contacts with key host government officials," the Administrator continued. "I also expect these issues will be addressed in mission policy reform analyses and action plans."

In order to be successful, tax structures must emphasize private sector and market-oriented development, McPherson explained. High marginal income tax rates applied at relatively low thresholds have often been harmful. Ill-conceived taxes are among the factors that can play a role in discouraging growth and development because of negative incentive effects.

Kauffman said the Agency is carrying out a multifaceted program to support tax reform efforts. Missions have responded to a broad questionnaire on the tax structure and tax problems in their host countries. The results indicate many countries could

benefit from reform of their tax systems, including tax administration.

Eight of 15 AID missions that responded to the questionnaire indicated that the tax structure in their host countries had a negative impact on growth-related incentives or contributed to significant distortions in the economy.

Currently, several countries are taking steps to enact reforms that gear their systems for growth.

For example, Indonesia, with assistance from an international advisory group of experts, has adopted a reform package that includes improved administration, simplification and broadening of the tax base. The new system has a top marginal personal income tax rate of 35% and a much simpler system of business taxation. It also will include a value-added tax of 10% as a replacement for more complex turnover and excise taxes.

Jamaica, with the help of an AID-financed expert group and the University of Syracuse, has carried out a complete analysis of its tax system. As a first step toward reform, legislation has been introduced that will simplify the personal income tax and substitute a flat rate (33 1/3%) for the present graduated rate schedule

with a 57.5% top bracket. As presented in its 1985 White Paper, the government envisions a comprehensive reform of the entire tax system, including the introduction of a modified value-added tax.

India recently cut its top rate of personal income tax and strengthened enforcement efforts. Revenues have increased dramatically. Last December, the government announced its intention to move toward more comprehensive reform over a five-year period. Current lower income tax rates will be retained. Direct taxes will be simplified, customs duties rationalized and a modified value-added tax introduced.

To provide revenue, many LDCs rely more on indirect than direct taxation, particularly taxes on foreign trade. In many countries, the largest sources of revenue are duties and other charges on imports and exports.

In developing countries, the structure of taxes on foreign trade often has discouraged the country's comparative advantage exports and encouraged production of import-competing goods at a high cost to the economy. "Such tax structures promote inefficient resource allocation

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Technology

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"Future annual costs and staff levels are expected to decrease as start-up and development costs are met, and fixed costs in the future could be shared with the field and possibly other donors," says Krumpe.

A decision to be made in the near future, he says, is whether to extend the FEWS concept beyond Africa to include a global capability.

"FEWS has profound implications for long-term economic development," according to Krumpe.

"One of the pillars of the development process is self-sufficiency in agriculture. If, over time, we know where the human resources are, if we are able to monitor rainfall and cloud cover, livestock conditions, the potential greening or desertification of marginal and other areas and a host of other related factors including soils and groundwater recharge, then we can begin to tailor planting and cropping cycles of varieties of crops to specific site information and further maximize production in the field," he says.

"A stable agricultural base that provides improved food security for African countries ultimately means that economic disruptions and political instability are less likely to occur, enabling these countries to turn toward serious development of their natural resources, industrial base and infrastructure."

In addition, Krumpe adds, the integrated system represents an independent U.S. government capability for making decisions regarding food aid worldwide rather than having to rely on conflicting estimates from various sources.

"FEWS will enable U.S. decision makers to better determine the amount of food aid necessary for a given country to avoid crisis without ruining the economics associated with the existing agricultural base," he notes.

By identifying problems at an early stage, it also broadens policy options for decision makers, he says, noting that food aid often can be transported less expensively by ship and on the ground, rather than by air, given more advanced warning of the potential crisis.

Taft also points out that FEWS provides a valuable tool for establishing a monitoring and assessment capability over a long period of time for greater accuracy in analysis of future food needs based on historical data.

"Through the program, we

hope to narrow the gap among the international community of differing estimates of food needs," she says. "By starting with the same data base, the capability to respond more appropriately and in a more timely manner to imminent disasters is enhanced."

The key to the effectiveness of the FEWS program, Taft emphasizes, will be the degree to which it is used by decision makers in African countries in their planning strategies. And, she adds, "We have every indication that they will use the information. The United States will not develop Africa; Africa will develop Africa. FEWS is a new approach we hope will help give them information useful in achieving that goal."

Chase is assistant editor of Front Lines.

Administrator

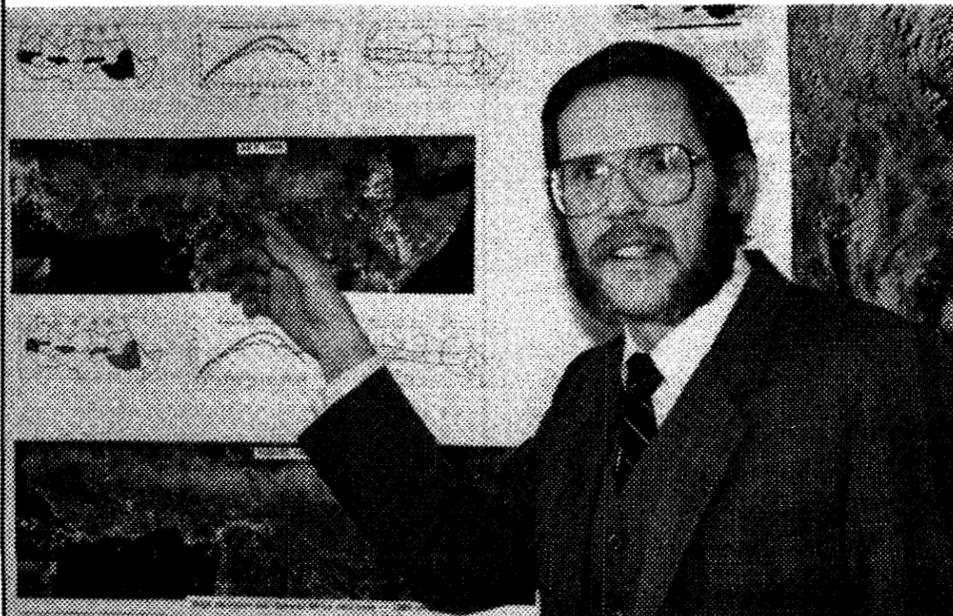
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Nicaragua continues to be a destabilizing presence in the region. The insurgency in El Salvador retards development in that country and investment in the region. Capital inflows from investment, private bank finance and other donors such as the World Bank have not yet reached desired levels. Despite a recent surge in coffee prices resulting from drought damage to the Brazilian crop that is temporarily helping Central America, world market prices for the region's major traditional exports have not recovered to the extent expected.

These constraints underscore the importance of sustaining high levels of U.S. economic assistance and directing our assistance to programs offering the best potential for economic recovery, long-term growth and broadened opportunity. To maximize the effectiveness of foreign assistance programs, macroeconomic policies need to attract domestic savings, investment and foreign capital inflows and stimulate private business activity for increased production, export sales and employment. U.S. economic assistance must be provided in such a way as to encourage appropriate policies and to back well-planned economic stabilization efforts.

As neighbors in an interdependent world, we today shape the future that we share. By working together, we are building a strong foundation for a better life for the people of our hemisphere.

The text of this article is reprinted from *Horizons*, Spring 1986.



Paul Krumpe, OFDA technical advisor: "FEWS is unique in that it uses information from all available sources to analyze conditions at a specific location at a specific time."

Ponds Providing Alternative Protein

by Nancy Brown

Aquaculture experiments sponsored by AID are being conducted in six less developed countries (LDCs) to provide a better understanding of what is necessary to enable farmers to grow successfully an alternative protein source.

Aquaculture is the cultivation of animals and plants that live in water and serves as a common method of raising protein in many developing countries.

Species such as tilapia, milkfish, catfish and shrimp are raised in farm ponds and frequently are mixed with other agricultural or livestock products.

"Farmers in developing countries already have used the production of fish as a means of supplementing food supplies," said James Lannan, director of the Collaborative Research Support Program (CRSP) in Pond Dynamics/Aquaculture.

"However, results in the amount and quality of animal growth vary not only from country to country, but also from pond to pond."

The Pond Dynamics/Aquaculture program was established to examine the variables influencing aquaculture production and to understand the principles and mechanisms involved in these low-technology ponds.

Institutions in six developing host countries and five U.S. universities have been paired to share resources in long-term research projects using a standard work and research design.

The six projects include Auburn University's freshwater project in Honduras and freshwater and brackish-water projects in Panama, Michigan State University's freshwater study in Indonesia, the University of Hawaii's brackish-water project in the Philippines, Oregon State University's freshwater project in Rwanda and the University of Michigan's freshwater project in Thailand.

The same experiments are being conducted in each country to compare variables that might affect pond aquaculture. The CRSP research team meets annually to draw up the research plan for the following year.

The principal investigator at each university collaborates with a counterpart in the host country to conduct project research. Travel and in-country logistics are simplified through the cooperation of AID missions.

At least 12 ponds at each site are used in the CRSP experiments. In some cases, ponds already were available for use; in others, ponds needed to be renovated or built before CRSP experiments could be initiated.

"Due to site-specific problems such as pond preparation and site availability, not all projects are synchronized," Lannan said. "However, under the present operating plan, all projects should be on schedule and synchronized by December."

The Program Management Office

also serves as the data bank at the research site. Each project has an on-site microcomputer. Researchers enter each experiment's results on a disk that is sent to the Program Management Office.

A commercial data base program also is used on the microcomputer to consolidate the data received, and preliminary analyses are performed.

Analyses on the complete data set also may be done on mainframe computers.

"This data management aspect of the CRSP is proving to be one of the most exciting parts of the operation," Lannan said. "The data we are collecting will provide researchers with a tool that has not been available previously—a standardized quantitative data set that will become more complete each year the CRSP is in operation."

A Data Synthesis Team was selected last November to assist in CRSP data analysis, synthesis and modeling. William Chang of Michigan State University and Paul Piedrahita of the University of California at Davis joined CRSP Assistant Director Kevin Hopkins of Oregon State University, and the trio immediately coordinated data collection and management techniques.

"Another exciting prospect will be the adoption of the CRSP format for data collection by other fisheries agencies," Lannan said. This is still in the planning stages, but when it is adopted, it will add considerably to the value of the CRSP data and will



AID's Pond Dynamics/Aquaculture program is designed to examine the variables influencing aquaculture production in low-technology ponds.

be a step toward cooperation and standardization of research techniques among various agencies conducting research.

In addition to the standardized CRSP experiments, each project is involved in special topic research designed to meet the needs of the host country. For example, increasing interest in aquaculture in Honduras has resulted in increasing need for fingerlings from government fisheries stations.

Since the CRSP project is based at a government station, CRSP and government personnel are cooperating to improve production techniques for fingerlings.

Special topic research in all projects includes the mutual cooperation

of CRSP staff and personnel from host country institutions. In addition, many graduate students in host countries are given thesis research opportunities at CRSP sites.

A U.S. special topic research component also has been added recently and allows U.S. institutions to address research problems that cannot be investigated in overseas projects. This concurrent research strengthens the CRSP and involves all participants in making the Pond Dynamics/Aquaculture CRSP a global effort in cooperative aquaculture research.

Brown is the assistant program director of the Pond Dynamics/Aquaculture CRSP.

Taxes

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in the economy," Kauffman said.

An AID-financed study by Alvin Rabushka of the Hoover Institution and Bruce Bartlett of the Heritage Foundation entitled "Tax Policy and Economic Growth in Developing Countries" was completed last fall and served as the centerpiece for discussion by 13 leading experts at an AID-sponsored conference last October. The study emphasized the disincentive effects of high marginal personal income tax rates.

"Further major research on past experiences with tax reform is in the planning stage," Kauffman said, adding that selected missions have been asked to consider undertaking in-depth studies of their host countries' tax systems with the aim of identifying requirements for growth-oriented reforms.

A prerequisite for such studies, Kauffman pointed out, would be that host governments show interest and a willingness to participate.

Kauffman said that during the last three decades more than 20 less developed countries have undertaken fundamental tax reform to improve their development prospects.

Unfortunately, tax structures in LDCs often consist of a patchwork of levies enacted to obtain revenue or to achieve other objectives. The measures frequently are unrelated and often do not contribute to the achievement of national objectives of stimulating economic growth and allocating resources efficiently, Kauffman said.

Guidelines for establishing tax structures conducive to growth in LDCs were outlined in the Administrator's cable. Among the reforms advocated by McPherson are:

- The tax structure should be as simple as possible. It is better to rely on a few broadly-based taxes than a large number of unrelated levies. The tax structure also should be consistent with the ability of the country to administer the system effectively, and balance should be sought between direct and indirect taxation.
- Highly progressive personal income taxes rarely are collected in full but, regardless, they have a negative impact on personal investment and production decisions. The effect on growth is clearly negative, and they should be eliminated. Consideration also should be given to indexation for inflation to avoid "bracket creep."
- Effective personal income taxes are best levied at moderate rates with

exemptions for lower incomes, a minimum of allowable deductions and the application of withholding where feasible. Taxes on business income should be at moderate rates to avoid disincentives to growth-producing economic actions.

- Special business exemptions to achieve a particular purpose, such as to expand "non-traditional" exports, should be used with great care to avoid a long-term subsidy. Measures of this kind are likely to be poor substitutes for other reforms needed to improve the investment climate.
- Taxes on foreign trade should not interfere unduly with comparative advantage. This may mean that a country should strive to achieve a more uniform set of import duties and to eliminate export taxes.

While tax reform can be undertaken step by step, McPherson said, there is merit in systematically addressing the overall economic policy framework to assure that its various parts work harmoniously toward desired goals. Other policies may reduce the potential economic growth stimulus of tax reform. These should be identified and included in the tax reform policy dialogue agenda.

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

Haitian Opportunity Presents Challenge

Dwight Ink, assistant administrator of the Bureau for Latin America and the Caribbean, and Marty Dagata, director of the bureau's Office of Caribbean Affairs, recently returned from a fact-finding visit to Haiti. In an interview for Front Lines, Ink discusses the current situation in Haiti and AID's role in providing development assistance.

Q. How do you view the recent events in Haiti?

A. There are several ways to look at Haiti's situation. The departure of Jean Claude Duvalier presents an opportunity for the Haitian people after decades of oppression to develop a democratic society. I believe that the Haitian people see clearly the opportunity they themselves have created. I am sure, for example, that the free expression that reached levels of exuberance observed in Haiti after Duvalier's departure is a newly found right that Haitians will want to protect.

Stability, economic and political, is an immediate challenge. Expectations are high, perhaps unrealistically so, that living standards of the people will now improve appreciably, almost automatically. Somehow satisfying these expectations while maintaining Haiti's competitive economic position, which has lost ground over the last few years, poses a difficult problem but an exciting challenge for Haiti's provisional government. They are going to need a lot of help.

Q. Is the economic problem short-term or long-term?

A. Both. Haiti's limited development level and resultant problems are probably the most severe in the hemisphere. Illiteracy is 70%, and there is an alarming pace of natural resources degradation, aggravated by great population pressure on the land.

The economy generally is highly protected, high cost and inefficient, despite the presence of an important assembly export industry based on Haiti's low wages. Institutional capacity and managerial capacity, particularly in the government, are lacking in many areas. AID has in place and will maintain a unique and very successful program that draws heavily on U.S. private voluntary organizations to address these problems.

Superimposed on the general development problem, which I have only touched on, is a set of short-term economic problems linked to the political situation. A balance-of-payments problem had been developing before Duvalier's departure. This was exacerbated in the commotion during the change in government and its aftermath.

Unemployment—probably in the range of 30% in urban areas—is a potentially destabilizing force. Investors are concerned about being

competitive while there is labor unrest, with both wage demands and rapid and complete political change on the agenda of labor.

Clearly there is and will continue to be an interaction between the economic and political factors. Economic stabilization presupposes Haiti's getting on with the democratic process and reducing political uncertainties. On the other hand, continued success in this political process requires economic stabilization.

Q. What can we do to help?

A. AID can be very helpful. The Agency's ongoing assistance to Haiti at a level of \$50 million in fiscal 1986 provides an effective base. Half of it is food aid, of which more than half will be going through non-governmental organizations. The Agency is also working on private-sector, export-led development through creation of private development bank and technical support institutions, agribusiness and micro-enterprise activities. Several thousand permanent jobs have resulted from this program.

AID is supporting a determined effort to stabilize the agricultural base. Over 17 million trees have been planted by 85,000 farm families and 8,000 pigs distributed whose offspring will total one million by 1989, reconstituting the national swine herd wiped out by African Swine Fever.

AID-assisted private health care institutions reach over 500,000 rural Haitians. Child survival is now the focus of this program. The Agency now has begun to look at the feasibility of supporting a major literacy campaign.

To deal with Haiti's foreign exchange problem, the United States is providing about \$10 million, over and above planned fiscal 1986 assistance, for wheat and vegetable oil, including transport costs, through Title II sales. These commodities are going through normal commercial



Small farmers in Haiti have an annual income of about \$100.



Dwight Ink: "Aid is supporting a determined effort to stabilize Haiti's agricultural base."

channels. Additional financing of wheat and vegetable oil imports, substantial amounts of which are provided also through the existing P.L. 480 Title III program, are being considered as well. AID also is exploring other possible support.

AID stands ready to provide a range of technical—especially management and economic—experts. For example, AID already has helped the government of Haiti look at petroleum procurement with a view to better capturing the benefits of falling world prices.

The Agency is prepared especially to provide experts to help the provisional government review policy options that lay the basis for near-term stabilization and solid growth. In fact, one of the United States' most distinguished economists, Professor Arnold Harberger, will be visiting Haiti to review the economic situation with AID officials and Haitian leaders.

Q. What are international financial institutions and other donors doing?

A. The World Bank has organized

a special, informal meeting on Haiti for donors, in the framework of the Caribbean Group for Cooperation in Economic Development. This consultative group plans to meet informally again later this month, and it is expected that the World Bank eventually will convene a more formal meeting. Information has been shared, and we expect bilateral donors to provide some immediate, additional assistance.

The role of the International Monetary Fund in gathering support for a stabilization program is, of course, a key one. The development of policies for growth will also be critical. The World Bank, as well as AID, can play a key role.

Q. What are Haiti's prospects for success?

A. Haiti has a historical opportunity to form a democratic society. But the conditions of instability are clearly present. Haiti will need appropriate external assistance as well as good leadership from the provisional government to make a successful transition to an elected democratic government.

Senior Executives Earn Bonuses for Performance

Several members of AID's Senior Executive Service have received performance bonuses ranging from \$3,525 to \$6,345 in recognition of their accomplishments during the Oct. 1, 1984, to Sept. 30, 1985, rating cycle.

The recipients of the bonuses are: Marshall Brown, counselor to the Agency, Office of the Administrator; James Durnil, deputy inspector general and assistant inspector general for audit, Office of the Inspector General; Duff Gillespie, deputy director, Science and Technology Directorate for Population; and Lois Hartman, deputy director, Office of Personnel Management.

Other members who received bonuses include: Kelly Kammerer, di-

rector, Office of Legislative Affairs; Peter Kimm, deputy assistant administrator, Bureau for Private Enterprise; Ain Kivimae, deputy assistant to the administrator for Management; Bradshaw Langmaid, deputy assistant administrator for research, Bureau for Science and Technology; Charles McMakin, director, Office of Management Services; John Mullen, deputy general counsel, Office of the General Counsel; R. T. Rollis, Jr., assistant to the administrator for Management; Jack Vanderryn, Agency director, Science and Technology Directorate for Energy and Natural Resources; and Ruth Zagorin, Agency director, Science and Technology Directorate for Human Resources.

—Marge Nannes



Vivian Pemberton, Office of the Inspector General, 40 years at AID: "It has been exciting!"



Georgene Howe, Office of the Inspector General, 22 years at AID: "Life is seldom, if ever, dull in the foreign service. The constant variety of programs, missions and cultures, combined with the Agency's worthwhile purpose, has been an experience I wouldn't trade for anything."

Secretaries Vital to

New technologies are offering secretaries greater opportunities for career development. This year AID will observe Professional Secretaries Week, April 20-26, with a program titled "New Technologies, New Options and New Careers."

AID's Federal Women's Program will sponsor a career analysis series at noon on Monday, Tuesday and Thursday. Following an introductory presentation, a career development specialist will provide each participant with an individual career analysis.

Employees working in secretarial, clerical or administrative capacities in Agency Occupation Codes 308, 312, 318 or 322 have been



Nancy Reed, Bureau for Latin America and the Caribbean, 2 1/2 years at AID: "The work is challenging, and I especially enjoy the many interesting people I meet daily."

Training Enhances Skills

If the faces of the instructors of the Agency's Administrative/Secretarial/Clerical (ASC) Training Program are familiar, it's because these teachers also work within the Agency. Most of the instructors began their career at AID as clerks or secretaries, and many continue in these professions.

The two-week training program provides new hires in the administrative, secretarial and clerical fields the knowledge and skills necessary to function in their jobs, according to Virginia Ballengee, project manager and instructor. Classes also stress information on development and the Agency's policies and programs, she notes.

The program offers new employees the opportunity to sharpen their communications skills and provides practical advice on office routine and procedures.

Instructors for the many classes presented during the training program are volunteers, and each determines the content and style of the course. The two-week sessions, however, always include speaker presentations, hands-on training in WANG word processing; proofreading, preparation of forms, cables and other documents; vocabulary- and communications skills-building exercises, career development and training opportunities; and class discussions.

The AID instructors' job experience qualifies them to teach training classes that prepare new employees for similar positions.

"I feel that my 14 years in government service can help make orientation helpful and interesting to the new hires to help them feel at home," says Secretary Renee Bethoa, who teaches telephone and receptionist techniques.

Helen Davidson, a personnel staffing specialist in AID's Civil Service Personnel Division, offers information about civil service personnel functions and performance standards. Davidson brings with her eight years of experience at AID as well as experience as a legal secretary and office manager in the private sector.

"I have working experience as a clerk-secretary and personnel assistant and now work with merit promotion and student aide programs," she explains.

Melita Yearwood began her career as a clerk-typist and is now a management analyst in the Records Management Office. Yearwood teaches new employees how to prepare letters, memoranda and executive and congressional correspondence.

Andy Luck, administrative operations assistant in the Bureau for Management, claims that five years of experience with AID working with both foreign service and civil service employees qualifies him to present new employees with information about the organization of AID in Washington, D.C., and the field.

This year, courses will be offered May 5-16, June 2-13, July 7-18, Aug. 4-15, Sept. 8-19, Oct. 20-31 and Dec. 1-12.



Nancy Hess, Bureau for Management, 8 years at AID: "There isn't anything I don't like about my job."

JOB OPENINGS

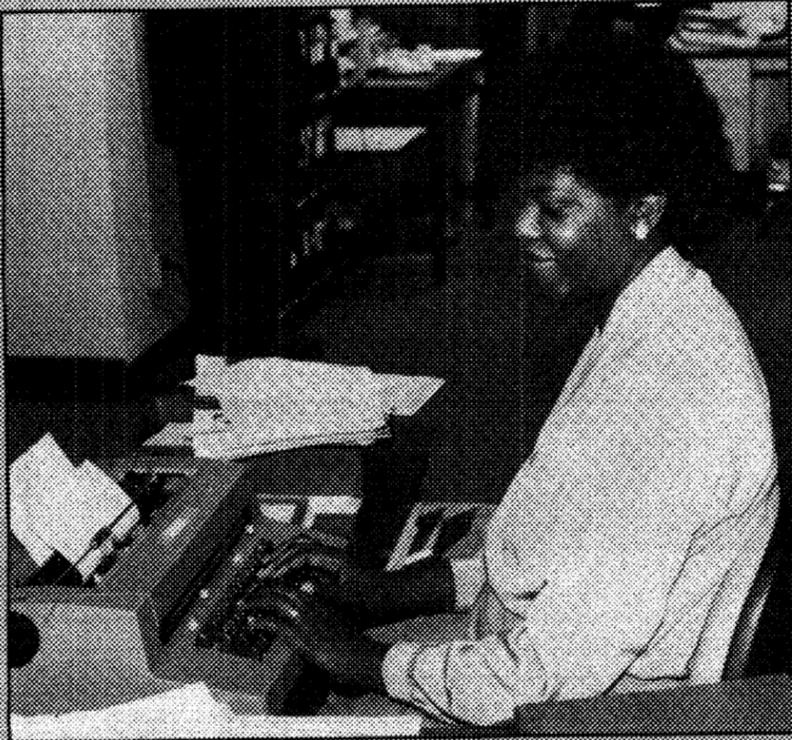
AID has immediate openings for part-time and full-time stenographers and clerk-typists, GS-2, 3, 4 and 5. Anyone who is interested and can qualify should contact Rona Scarlett, Civil Service Personnel, 663-1413.

AID's Mission

invited to participate.

The career development series was initiated by the Federal Women's Program and AmerInd, Inc., a consultant firm that provides technical and professional services, training and management programs to government and private industry.

Professional Secretaries Week and Professional Secretaries Day, April 23, have been traditions since 1952 when they were initiated by the Professional Secretaries Association to recognize secretaries for their vital role in business, industry, education, government and the professions.



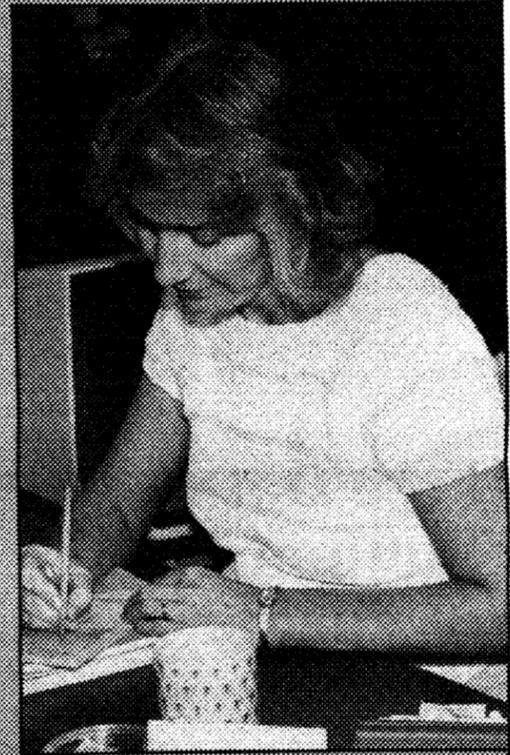
Mary Felder, Bureau for External Affairs, 12½ years at AID: "I like the different types of people I meet and work with, being consulted on office decisions and the training opportunities I have been given for job advancement."



Alice Taylor, Office of the General Counsel, 8 years at AID: "I find it rewarding to be part of a staff that recognizes my abilities and contribution to the office."



Conchita Spriggs, Bureau for Management, 17 years at AID: "I like the travel and meeting people of other cultures. The diversity of my duties has given me a lot of self-confidence."



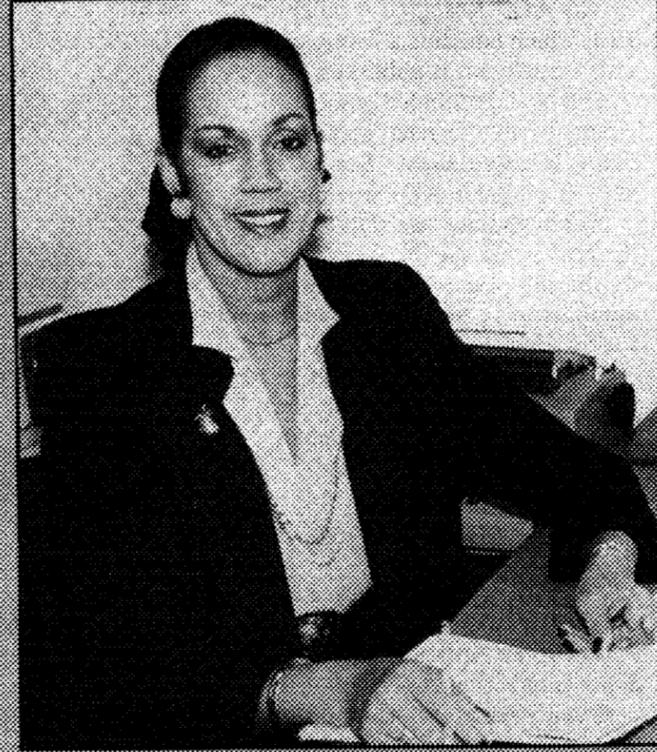
Joan Gobrecht, Bureau for Program and Policy Coordination, 9 years at AID: "I like the varied nature of the work in this bureau."



Linda Gallegos, Bureau for Private Enterprise, 18 years at AID: "I like the people I deal with daily and am proud to be a part of the work the Agency is doing."



Vivian McBee, Bureau for Science and Technology, 6 years at AID: "I find my job interesting and enjoy working with the scientists in the bureau."



Juanita Thorpe, Bureau for Private Enterprise, 3 years at AID: "I find it stimulating to work with the lawyers in the bureau and to be directly involved with so many projects that help developing countries."

SID Plans Conference

The Washington Chapter of the Society for International Development (SID) will hold its annual conference May 8-9 at the Marvin Center of George Washington University.

Plenary speakers at the conference on "Adjustment and Growth—Political Challenges for Tomorrow's World" will be Mario Brodersohn, secretary of Finance of Argentina; Paul Volcker, chairman of the Federal Reserve Board; and Richard Jolly, deputy executive director of the U.N. International Children's Educational Fund.

The conference will examine the goal of adjustment between consumption and earnings, outlays and taxes, and investment and savings while maintaining levels of economic growth that allow the poor to meet basic needs.

Workgroup sessions will be held on a range of development topics, including regional issues, agriculture, health, training, women, finance, marketing, population, development information, energy, urban programs and science and technology.

For further information, contact Gael O'Sullivan at SID, (202) 347-1800.

Free Data Equipment Available

The General Services Administration's Federal Equipment Data Center operates and maintains the Excess Automated Data Processing (ADP) Equipment Reutilization program in which ADP equipment that is no longer needed by one agency is made available for reuse by other federal agencies, as well as qualified grantees and contractors.

The ADP Resource Availability List, which contains a listing of available equipment, is published bi-weekly and distributed without charge to all interested parties. This listing is essentially a "Sears Catalog" of available ADP equipment.

Although the equipment is free, the requesting agency is responsible for the shipping costs and a minimal administrative fee that is used to fund the program.

For additional information, or to participate in the program, call the Federal Equipment Data Center, (202) /FTS 566-1284.

—Reunion—

A general reunion of former students, faculty and administrators of the American International Schools of Kabul is being planned.

If you were associated with or attended the American International Schools of Kabul or the Kabul International High School, contact David Dustin of 2265 Cedar Cove Ct., Reston, Va. 22091, (703) 476-4429 (evenings).

AID BRIEFS



AID/UNIVERSITIES SIGN AGREEMENT

At a March 18 ceremony, Administrator Peter McPherson (center), Rouse Caffe (left), chancellor of Louisiana State University, and Gus Ridgel, vice president of Southern University, Louisiana, sign a Joint Memorandum of Understanding agriculture research grant. Under the terms of the five-year, \$1.5 million grant, the universities will undertake joint activities to strengthen their development programs in Africa and Latin America and the Caribbean.



ETHIOPIANS VISIT AID

Deputy Administrator Jay F. Morris (left) met March 13 with a group of Ethiopian church leaders, including (from center left) the Rev. Francis Stephanos of the Ethiopian Lutheran Church; Cardinal Paulos Cano Tsadua of the Roman Orthodox Church; and Archbishop Abebe Garima of the Ethiopian Orthodox Church. The ecumenical group, on a goodwill mission to the United States to express appreciation for food donated during the African famine, discussed the current drought and food situation with Morris and other AID officials. The church leaders' visit also included meetings with the secretary general of the United Nations and congressional leaders.

Lewis Reade New Director

Lewis Reade was sworn in March 18 as mission director for Jordan where he will administer a development assistance program expected to total more than \$180 million over the next two years.

Reade will head AID's efforts to help Jordan's private sector play a more active role in economic development. Major development efforts in Jordan have included water and wastewater distribution and treatment, agricultural and rural development, housing, industrial development, population planning, health and education.

Reade joined AID in 1980 as head of the Office of Technical Support in the former Near East Bureau. He served from 1982-1985 as mission director for Jamaica where he managed a program aimed at revitalizing that country's private sector. Policy reforms initiated by Jamaica during Reade's tenure as mission director have led to some privatization of government functions and a comprehensive tax reform.

Since 1985, Reade has been the senior deputy assistant administrator in the Bureau for Private Enterprise, which assists AID missions promote the use of the private sector in developing countries for economic growth.

Before joining the Agency, Reade spent 27 years in the private sector.

He has bachelor's of science degrees in mechanical engineering from the University of Miami, Fla., and in accounting from Hofstra University, N.Y.

IN MEMORIAM

George Reed

George Washington Reed, 86, retired foreign service officer, died Feb. 11 in Mitchellville, Md.

Reed joined the AID predecessor organization in 1955 and served as mission director in Liberia and as assistant mission director in Libya. Prior to retiring in 1963, he also served as deputy director in the Africa Bureau.

He is survived by his wife Vinita. Expressions of sympathy may be sent to Vinita Reed, 3708 Baskerville Drive, Mitchellville, Md. 20915.

John Reilly

AID retiree John E. Reilly died of cancer March 4 at his home in Falls Church, Va. He was 76.

Reilly joined AID in 1961 when it was organized. He served as a public affairs officer and later worked in the former Bureau for Vietnam. He retired in 1975.

He is survived by his wife Vivienne and two children. Condolences may be sent to Vivienne Reilly, 5501 Seminary Road, Apt. 1304, Falls Church, Va. 22041.

RETIRED

Royal Cline, AFR/TR/ENGR, engineering officer, after 19 years
Louis Correa, Yemen/EXO, general services officer, after 9 years
Ernest Petersen, Somalia, Food for Peace, after 14 years
Irving Rosenthal, PPC/CDIE, mission director, after 18 years
William Schmeisser Jr., M/AAA/SER, special assistant, after 18 years
Leon Vaughn, M/FM/CONT, executive officer, after 23 years

Years indicate AID service only.

PROMOTED

Maria Bell, M/SER/AAM/STT/R, secretary typist
Virginia Bradford, LEG/OD, clerk typist
Margaret Cooperman, LAC/DR/CEN, clerk typist
Nancy Davis, M/SER/IRM/AS, clerk typist
Calista Downey, LAC/DR/HN, administrative operations assistant
Mary Dudick, AA/ANE, secretary stenographer

WHERE? IN THE WORLD ARE AID EMPLOYEES

Janice Haskins, M/PM/TD, clerk typist
Deirdre Hodge, ANE/TR/ARD, clerk typist
Bessie Hughes, M/SER/AAM/A/OCC, secretary typist
Mona Isiminger, S&T/IT/RS, clerk typist
Cynthia Johnson, M/SER/EOMS/OM, clerk typist
Elisabeth Kvitashvili, ANE/PD/SA, program analyst
Dennis Lauer, M/PM/RP, information analyst
Irma Marshall, M/PM/EPM, personnel staffing specialist
Pauline Merrill, M/SER/AAM/STT, procurement assistant
Louise Pierce, IG/RIG/A/W, auditor
Kevin Rushton, PPC/DC/MFL, special assistant

Georgia Sambunaris, LAC/CAP, program analyst
Eleanor Speh, M/PM/TD/PCT, clerk typist
Maria Ventresca, AA/M, administrative operations assistant/typist

REASSIGNED

Terrence Brown, deputy regional director, RDO/Caribbean, to director, LAC/DR
Paul Deuster, program economics officer, PPC/EA, to supervisory program economics officer, Philippines
William Gill, supervisory commodity management officer, Egypt, to commodity management officer, M/SER/AAM/O/AFR

Rudolph Thomas, general development officer, Togo, to program officer, AFR/CCWA/SIGNE
Cynthia Wincek, social science analyst, S&T/H/HS, to program analyst, AFR/DP/PPE

MOVED ON

Paulette Claiborne, AA/ANE
L. Harlan Davis, BIFAD/S/ED
Lucinda Eldridge, ANE/DP/E
Helen Grayson, M/PM/FSP/AB/AM
Lisa Havens, M/PM/FSP
Joanne Hill, M/SER/AAM/W/CO
Judith Ann Knudson, PRE/I
David Loveday, OFDA/LACA
Frances McAdoo, M/PM/LMR
Mandisa Nkrumah, AFR/DP/PPE
Larry Norman, M/SER/MO/PM/PR
Deborah Purcell, PPC/WID
Warren Putman, COMP/FS
Monica Reed, PPC/DC/DAC
Alyce Roach, AA/FVA
Sylvia Wilson, M/SER/IRM/PE
Michael Wiseman, M/SER/IRM/WPS
Laurella Zeender, M/PM/EPM

Video Revolution Visible in Training

by Ken Greenberg

Walk into any store or home in the United States and results of the video revolution clearly are visible.

Now this revolution has begun to make its mark on U.S. training efforts overseas.

For example, U.S. Department of Agriculture (USDA) trainers are using videotapes to provide farmers in Portugal with information on new techniques for improving livestock and crop production.

Videotapes are an integral part of a U.S. agricultural assistance program known as PROCALFER (Program for Calcium, Fertilizer and Forages). The program was designed to boost productivity in the agricultural sector of Portugal, Western Europe's poorest country.

The USDA Office of International Cooperation and Development (OICD) is responsible for carrying out PROCALFER in Portugal, and funding is provided by AID.

When the Portuguese Ministry of Agriculture, Forests and Food (MAFA) asked for U.S. assistance in developing a video production capability for its agricultural training and extension program, USDA experts worked through PROCALFER and set up an information team in the ministry to produce video material on new or improved agricultural techniques.

"Using video as a training tool has increased the flow of information from agricultural researchers, technicians, extensionists and other

technical people directly to the farmers," stated Kathy Alison, an OICD international training specialist and chief coordinator of the video production training effort.

"Videos enhance training by visualizing a verbal message with motion and color and standardize information. When used properly, videos add another dimension to training sessions by providing farmers with a visual picture of new techniques on how to improve their production," Alison noted.

The video team is made up of Portuguese government employees, but much of their equipment has been provided by PROCALFER.

A three-person team is located in Lisbon and has produced 22 short training videos since 1983. The tapes cover such subject areas as agronomy, wine production, animal sciences and safety issues. Specific topics include soil sampling, storage and care of wine, poultry raising and the safe use of pesticides.

All of the tapes were produced using Portuguese farmers and extensionists, increasing the credibility of the programs. Alison coordinated the Lisbon team's training and has worked extensively with them on production and management.

One video addressed the serious problem of pleuropneumonia, a highly contagious disease in cattle characterized by inflammation of the lungs and pleura. In the northern mountainous regions that border Spain, many farmers move cattle from one region to another

without proper inspection or health certificates. This spreads outbreaks of the disease.

MAFA and veterinarians were concerned because, when one cow contracts pleuropneumonia, an entire herd must be destroyed, the area must be sterilized and no new animals can be introduced for at least six months. Therefore, outbreaks of the disease cause devastating losses for small farmers in northern Portugal.

The Lisbon team produced a video in close collaboration with veterinarians explaining what pleuropneumonia is, how to recognize its symptoms and what steps to take to prevent or control it.

By providing accurate visual information on video, farmers learned about the disease and gained an understanding of the risks involved in moving cattle without proper health inspection. "This video is an excellent example of creating greater awareness among farmers and training them to respond with specific actions to correct a serious economic problem," said Alison.

Another video on soil sampling illustrates how the video training

program can improve the technical skills of farmers. By learning to collect their own soil samples, farmers have cut turnaround time needed before results come back from a soil analysis laboratory. This has given farmers better information about soil conditions in time for them to apply limestone and fertilizers before the growing season.

"It is extremely important that training in the use of video equipment and material continues to complement the ongoing training and extension programs of MAFA and PROCALFER," Alison said. To continue to succeed, video must be combined with a good training design. In most cases, printed material has been developed and accompanies the video programs to enhance the learning process.

For more information on PROCALFER's video production efforts, contact Kathy Alison, OICD, International Training Division, room 4106-AUD, 14th and Independence Avenue, S.W., Washington, D.C. 20250, (202) 447-2998.

Greenberg is an OICD information specialist.



Videotapes used for training are an integral part of an AID-funded program designed to increase agricultural productivity in Portugal.

Complaint Process Assists Employees



Discrimination in the workplace can affect productivity through low employee morale and increased use of sick leave.

Employees, supervisors and managers can assist in eliminating discrimination by striving for better communication and by exercising fairness in Agency personnel policies and practices.

If a complaint arises, however, the Agency provides administrative and legal means for reviewing it.

To give AID employees a better understanding of the steps involved in presenting and handling complaints, the Office of Equal Opportunity Programs (EOP) will present information in this column, beginning with the informal individual complaint process.

Any AID employee or job applicant who thinks he or she has been discriminated against by a supervisor or employer because of race, color, national origin, religion, sex, age or mental or physical handicap has the right to bring the concern to the attention of an Equal Employment Opportunity (EEO) counselor.

Posters with pictures and telephone numbers of EEO counselors are located throughout the State Department and AID annexes. A list of EEO counselors also is available from the Office of Equal Opportunity Programs, 663-1337.

An aggrieved party must bring the complaint to the attention of an EEO counselor within 30 days of the alleged discriminatory action or within 30 days of the date the aggrieved party became aware officially of the alleged discriminatory action.

In discussing discrimination complaints with an EEO counselor, aggrieved parties should be specific about the basis of the alleged discrimination (e.g., race, sex, religion) and the time, date and place of occurrence. If possible, events should be documented.

The EEO counselor will try to resolve matters on an informal basis, making the necessary inquiries and contacts to seek solutions to problems.

It is important that EEO counselors have a clear picture of what has occurred so that assistance provided will be accurate and meetings between the EEO counselor and employees involved in the complaint will be effective.

Complainants have the right to have a personal representative present at counseling sessions.

It is the EEO counselor's duty to bring about a quick resolution to the matter, if possible.

Agency employees are required to cooperate fully with the EEO counselor in the performance of his or her duties.

If a complaint has not been satisfactorily resolved within 21 calendar days of the complainant's initial contact, a written notice of final inter-

view will be issued, informing the complainant of the right to file a formal complaint with EOP.

The 21-day time limit can be extended upon request if the EEO counselor feels there is a strong possibility that the complaint can be resolved with continued negotiations or if an unforeseen circumstance delays the negotiations. Each request for an extension of time will be considered on an individual basis.

The Equal Employment Opportunity counselor keeps a record of the counseling sessions and meetings with Agency personnel for each complaint. If the aggrieved party decides to file a formal discrimination complaint, the EEO counselor will submit a written report summarizing the actions taken in attempting to resolve the complaint and the advice given to the aggrieved party.

The next discussion on the EEO process will be the procedure for filing a formal complaint of discrimination.

FEDERAL WOMEN'S WEEK OBSERVED

The Federal Women's Programs of AID and the Department of State observed Federal Women's Week and Women's History Week with a series of noontime programs held March 3-7 and an exhibit.

In a seminar on "Balancing Career and Personal Commitment," Faye Coleman, founder and president of Westover, Inc., noted that whether a working woman is a partner in a two-career family or is a single head of household with or without children, she must acknowledge the fact that her life has two dimensions. Coleman pointed out that a working woman cannot choose whether or not to balance her career and personal commitments, but rather must choose how to balance her reserves of time, energy and interests in the two areas.

A seminar on "The Promotable Woman," by Jan Northrop, president of Management Training Systems, Inc. and creator of The Promotable Woman training program, attracted a capacity crowd. In discussing the training program, she noted that despite the title, the program offers guidelines for career advancement both to men and women. Career progress, she said, can be enhanced by applying seven basic concepts:

- Prosperity Thinking—Focus on abundance rather than scarcity;
- Positioning—Join the winning team by surrounding yourself with those who multiply your efforts;
- Patterns for Power—Lay the groundwork for cooperation by understanding the style of interaction you have with your supervisor and co-workers;
- Comfort Management—Turn stressful situations into comforting

ones by using mind-calming techniques;

- Purposing—Make plans with due dates and work to achieve goals;
- Programming for Play—Give yourself time to relax. Play provides optimum physical and mental "wellness;" and,
- Principal and Interest—Understand that using money, not obtaining it, is the object.

Officer Janet Hankins of the District of Columbia's Police Department gave practical suggestions on ways to increase the security of one's person and property. She also discussed concerns such as rape, child molestation, auto theft, child and spouse abuse and police-community relations and provided information on sources of assistance for Maryland and Virginia residents.

Addresses by Department of State Assistant Secretary of the Bureau of European and Canadian Affairs Rozanne Ridgeway and AID Deputy Assistant Administrator of the Bureau for Africa Lois Richards concluded the week-long series. Speaking on "Women in the Foreign Service," Ridgeway and

Richards discussed their careers and the future of women employees in foreign service agencies.

Women's History Group members Janie Taylor, Dorothy Spinks, Diana Gutman and Gail Wire dramatized in a series of vignettes the lives of abolitionist Sojourner Truth, suffragette Elizabeth Cady Stanton, aviator Amelia Earhart and human rights activist Eleanor Roosevelt. The historical figures are portrayed in photographs and biographical sketches in an exhibit commemorating Women's History Week to underscore the important role women have played in history.

The exhibit, which is located in the Exhibit Hall on the first floor of the State Department, also marks the observance of Federal Women's Week by displaying photographs of AID and State Department women employees. The display highlights approximately 100 women, drawn from a variety of occupations and backgrounds. The commemorative display will remain on exhibit for several weeks.

—Voncile Willingham

Women in the Department of State and the Agency for International Development: Their Role in American Foreign Affairs



A photo exhibit highlights AID and State Department women employees.

ACRIS Data Profiles Private Sector Firms



Small, medium and disadvantaged U.S. businesses and individual consultants should be better able to compete for AID technical service contracts as a result of a computerized data base system established by the Office of Small and Disadvantaged Business Utilization (OSDBU).

The AID Consultant Registry Information System (ACRIS) provides a way to bring U.S. technical service businesses and consultants to the attention of Agency personnel considering the use of private sector technical service firms or individuals for AID projects.

The system profiles U.S. firms and individual consultants and their technical service capabilities. Agency personnel can search the ACRIS data base to obtain names of firms and individuals with capabilities corresponding to requirements of the particular project

under consideration.

Technical services often needed include those in the areas of agriculture and rural development, health and nutrition, education, environment, energy, transportation, construction, management, water and sanitation, and urban development.

OSDBU's Minority Resource Center periodically sends questionnaires to firms and individual consultants requesting information on their technical service capabilities. To register with ACRIS, recipients must complete the questionnaires and return them to AID.

Firms or individuals who would like to be included in the ACRIS data base should contact the Office of Small and Disadvantaged Business Utilization/Minority Resource Center, AID, Washington, D.C. 20523, (703) 235-1720.

—LaVerne Drummond

INFORMATION SYSTEMS ASSIST IN MAKING POLICY REFORMS

AID recently has begun a number of innovative programs to assist host countries in making important policy reforms. The Center for Development Information and Evaluation (CDIE) is contributing to this effort by assisting missions in planning information systems for program monitoring and evaluation.

In Africa, the Economic Policy Initiative has funded two policy reform programs currently under way—the Agriculture Sector Development Grant (ASDG) in Niger and the Economic Policy Reform Program (EPRP) in Mali. During the past year, the missions in Niamey and Bamako requested assistance from CDIE concerning the information requirements of their programs.

Although experience with information planning for policy reform programs is limited, similarities among policy objectives, program design and management requirements lead to several common monitoring and evaluation activities.

For example, even though the specific reforms supported by Niger's Agriculture Sector Development Grant are considerably different from those of Mali's Economic Policy Reform Program, both encourage private sector development by reducing the size and role of the public sector in the national economy.

In addition, both policy reform programs stipulate that disburse-



ment of funds for carrying out programs depends on host countries conforming to mutually agreed upon conditions or actions.

Management of the program also requires a coordination unit that is responsible for carrying out, monitoring and evaluating policy reform activities.

To the extent that other AID-supported policy reform programs share these similarities, four types of information are needed for program monitoring and evaluation: compliance with conditions for disbursement; short-term effects of reforms on public sector performance; management performance and implementation progress; and private sector response to policy reforms.

Information that demonstrates how conditions for disbursement have been met is critical to carrying out policy reform programs.

For Mali's EPRP, complying with disbursement conditions could be demonstrated by indicators such as reduced civil service hiring and the use of a new budget accounting system.

In addition to these quantitative indicators, an important monitoring function of the program management unit is to track progress toward meeting disbursement conditions. Each step in carrying out the

program leads to meeting the conditions for the next disbursement. In this way, the program management units also can identify problems as they occur.

As reforms are made, procedural changes should affect specific regulatory systems and, more generally, public sector performance. Program monitoring, therefore, should include data indicating whether improvements have occurred.

In Niger, ASDG will support a streamlining of the licensing system for cross-border trade. It needs to be determined whether the time and expense required to obtain a license actually has been reduced.

Similarly, EPRP will support computerization of the national payroll and civil service records. Improvements in issuing paychecks, assigning of civil servants and tracking employee retirement dates, for example, should be monitored.

Program evaluations also should examine the effectiveness of the management system and the effect of economic and political factors on the program.

Evaluation program management is necessary to determine whether implementation could be expedited by changes in procedures or personnel. Consideration of economic and political conditions is important because any changes in these areas

could limit the host country's ability to comply with particular conditions. For instance, a serious deterioration in economic conditions might cause a shift in host country priorities or an inability to provide counterpart funds. Such changes might require program modifications to continue carrying out the program.

Information concerning the private sector's response to policy reforms is important for evaluating immediate effects of the program and for designing follow-up activities. In Niger, ASDG will reduce the government's control of grain marketing and the supply of agricultural inputs. As these reforms are made, it is anticipated that private sector grain dealers and farm supply businesses will expand to assume activities previously performed by the government and parastatals. Data is needed on whether the private sector has responded as expected and what effect this has had on small farmers.

In Mali, EPRP is expected to assist in streamlining the business registration system, enacting a new commercial code and reducing tax rates to encourage private sector development. Therefore, collection of data on new businesses and changes in the operations of existing businesses was recommended.

CDIE welcomes the opportunity to work with other missions on information planning for policy reform programs. Copies of plans developed for Niger's ASDG and Mali's EPRP are available from PPC/CDIE on request.

— Chris Hermann

Private Sector Involvement Encouraged

PPrivate voluntary organizations (PVOs) such as Partners of the Americas can play a key role in helping stimulate economic growth in developing nations.

That was the message Henry Bassford, director of AID's mission in the Dominican Republic, delivered at the recent Partners of the Americas' international convention.

Speaking at a luncheon, Bassford pointed out that AID has reoriented its approach to international development over the past decade. From a policy that previously emphasized working with the public sector in developing countries, AID has shifted to a policy that now gives much greater attention to the private sector's role in development.

He explained that by the early 1980s, many developing countries were hit with massive deficits in their balance of payments, quadrupled energy prices and skyrocketing world interest rates. As a result, large public sector development programs created cost problems that governments were unable to finance without a growing economy and expanded tax base.

These forces led to a change in AID's focus. "We now recognize that development must emphasize the

full participation of the private sector in a country's development efforts," Bassford said, adding that AID sees PVOs such as Partners as the cutting edge in undertaking pilot programs stimulating private sector-led growth.



Henry Bassford: "We now recognize that development must emphasize the full participation of the private sector in a country's development."

"Because of the low cost and efficiency of PVOs, their willingness to take risks, their lack of bureaucracy and ability to move quickly ... PVOs are an ideal instrument for identifying better means to achieve our private sector development goals," he noted.

Bassford was one of several speakers at the convention, which was hosted by the Dominican Republic-Michigan Partners.

The meeting opened with a plenary session that featured welcoming addresses by Sergio Inchaustgui, president of the Dominican Republic Partners; Rep. Matthew McNeely of the Michigan House of Representatives; Robert Raiche, chairman of the board of the National Association of Partners of the Americas; and Gerald Slavin, chairman of the board of Partners of the Americas, Inc.

In addition, Francisco Torres, the Governor of the Dominican State of La Romana, read a message to the delegates from the president of the Dominican Republic, Salvador Jorge Blanco.

President Ronald Reagan also sent a letter to the convention delegates, praising them for their accomplishments over the past year.

"Since your meeting in Washington last year, you have exchanged

more than 5,000 volunteer specialists, provided advanced training for 300 Latin American and Caribbean professionals, opened up new income-earning opportunities for women throughout the hemisphere, and greatly expanded your work in emergency preparedness and university linkages," President Reagan said.

The theme of the convention was "In Pursuit of Excellence." Discussing the concept of excellence in his keynote address was Monsignor Agripino Nunez, rector of the Universidad Catolica Madre y Maestra in the Dominican Republic.

Nunez pointed out that excellence and quality are relative terms, depending upon one's perceptions.

When applied to development programs, said Nunez, the definition of excellence has to be flexible in order to apply to the needs of different communities.

"The quality of a development program is measured by the way in which it is executed and how well it respects the values and cultural system of participants and is oriented to meet their needs and desires, with the goal of personal and community improvement," he explained.

—Cynthia Kenny, director of public affairs, Partners of the Americas

Collaborative Effort Helps Fragile Lands



Increasing populations, unequal access to land resources and a lack of alternative economic opportunities cause many small-scale farmers worldwide to use "fragile lands" inappropriately.

Ecologically limiting factors such as steep slopes, highly leached soils and semi-arid conditions characterize fragile lands. These physical problems, traditional farming methods and lack of funds to obtain necessary inputs contribute to rapid deterioration of land resources.

Since fiscal 1984, the Bureau for Science and Technology (S&T) has been working with the Bureau for Latin America and the Caribbean (LAC) and LAC missions to develop the Fragile Lands Initiative program. The common theme, collaborative project is designed to conduct research, initiate case studies on fragile lands development and disseminate results.

As a preliminary step, a two-person team conducted fragile lands analyses in Venezuela, Peru and Guatemala, with assistance from S&T's Human Settlements and Natural Resource Systems Analysis (SARSA) project.

Lynden Williams, a geographer from Ohio University and Chubu University (Japan), and Leslie Cooperband, a SARSA intern, visited soil conservation/agricultural productivity projects in the countries to document and compare steep-slope agriculture development. Their findings and recommendations will be used to determine appropriate strategies for steep-slope agricultural development in other countries in the region.

The team found that some form of terracing for soil conservation is used in each country. In Venezuela, they visited soil conservation projects that were begun in the mid-1960s in the states of Trujillo and Merida under the Venezuelan Ministry of Agriculture. In the early-1970s, a government agency, Corporacion de los Andes (CORPOANDES), assumed responsibility for the project, known as Valles Altos, and continued the project until 1979.

Williams and Cooperband found that the Venezuelan government worked effectively with small-scale farmers, providing necessary technical assistance and promoting direct farmer participation in constructing rock wall terraces.

In addition, farmers took advantage of capital and infrastructure offers to build a highly elaborate, gravity-fed irrigation system. Through the Valles Altos project, hillside farmers have achieved significant increases in crop production and diversification and, thus, a higher standard of living. Farmers who formerly grew subsistence crops now actively participate in Venezuela's vegetable and flower markets.

In Peru and Guatemala, the team observed AID-funded projects de-

veloped by Soil Conservation Service Officer Jerome Arledge. Although the Peruvian project is still in the pilot stage, Williams and Cooperband noted a substantial decrease in steep-slope degradation on the demonstration plots.

For the first time in nearly 400 years, Peruvians are building bank and rock wall terraces and improving their crop yields simply by conserving water, fertilizer and other scarce inputs. "Because they live on such marginal lands," explained Jeff Vonk, Soil Conservation Service officer in Peru, "any conservation can make a significant difference in crop production."

The project in Guatemala has been operating since 1979 and soon will be carried out on a national scale. Many farmers who adopted terracing have decreased the amount of soil erosion on their plots and have begun to produce some vegetables for the Guatemalan market as well as some, such as snowpeas, for export.

Indigenous people, primarily accustomed to a diet of corn, beans, and squash, now are improving their diet by eating other vegetables as well. George Like, agriculture officer at the Guatemala mission, pointed out, "The adoption of terracing and other soil conservation practices was initially slow, but now that people see improvements in crop yields, they are seeking assistance from the local extension agents."

During the last year and a half, related efforts have focused on developing a project that will coordinate and combine activities of the Fragile Lands Initiative. A Fragile Lands Advisory Group (FLAG), composed of representatives from S&T and LAC, has overseen the production of a "Development

Strategies for Fragile Lands" project (DESFIL), scheduled to begin in late fiscal 1986.

DESFIL will act as a catalyst for the Fragile Lands Initiative, providing assistance to missions on fragile lands development strategies, helping with specific tasks, expediting information exchange and technology transfer, and assisting with research and research networking.

In preparation for the project, FLAG already has sent multidisciplinary teams to Peru, Haiti, Jamaica and Ecuador to assist those missions with fragile lands assessments and planning, as well as with studies on which to base project design.

The case study team report, analyzing the factors involved in successful steep-slope agricultural development, is available from S&T's Office of Rural and Institutional Development (S&T/RD), room 608, SA-18.

— Leslie R. Cooperband

PRIVATE ENTERPRISE INCREASES ROLE IN TRAINING PROGRAMS

U.S. private enterprise is playing an increasing role in AID's Participant Training Program, and the experience is benefiting participants from both the public and private sectors of developing countries as well as U.S. businesses.

Through the expanded program, Jacques Adande, an AID participant from Benin who recently completed a master's degree in public administration at Harvard University, had the opportunity to obtain practical experience with two U.S. businesses.

Equator Holdings Limited, a banking concern in Connecticut, provided a one-month paid internship. Adande worked on special projects such as country risk reports and a business plan for bank services to Benin. Next, he spent a month in training with the Continental Grain Company, which gave him a broad exposure to company operations, particularly production and trade.

Adande now is applying his new skills as an official in Benin's Ministry of Foreign Affairs.

Baldwin Garraway, an AID participant from St. Vincent, received training in muffler production techniques from the Walker Manufacturing Company, a small muffler manufacturing firm located in Michigan. The company now exports parts to Garraway's firm in St. Vincent, which has expanded and now is exporting mufflers to other parts of the Caribbean.

Also through the program, the manager of Guyana Refrigerators Limited toured major U.S. appliance factories for three weeks, receiving hands-on training throughout. As a result, a commercial relationship was established between the participant and the Kelvinator Corporation. The participant, in turn, provided another U.S. com-

pany, Warwick Manufacturing, with technical assistance in the design of a refrigerator door—proof that training can be a two-way street.

Many other U.S. companies are becoming involved with AID training activities by offering courses, internships and practical training as well as opportunities to tour and observe their operations. Examples include:

- Waste Management Corporation of Chicago recently conducted a tour for officials from Somalia to land-fill sites in the eastern United States.

- Land O' Lakes, a major U.S. agribusiness cooperative, included 12 AID participants in its internal Cooperative Agribusiness Management course.

- The Advanced School in Power Systems Engineering at Westinghouse Electric Corporation provides many AID participants with formal classroom courses, factory tours and internships.

- Kindel Furniture in Grand Rapids, Mich., will provide training to furniture manufacturers from Jamaica this spring.

The benefits of private enterprise involvement in the program extend beyond the participating businesses and individuals. Cost-sharing has enabled AID to expand the participant training program, and the potential for development of bilateral commercial relationships benefits both U.S. and developing country businesses.

SHEEP GENETICS SUBJECT OF NEW BOOK

Current and future sheep geneticists throughout the world can benefit from a reference book developed and published through the efforts of the late David Robinson, former program director of AID's Small Ruminant Collaborative Research Support Program (CRSP).

Genetics of Reproduction in Sheep, co-edited by Robinson and R. B. Land, is the direct result of a workshop on "The Genetics of Fecundity," held in Edinburgh, Scotland, in July 1983.

Reports presented at the workshop comprise the six sections of the book, beginning with reviews on the extent of genetic variation within sheep populations and ending with appropriate husbandry requirements for sheep with high rates of reproduction.

Although many of the contributions to the book do not deal with topics directly addressed by the Small Ruminant CRSP, the AID-funded project provided the basic stimulus and the necessary leadership for the workshop and the publication. External support for the workshop and book was obtained through the efforts of Robinson and his associates.

Copies of the book may be purchased directly from Butterworths Publishers, 80 Montale Ave., Stoneham, Mass. 02180, (617) 438-8464. Cost is \$79.95 per copy.



Terracing for soil conservation is used in Latin America for steep-slope agricultural development.

ACVFA No issue has seized the consciences of development specialists more than the devastating droughts and resultant famines of the African continent during the past 12 years. Like most development groups, the Advisory Committee on Voluntary Foreign Aid (ACVFA) has been focusing much of its attention on sub-Saharan Africa.

During a recent quarterly meeting, ACVFA tackled the topic of small-scale projects to promote long-term development in Africa and assessed various strategies including the use of P.L. 480 food aid programs for long-term development. Discussions showed that many large projects have been less than successful. Participants reviewed the concept of including small-scale, local efforts that involve indigenous people in the conceptualization, design and implementation of projects.

Small-scale was defined as a project of limited scope, grassroots in orientation, involving local leadership in its design and implementation, containing a simple evaluation component, with funding ranging from \$50 to \$50,000.

Long term was viewed as a period of five years or more during which specified measurable project goals and objectives were to be achieved.

Participants learned that successful projects involved indigenous people from the beginning, addressed the needs of the beneficiaries and relied to some extent on the resources of the people themselves. Failures, on the other hand, occurred most often when indigenous people were not

“Long-term African development requires a sustained commitment on the part of AID and the PVO community.”

involved, when governments were not committed to projects but accepted one project to get another project or type of aid that was desired and when local people could not sustain the project with their own resources.

The committee explored several means by which AID could decrease its program monitoring and management involvement in private voluntary organization (PVO) activities in the field, while simultaneously increasing PVO cooperation, especially between U.S. and indigenous groups. Two AID funding mechanisms dominated the discussion—the umbrella and the matching grant—although the importance of the Operational Program Grant (OPG) as a funding mechanism also was acknowledged.

The umbrella grant, an innovative approach to managing multiple small-scale projects, administers PVO funds either directly or through an intermediary organization. Under various models, the concept has been

PVO Commitment Aids Development



In an effort to use P.L. 480 food aid programs as an instrument for development in Africa, AID is examining small-scale projects that involve indigenous people in the design and implementation of projects.

used in six or eight different African nations. Funding levels have ranged from \$2-\$18 million.

The key benefit of the umbrella from the point of view of AID is that it relieves the Agency from the review and management of numerous small and medium-size proposals. From the PVO perspective, the umbrella has the advantage of enabling PVOs to move into new areas of sector-specific development activities. Both the PVO and AID benefit from a streamlined grant-making and grant-monitoring process.

Edward Saiers, deputy assistant administrator of the Bureau for Africa, pointed to the need for increased communications between PVOs, both in the field and in their headquarters, and AID. Information-sharing would decrease the instances of PVOs developing projects that were not consistent with AID and host-country priorities as stated in the country development strategy statements.

The meeting also discussed efforts to increase the role of P.L. 480 in long-term development initiatives.

Participants concluded that there are major obstacles to increasing PVO participation. Large initial investment, lack of a track record in food aid acceptable to AID and the view that a few agencies hold a monopoly on the program were some of the problems cited by PVO participants at the meeting.

The committee concluded that food aid should be used as an instrument for development. AID should investigate the possibility of incentives and broadly signal its interest in receiving innovative proposals to encourage greater PVO involvement in development assistance.

A call for reassessment of payment of inland transportation costs for P.L. 480 distribution resulted in a recommendation that the Agency fund 100% of these costs for PVOs newly working in Africa. This would

enable PVO funds to be used to obtain needed development equipment such as feed, seeds and farm equipment.

The meeting concluded with a declaration that long-term African development requires a sustained commitment on the part of AID and the PVO community.

To underscore ACVFA's commitment to assess ways in which PVOs can be more effective contributors to African development and to gain a field perspective, the group will hold its summer quarterly meeting in Togo, West Africa.

The regional meeting will give the committee an opportunity to meet with American and African PVOs and other organizations that are involved with small-scale development issues and projects.

Representatives from several AID missions with extensive small-scale projects and/or PVO activity will be participating. Peace Corps directors from several African countries also will attend along with representatives of donor organizations.

The preliminary list of agenda topics includes:

- Mechanisms for managing/funding multiple small-scale activities;
- Operational and program concerns regarding small-scale activities;
- Other (non-U.S.) donor activities in small-scale projects for long-term African development; and,
- Increasing PVO participation in P.L. 480 development programs.

The theme of the meeting, which is open to the public, is "The Field Perspective: Small-Scale Projects for Long-Term African Development."

—Judi Fox

African Development Report Discussed

BIFAD A recent report published by the Council on Foreign Relations and the Overseas Development Council presents a comprehensive approach for Africa's development. *Compact for African Development* addresses emergency needs, economic rehabilitation and longer-term development problems and recommends how the United States, working with other donors, can best help Africa improve long-term growth and well-being.

The findings were the subject of discussion at the Feb. 25 meeting of the Board for International Food and Agricultural Development (BIFAD).

The report notes that the drought and famine in sub-Saharan Africa has led to a consensus among African leaders, Western donors and multilateral organizations on what needs to be done to improve Africa's development.

A key point is the need to tie long-term food aid to development. The United States and other donors should make a commitment to providing long-term food aid in exchange for an African commitment to reform policies and increase invest-

ment in agricultural productivity, according to the report.

The report, which was prepared by the Committee on African Development Strategies, stresses that African states should use food donated by the United States and other donors for food-for-work and other food programs to foster agricultural development and increase productivity.

In the report, the committee urges the private and public sectors to search for ways to help in Africa's development. The important role U.S. universities play in African development also was discussed at the BIFAD meeting.

The committee was formed by the Council on Foreign Relations and the Overseas Development Council and is made up of American congressional, corporate, academic and political leaders. Co-chairmen are Lawrence Eagleburger of Kissinger Associates, Inc., and Donald McHenry of Georgetown University. Twenty major studies were commissioned for the report from leading authorities from Africa, the United States and Europe.

—Alice Skelsey