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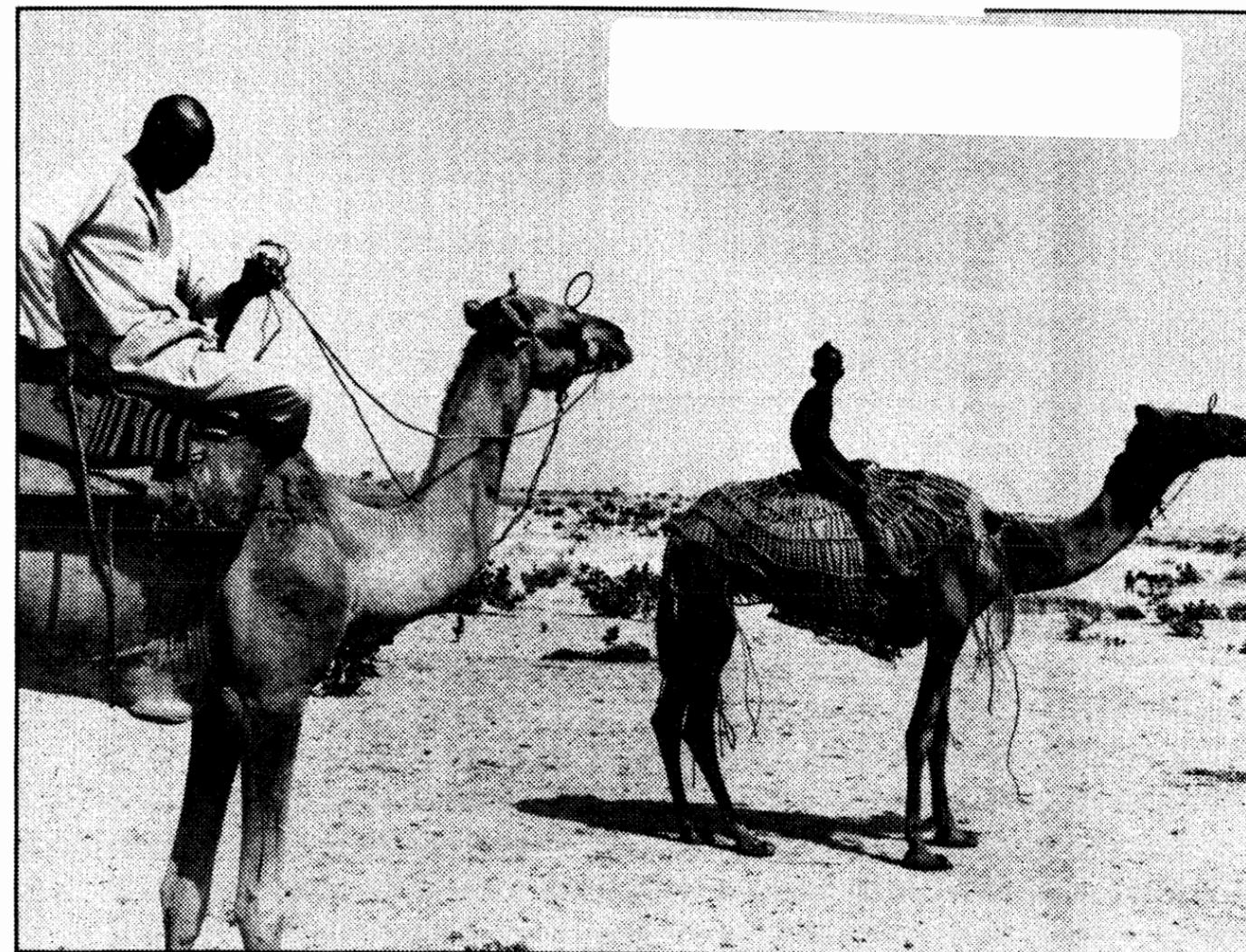
# FRONT LINES

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

MAY 1986

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

PN-ACZ-530



## REDSO—West and Central Africa

### Congress Looks at Agency's Operations

### Funds Requested for Philippines

# Congress Looks at Agency's Operations

by Bill Outlaw

Congress may want to consider making legislative changes that could free AID from constraints caused by an increasing number of oversight requirements to foreign assistance programs, Administrator Peter McPherson said at hearings before the Senate Foreign Relations Committee last month.

McPherson said the intent of special priorities required by legislation may have merit, but they often "blur distinctions" of priorities and can have an adverse effect on long-term development goals.

"They also reduce our ability to respond to changing country needs," he said. "They limit aid effectiveness and flexibility."

Addressing the question of what Congress can do, the Administrator said the most serious problems are functional accounts and earmarks.

"They are the enemy of effective and responsive management. They really should be eliminated," he said.



Sen. Nancy Kassebaum (R-Kan.) greets Administrator McPherson during last month's Congressional oversight hearings.

"Congressional notifications and the overloading of congressional reports and presentations also can obstruct Agency efficiency, diverting AID and Congress from much more important macroeconomic matters," he said.

Earmarks have been enacted for countries, specific organizations, types of organizations, specific projects and specific delivery mechanisms within projects.

"Altogether, the account structure, the proliferation of these priority areas and earmarks on assistance create a web of constraints which reduces AID's ability to pursue coherent development strategies that are effectively responsive to individ-

ual countries."

McPherson said funding levels are governed by eight separate functional accounts, causing significant adjustments in country development plans. "The effect is that development priorities are substantially shaped by funding availabilities—considerations of development need may sometimes take a back seat."

The Administrator also said it would be desirable for AID to be able to carry over unobligated economic support and development assistance funds from one year to the next when major policy negotiations are unfinished.

The Administrator and other top-level AID officials appeared in four

days of hearings chaired by Sen. Nancy Kassebaum (R-Kan.). The hearings were designed to address the question of whether concrete steps can be taken to make the delivery of foreign aid more efficient and to make the results of that aid more effective in addressing Third World needs.

McPherson pointed out that AID has been working internally for the past five years to enhance its productivity and improve management.

Efforts include:

- A decentralized management structure has been carried out, retaining only key management oversight in Washington, D.C.
- Greater authority has been delegated to regional bureaus and overseas posts in areas such as project approval and modification as well as contract and grant authorizations.
- The size and time needed to process documents has been reduced considerably.
- Two staff reductions have been implemented—a cutback of 850 in 1981 and 250 in 1985.
- The standard of two consecutive tours of duty overseas to save relocation costs and ensure greater continuity in project management has been applied more strictly. The average tour of duty for foreign service officers has increased from 31 months to 39 months.
- Changes have been made to allow for the termination of projects that are not satisfactory. Emphasis has been placed on promoting policies to stimulate private sector growth in developing countries.

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## Revisions to Increase EOP's Role

A revised Equal Employment Opportunity (EEO) and affirmative action planning process for fiscal 1986 has been adopted by the Agency.

The new process is designed to conform with the Agency's organizational structure and to streamline administrative requirements.

Dennis Diamond, director of the Office of Equal Opportunity Programs (EOP), briefed the EEO Oversight Board on some of the major changes.

Diamond explained, "Management personnel in bureaus and offices will determine whether or not the full potential of minority group members, women and the handicapped is being recognized. They will identify any EEO problems that need attention and report their findings to the Agency's EOP."

"On the other hand, underrepresentation for minority group members and women," Diamond added, "now will be assessed at the Agency-wide level by EOP. Affirmative action goals for the underrepresented groups will also be established for the entire Agency by EOP and will be tied directly to AID's recruitment efforts. This approach will free bureau and office personnel from time-consuming paperwork, enabling them to concentrate on specific actions designed to use fully the skills and abilities of their on-board staffs."

In his appraisal of the revisions, Diamond said, "I believe that the new approach will translate EEO

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## Support to Aid Government Funding Requested for Philippines

The courage displayed by the Filipino people in resolving the recent political crisis in a non-violent manner captured the attention of all Americans," stated President Reagan in a prepared statement read during a White House news conference April 23.

Citing the economic and security problems facing the new government that will require even greater sacrifices, the White House announced that Congress will be sent a request for \$150 million in additional funding to support President Corazon Aquino's program for economic recovery and reform.

Following the announcement, Administrator Peter McPherson explained, "The \$100 million additional economic assistance and \$50 million military assistance for the Philippines will be a reallocation within the budget. The President is very conscious of the deficit, and this will be a reallocation from Department of Defense accounts."

In addition to the \$150 million, the support package for the Philippines contains provisions to acceler-

ate and ease the terms of about \$400 million in ongoing economic assistance programs already appropriated by Congress.

"With congressional approval," McPherson explained, "a total of about \$500 million in economic assistance and over \$100 million in military assistance will be available to the Philippine government during the year ahead—more than 90% on a grant basis so as not to aggravate its already heavy external debt problem."

Other elements of the proposal include:

- Acceleration of disbursement, as feasible, of the currently authorized pipeline of about \$200 million in Economic Support Funds (ESF);
- Conversion of \$100 million of development assistance funding from loan to grant, providing a total of \$140 million of grant development assistance; and,
- An expansion of food imports under Public Law (P.L.) 480 Title I and the President's sugar compensation program, as authorized by Section 416 of the Agricultural Act of

1949 (as amended), from \$35 million to \$50 million.

The new funding will be used to assist the private sector and increase agricultural productivity, McPherson explained.

He also recommended that AID, through private voluntary organizations, substantially increase its "people to people" assistance, such as child feeding, Food for Work and health programs to reduce infant and child mortality.

"We also expect to work closely with the Peace Corps in the Philippines, especially in the severely depressed sugar producing region on Negros Island," he said.

The increased funding for these programs will come from P.L. 480 Title II and Section 416 accounts.

"Through these efforts, we will provide for the immediate needs of the poorest segments of the Filipino population and will work to bring about policy changes that will lay the basis for lasting job creation and growth," McPherson added.

—Dolores Weiss

## King of Sweden to Give Bengé Inventors Award

AID's Mike Bengé, a pioneer in promoting the fast-growing Leucaena tree as a means of reforestation in developing countries, will be one of three recipients of the first International Inventors Award for Forestry.

The award, modeled after Sweden's famous Nobel Prizes, is granted for outstanding innovation in tropical forestry. King Carl Gustaf XVI of Sweden will make the presentation June 13 in Stockholm. The award includes a cash prize of \$35,000, which will be divided among the recipients.

Sharing the honor with Bengé are James Brewbaker of the University of Hawaii and Mark Hutton of Australia. The three men were nominated for the award by the U.S. National Academy of Sciences and the World Bank for their work leading to the widespread use of Leucaena to stem soil erosion, restore soil fertility and provide fuel wood, forage and other products.

Bengé, who will use his portion of the award to start a research and reforestation foundation in Haiti, was recognized for promoting the use of Leucaena. Brewbaker discovered the "giant" varieties of the leguminous tree. And, Hutton developed the Cunningham variety for forage production while working with the Commonwealth Scientific Industrial Research Organization of Australia.

Bengé, who works in the Office of Forestry, Environment and Natural Resources, Bureau for Science and Technology, began his agroforestry work with Leucaena in 1965, when he joined AID as a rural development officer.

He introduced Leucaena to the Montagnards to use as live fencing and a source of forage, fuel wood and "green manure." Leucaena, Bengé pointed out, not only grows rapidly, but also can turn nitrogen from air pockets in the soil into compounds that plants can use as fertilizer, a

process known as "nitrogen fixing."

While working with AID, Bengé was taken prisoner by the North Vietnamese in 1968 and was not released until 1973. After his release, he returned to Vietnam and continued his Leucaena work among the Montagnards.

He then was assigned to the AID mission in the Philippines in 1974 and played a significant role in a national tree reforestation movement using Leucaena.

Bengé received a master's degree from the University of the Philippines at Los Banos in 1978; his thesis focused on the introduction of Leucaena into that country. He also wrote the first concise technical publication on Leucaena, which led to the National Academy of Sciences publication *Leucaena: A Promising Forage and Tree Crop for the Tropics*. Since then he has written over 30 articles on fast-growing trees that have been translated into Spanish, French, Indonesian and Thai.

The International Inventors Awards are intended to advance international development by recognizing technical innovations that help solve social and economic problems, especially in the Third World. Awards are made for innovations in four areas—forestry, energy, water and industry.

The awards are being presented for the first time this year to mark the centennial of the Swedish Inventors Association. Besides the inventors' group, the awards are supported by the International Federation of Institutes for Advanced Study, the International Foundation for Science, the Sven and Dagmar Salen Foundation, the Swedish National Board for Technical Development, the Swedish International Development Agency, the U.N. Development Program, the U.N. Environmental Program and the U.N. International Children's Emergency Fund.

—Edward Caplan

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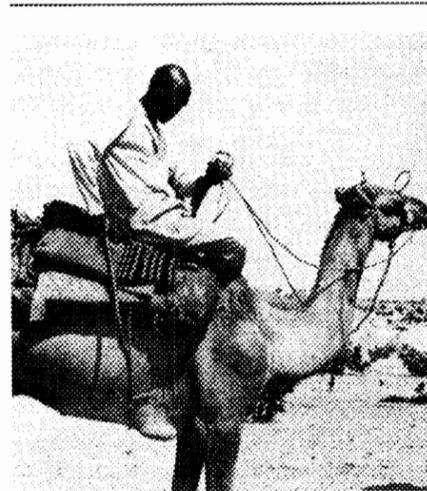
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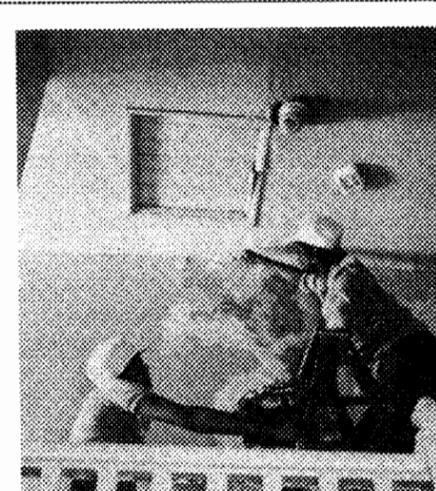
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Cover Photo: REDSO/WCA programs help improve the lives of people throughout West and Central Africa. Mission of the Month begins on page 8.



AID employees volunteer their time and energy to help Washington community. See page 5.



At a March 26 signing ceremony, (from left to right) Sen. Charles Mathias, Jr. (R-Md.), Deputy Administrator Jay F. Morris, Chancellor William Hytche, University of Maryland, Eastern Shore, Sen. Paul Simon (D-Ill.) and John Nicholaides III, director of International Agriculture, University of Illinois, discuss the provisions of a Joint Memorandum of Understanding agriculture research grant.

by Suzanne Chase

**D**uring 1984-85, Africa experienced one of the worst famines in its history. Out of a total population of approximately 380 million in the sub-Saharan region, the lives of 200 million in 22 countries were threatened.

Today, only six countries—Angola, Botswana, Cape Verde, Ethiopia, Mozambique and Sudan—have significant food emergency needs. In the case of Sudan, however, the problem is one of distribution rather than deficit—purchasing and transporting surplus grain from the east to the remaining at-risk population in the west.

Following the 1985 harvests, the food situation in Africa is much improved, with cereal production up 14.2 million tons at a record 53.4 million tons. Major surpluses totaling about 3.4 million tons were produced by Malawi, Zimbabwe, Kenya, Sudan, Benin, Ivory Coast and six other countries, and the gap in many countries now is limited to imports of wheat and rice for urban populations.

Although food aid requirements for sub-Saharan Africa are estimated at about 50% below last year, major problems remain in marketing and intra-African trade. Several surplus producers, including Malawi, Zimbabwe and Sudan, are unable to sell their crops due to inadequate infrastructure (both within and between countries), distances to export markets and lack of foreign exchange for purchases by neighboring countries.

While good rains were the major factor in the increased production, AID-sponsored recovery programs helped overcome famine conditions

***“Food self-reliance in Africa requires the long-term commitment and dedicated efforts of both the donor nations and the African governments.”***

in 16 of the 22 countries affected last year. The programs enabled farmers to return to their homes, supplied with donated food and seeds, in time to plant during the rainy season.

Because of the dramatic improvement in Africa's food situation, AID now is winding down its emergency mode of operation instituted during the critical stages of the famine. The U.S. government's Inter-Agency Task Force on the African Food Emergency, chaired by AID, has concluded its work as a unit, and the Agency's Drought Coordination Staff is being phased out as a separate entity. As of this month, the Bureau for Africa assumes overall responsibility for coordinating AID's continuing drought-related assistance to Africa through its operational units.

“With the continuous cooperation of Congress, AID and other government agencies, international organizations, other donor nations, private voluntary organizations (PVOs) and host country governments were able to put together unprecedented agree-

## Africa Assistance Stresses Recovery



**While the 1985 harvests resulted in a much improved food situation in most of sub-Saharan Africa, AID continues to monitor the situation in drought-affected countries while emphasizing recovery programs to prevent slippage back to famine conditions.**

ments and take the necessary actions that resulted in the saving of literally millions of lives,” says Administrator Peter McPherson, who oversaw the U.S. response to the famine as the President's Special Coordinator for International Disaster Assistance.

“To the credit of a uniquely American ‘can do’ approach to complex problems, United States emergency food was consistently first in the greatest volume to reach starving people in the hardest hit regions of

comes in piecemeal, Singer says.

“We were constantly readjusting our assessments as the information came in from the field, but it was important to start moving, even with incomplete data.”

FVA responded by pre-positioning as much food as possible and by a risky undertaking of “blind purchasing.” The bureau bought and shipped more food than it had requests for at the time, relying on the missions' capacity to have programs in place by the time the food arrived.

“This was really going out on a limb for the typical cautious bureaucrat, but we had enough backing from the Administrator that we were prepared to take the risk rather than get caught shorthanded,” he says.

“The amount of food distributed by AID was totally unprecedented in Africa,” says Singer. “Most people are unaware of the fantastic achievement in terms of logistics—a veritable ‘Normandy invasion’ of emergency relief,” he says.

“The African relief operation was by far the most difficult emergency effort AID has ever undertaken in terms of overcoming logistics and infrastructure problems,” says Timothy Knight, assistant director of AID's Office of U.S. Foreign Disaster Assistance (OFDA) in charge of the Africa Division and deputy director of the Task Force.

“AID shipped trucks across the Red Sea and locomotives across the Atlantic. We used donkey and camel trains to deliver food and helicopters for airdrops of food to inaccessible areas. We airlifted a 60-ton capacity raft to ferry food across the Niger River in Mali and put three times the amount of food thought possible across the Chari River into Chad,” Singer adds.

Morse points out that the Agency's long-term development assistance projects in Africa did not stop during the crisis. “The emergency

component was added to our ongoing programs aimed at helping Africa overcome the problem of a drought situation becoming a famine situation,” he says.

“Among the AID staff, there is a tremendous awareness of what we've accomplished in terms of saving lives. You go through something like this, and it doesn't leave you where it found you.”

“The famine relief program represented an unprecedented level of coordinated humanitarian response within AID, the U.S. government, the PVOs and the international community as well,” says Julia Taft, director of OFDA, which coordinated the U.S. government response during the critical stages of the famine through the Inter-Agency Task Force.

An important result of this major international cooperation, she says, is that donors and relief organizations will continue, in coordination with host governments, to refine procedures to improve decision and response time.

“While AID continues to monitor the situation throughout Africa, the scope of the crisis has now been reduced from 22 countries to six.

There is recognition that the enormous, immediate, continent-wide emergency task is over,” she says. “Because the food situation has stabilized in most countries, the responsibility for dealing with recovery and the problem of chronic drought more appropriately lies with AID's regional operational units in the Africa Bureau and Food for Peace.”

OFDA continues to monitor relief programs that were established in famine-affected nations through the \$135 million Non-Food Emergency Supplemental Appropriation OFDA received in April 1985. The office also will provide technical assistance and assessment teams in the field as needed, says Knight, and continue to work with the Africa Bureau, FVA and other AID offices as well as other government agencies on long-term solutions to Africa's recurring drought and famine crises.

However, primary responsibility for monitoring the drought situation now rests with the Bureau for Africa.

“We have reintegrated the monitoring of and response to African drought conditions into the bureau's line operations,” says Ray Love, deputy assistant administrator of the Bureau for Africa who is responsible for Agency and bureau-wide coordination of African drought relief and recovery efforts.

“The geographic desk officers will continue to backstop individual country problems, and the project development and technical resources staff will continue to monitor the overall situation and work to improve early warning capabilities,” he says.

“It is important to understand that while the worst of the famine emergency is drawing to a close, much remains to be done. Distribution of food to people in remaining areas of critical shortages must be made; maintaining high standards of management and accountability of relief supplies approved for allocation to those in legitimate need must be con-

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## Africa

From page 3, column 4

tinued; and, of critical importance, the recovery process must receive the highest priority to prevent slippage back into famine."

Of those countries that AID continues to watch closely, Ethiopia is a special case. The Agency has no development program in-country. The AID emergency program was established solely to provide drought relief and recovery assistance for the duration of the crisis, according to Walter North, desk officer for Ethiopia.

"AID still has a hard-working, full-time staff in the Addis office. They will continue to monitor the situation in Ethiopia. By the end of this year, we expect that the drought-induced food shortages will have been overcome, and our emergency mission will be finished," North says.

The first step in the reintegration was taken last fall when the responsibilities of the Task Force were transferred to the Drought Coordination Staff. Phase-out for this group is scheduled for May 23, and its functions will be absorbed by AID/Washington operational line units.

"The record 1985 harvests made the continent as a whole essentially

***"We must be sure that we incorporate the lessons learned from our experience. The bottom line is getting food to people when they need it."***

self-reliant in primary grains—sorghum, millet and maize," Love says. Although noting that food is not always evenly distributed and deficits exist even in surplus production countries, he feels the increased production is evidence that Africa has the potential to feed itself.

"Clearly, the increased production was due primarily to improved weather," he says, "but, in some cases, surpluses were also the result of improved agriculture policies and the adoption of higher-yield hybrids."

Surpluses in maize production in Zimbabwe and Malawi can be attributed to both incentive-producing agricultural policies and use of high-yield varieties of maize, he says, and Kenya also benefited from AID-supported research in maize hybrids.

Sudan's surplus in sorghum also reflects the beginning impact of an AID-funded development of a hybrid sorghum.

Despite the improved situation, Love cautions that the problems are far from over. "The famine-prone countries in the Sahel face recurrent drought, and they are a long way from being able to handle it on their own," he says.

"We must be sure that we incorporate the lessons learned from our experience. The bottom line is getting food to people when they need it."

Better early warning techniques are needed that go beyond food needs assessments based primarily on environmental indicators, he says. "What is needed is broader analysis 'on the ground' of what is going on within these societies—a better knowledge of the sociology of Africa."

AID is in the process of developing, through its Famine Early Warning System, the ability to assess food needs based on both physical and social indicators enough in advance that appropriate actions can be planned and carried out by host countries in coordination with donors.

"The information system developed has to influence African deci-

sion makers," Love emphasizes. "The answer to preventing a drought situation from becoming a famine ultimately lies with African governments, not with the U.S. government."

Toward this end, AID is working with host governments in Africa to institutionalize information gathering concerning the probability of food shortages. While most countries affected by the recent drought established an organization to deal with food distribution during the crisis, Love points out that, on a permanent basis, institutions will vary from country to country.

"Drought-prone countries will need to establish stronger institutions whereas less severely affected countries may expand and improve this capability within traditional minis-



**Ray Love: "The answer to preventing a drought situation from becoming a famine ultimately lies with African governments, not with the U.S. government."**

tries of, for example, Agriculture or Planning," he says.

Improvements in a host country's ability to recognize and manage a drought situation will, in turn, improve the response by the international donor community, he says.

"Everything goes back to Africa," Love emphasizes. "Africa must provide the necessary data collection on a routine, continuing basis. You cannot eliminate drought, but you can eliminate famine; this capability must be institutionalized in Africa itself."

Another critical area that must be addressed, according to Love, is the U.S. government's ability to react and make decisions quickly once a determination is made that a famine-related problem exists. "This is one of the most serious problems and one that has received the least attention," he says.

Despite the urgency recognized at high levels, inherent bureaucratic delays resulted in some food arriving in Africa at the beginning of a new crop cycle when rains washed out much of what little transport system existed to distribute food, he says. "Suddenly, you had the irony of people who were previously starving from drought now starving because of too much water."

To overcome this problem without resorting to the emergency measures such as airlifts that were necessary last year, Love says more food must be pre-positioned when the weather

is good or substantial improvements must be made in Africa's infrastructure.

"We cannot solve Africa's entire infrastructure problem," he says, "but we can determine where the most critical transport bottlenecks exist and concentrate on improving those." Last fall, the Africa Bureau conducted a survey for this purpose and initiated construction and repair efforts in the areas that would yield the greatest return in terms of drought relief.

Also a critical problem to resolve is the ability to mobilize sufficient qualified staff to act as a coordinating mechanism in Washington, D.C. "For the most part, Washington is reacting to information that comes from the field," he says. "The heart of the problem is out there."

Additional resources must be found to be more responsive to mission requests, he says, because the stretching of existing human resources eventually becomes untenable and hampers operation of regular development programs.

AID currently is addressing these concerns through comprehensive evaluations of the Agency's response to the emergency and ways in which it can be improved should Africa's recurrent cycles of drought reach such a critical stage once again.

"The problem of achieving food self-reliance in Africa is complex," says McPherson. "There are no quick and easy solutions. It will not come as the result of international assistance alone. The picture is not hopeless, but it requires the long-term commitment and dedicated efforts of both the donor nations and the African governments."

A long-term self-reliance program, he explains, requires adoption of proper agricultural policies, development of high-yielding crop strains, creation of production and marketing infrastructures and better management of African natural resources.

"Last year we met the short-term challenges of responding to the famine in Africa," he says. "This year and in the future we need to work to be equally forthcoming with the even more challenging and complex tests of long-term, equitable and sustainable development. It is a hard task, but it is the only effective insurance we have against a generation of ever worsening food crises."

*Chase is assistant editor of Front Lines.*



**The African relief operation was the most difficult emergency effort AID has ever undertaken in terms of overcoming logistic problems.**

## EOP

From page 1, column 1

and affirmative action planning concepts and techniques into operations and results."

During the meeting, Deputy Administrator Jay F. Morris recapped several management initiatives adopted by the Agency to further EEO and affirmative action objectives.

"Since 1984," Morris said, "there has been an executive talent search aimed at improving the representation of minority group members and women in the Agency's decision-

making and executive level jobs.

"The Agency has revised the selection process of new employees to ensure greater competition and uniformity in hiring. There are also training seminars now for selection panel members to improve their interviewing techniques."

Morris also mentioned that the Agency has established a hotline (457-6184) for AID employees who want to discuss their sexual harassment experiences confidentially. "In addition," he said, "the Agency has issued a policy statement on sexual harassment and has conducted training seminars on its prevention in the workplace for all Washington-based personnel."

# Employees Enjoy 'Christmas in April'



AID's Ed Lijewski (left) and Leigh Seaver, who works for the U.S. Department of Agriculture, examine a bad spot in the ceiling. Lijewski says, "It's a drawing together of people to do something worthwhile."

**F**ive years ago, Cora Brimfield looked out her back window and saw a group of men huddled together on a street corner in northeast Washington on a cold winter's morning.

She had seen the men before and knew they had to be freezing and hungry. Brimfield walked across the field to where the men were gathered.

"I asked them if they had anything to eat," she recalled. "I told them I could give them food but no money."

It wasn't long before Brimfield's home became a shelter and kitchen for needy people in the area. She now voluntarily serves hot meals to hundreds of people every week out of her kitchen.

And thanks to the citywide "Christmas in April" program, she recently was repaid in kind by a group of Washingtonians. The group, including seven people from AID's Bureau for Program and Policy Coordination, went to her home Saturday, April 28, and did some much-needed repair work.

The AID staffers helped fix the cracked ceiling, replaced broken windows, installed new light fixtures, installed a dead bolt lock on her front door, repaired plumbing and electrical outlets and painted many of the rooms. Money also was raised to pay a roofing company to repair her roof at a later date.

"It's rewarding work for everybody," said Ed Lijewski, explaining why he took part in the program for the second consecutive year.

"It's a chance to help not only needy people, but to pay back people like Mrs. Brimfield who give so much to the people in this area," he said.

"I wanted to help my community," said Bruce Odell. "A lot of foreign service people come to Washington and don't feel like they're really involved in the community. Doing something like this gives you that chance."

Frank Method agreed with Odell.

"People in the foreign service are used to being involved at the field level when they're overseas," Method said. "This enables us to do the same kind of thing here in Washington."

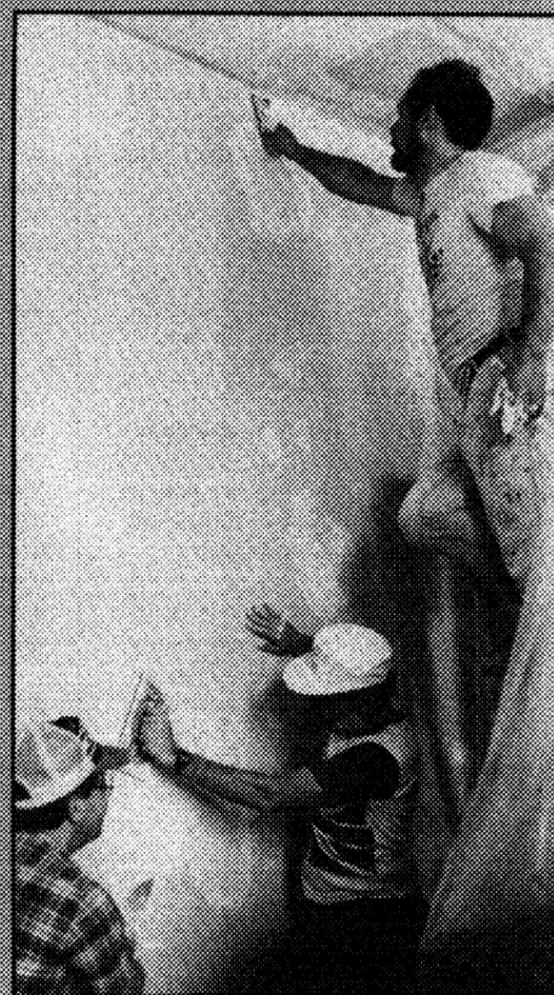
The group's work at the house did not go unnoticed.

"It looks like a new place," said Sam Alexander, Brimfield's son, who was appreciative of the efforts to paint his room.

"We did things to that house that hadn't been done in 30 years," Lijewski added.

Mrs. Brimfield also was thankful for their efforts, saying she did not expect the group to do as much work on her house as it did.

"You get the feeling you've done something that has changed someone's life for the better," said Linda Baker.



Tom Lederer (from left), Bruce Odell and Frank Method apply plaster to an upstairs room in Cora Brimfield's house while taking part in the citywide "Christmas in April" program. "I became involved again because last year I thought it was very rewarding, and I felt like we had accomplished something good," says Lederer.

Photo feature by Bill Outlaw



Patt Westfield (left) and Lorraine Morton work to fix cracks on the hallway ceiling. "It's good to be able to help people," Morton says. "This kind of work makes you feel good, and it doesn't cost you anything but your time."



(photo on left) Bermadine Christian agrees, saying, "I had fun last year, so I thought I'd do it again."



(From left) Jim Painter, Daisy Thomas and Cora Brimfield stand outside Brimfield's home in northeast Washington. "I feel like I'm doing something to help the community," says Painter.

## Congress

From page 1, column 4

- Foreign assistance is being used as an instrument of U.S. foreign policy to serve political, military, strategic and economic interests of the United States.

McPherson said the perception stated by Sen. Kassebaum that "something must be wrong" should include an understanding that problems often are caused by the less developed countries (LDCs) themselves.

He said AID works to engage recipient countries in policy dialogue to encourage LDCs to improve policies to enhance the impact of short-term programs and long-term project activities.

"Our missions' presence in countries allows us a unique opportunity to engage host government decision makers in policy dialogue over time," he said. "We don't dictate policy changes, but we can use the potential availability of our resources to increase the incentives for policy change."

Deputy Administrator Jay F. Morris said the Agency has been working for the past five years to make management more efficient, and he outlined the process the Agency uses in selecting and managing its activities.

"We must begin with 'A Blueprint for Development,' which is the Agency's first-ever, long-term strategic plan," Morris said. "It identifies the key development problems to be focused on by the Agency and establishes its medium and long-term global objectives."

Morris said the blueprint pinpoints key development problems that are common to LDCs that AID assists as well as identifies those areas in which the United States could make substantial contributions.

He said the five key objectives shown in "A Blueprint for Development" are economic growth, the alleviation of hunger, the reduction in infant mortality and the mortality rate of the overall population, a reduction in illiteracy and provisions for a minimally adequate education, and wide and easy access to a full range of acceptable voluntary family planning services.

The Agency achieves these goals through its four pillars: policy dialogue; institutional development and training; research, development and transfer of appropriate technology; and reliance on the private sector and market forces as the principal engines for growth, Morris explained.

He said there are a number of constraints that restrict the Agency's effectiveness in the project selection and design process, including a lack of data, the absence of adequate technology, the absence of stability in LDCs, legislative constraints and political changes.

Examples of these events include dramatic changes in commodity markets such as the oil price boom in the 1970s and the current oil price drop, natural disasters such as Africa's drought and coups that result in political changes.

AID also has been working to correct problems within the Agency. Morris described changes that have been put into effect at AID since 1981.

Several offices have been merged, including the Asia and Near East bureaus and the offices of contract management and commodity management and the establishment of the new contract and commodity management office.

He said an inventory system for auditing and managing host country contracts also has been set up.

"The previous policy which mandated a preference for the host country over direct contracting was changed (in December 1983)," Morris said. "The use of host country contracting must now be positively justified rather than the previous practice of requiring the use of host country contracts unless otherwise justified."

The Deputy Administrator also pointed out that AID has increased its number of contracting officers in the field, from 25 in 1981 to 52 this year, to ensure efficiency in both host country and direct contracting.

Thus far, more than 300 internal control weaknesses have been corrected worldwide. Additional improvements in reducing AID's proposed operating expense contributions to the Foreign Affairs Administrative Support System

ing tool.

The Agency went from 250 word processing and computer work stations to more than 2,000 stations. AID now has an automated accounting system in 44 countries.

"This, in part, has allowed us to not only improve our management capability, but also to reduce U.S. direct hire secretarial and clerical staff worldwide from 764 in 1968 to 499 in 1986," Morris explained.

By modularizing office space, AID has increased its occupancy by 20%, releasing 20,000 square feet of space and saving approximately \$300,000.

Since 1981, AID has deobligated more than \$700 million, much of which has been reobligated for more efficient new programs.

In his testimony, Mark Edelman, assistant administrator of the Bureau for Africa, pointed out problem areas that restrict AID's effectiveness overall.

"I have never seen an organization pulled in as many different directions by as many different organizations with as many different constraints as AID," he said.

AID's philosophy calls for decentralized programming and decision making with the belief that those closest to the problem — host country nationals and mission personnel — are best able to identify development priorities that most appropri-

### ***"Our missions' presence in countries allows us a unique opportunity to engage host government decision makers in policy dialogue over time."***

(FAAS) are estimated to save another \$2.5 million.

Morris said AID was one of the first agencies to implement the review of internal controls encouraged by the Office of Management and Budget in early 1983.

AID also has begun using the numerous public accounting firms located in major cities in LDCs that are closer to project sites.

"A direct benefit derived from this effort is the fostering of the concept of audit as a management tool in the host country governments," he added.

AID has sought to improve its efficiency by increasing the training of its own staff, Morris said. The Project Implementation Training Program was established in 1981 and has trained 1,281 AID staffers on how to make overseas programs work more efficiently.

Courses have been instituted to train managers who are in line for office directorships or deputy mission director posts overseas.

AID also trains supervisors in personnel, management and private enterprise issues, as well as offers courses in acquisition, export documentation and procurement pitfalls, financial management, writing, computer skills and secretarial accreditation.

Another improvement came about when emphasis was placed on office automation as a management track-

ately address needs and implementation capabilities.

"Congressional earmarks and interest group lobbyists reflect the opposite theory — that central authorities most removed from the development problems are better able to establish priorities," Edelman said.

He said AID is hit with constant pressure from Congress, other agencies, host countries, interest groups and intra-agency offices to do more for private voluntary organizations (PVOs), Title XII institutions, population, children, agricultural research, malaria research, institution building, the environment, specific countries and to provide more information to Congress, the public and the media.

"We are, however, playing a zero sum game. To do more in one area means to do less in another," Edelman emphasized.

"What continues to amaze me is that in spite of all the problems you have heard for four days, AID retains the most dedicated, decent, innovative and inquiring people I have ever worked with."

The role that evaluations play in AID was outlined for the committee by Haven North, associate assistant administrator of the Center for Development Information and Evaluation. North cited the Agency's decentralization in keeping with its desire to link evaluation with project management.

"Few projects proceed exactly as planned," North said. "Most need course corrections as they progress. Project evaluations are in a sense part of the continuing design that is necessary to accommodate to changing circumstances and new understandings."

An important addition to the evaluation process was taken in 1983, he said, when AID combined its impact and policy evaluations, development information and statistical resources into a new center in the Bureau for Program and Policy Coordination.

"This linking of evaluation and development information," North explained, "is strengthening AID's capacity to analyze, disseminate and use evaluation findings and other data in project planning and implementation."

Dwight Ink, assistant administrator of the Bureau for Latin America and the Caribbean, told the committee that AID's staffing has been cut about as much as it can be cut and still function effectively. Noting that the federal bureaucracy has become immersed in red tape, Ink said AID has worked to streamline the bureaucratic process in Washington, D.C., by using improved management methods found in private corporations in the United States.

"We have tried to adapt processes and procedures that have evolved in the United States for use overseas," he said.

Ink also pointed out that problems exist because AID staffers working in foreign countries must deal with different languages, cultures, political systems and legal systems. Institutional capacity also is limited in many cases.

In addition, missions lack many of the technical resources that are available to stateside agencies, Ink said. Overseas staffs also have to deal with security problems in some locations.

"I think we should review the extent to which we should demand overseas operating approaches to be the same as those in the United States," Ink said.

In concluding AID's presentation to the committee, McPherson quoted from a report by the Development Assistance Committee of the Organization for Economic Cooperation and Development:

"For all its flaws, the AID revolution has been one of the great innovations of the second half of the 20th century. In an increasingly interdependent global economy that is deeply fragmented politically, the practice of development assistance has raised the norms of international conduct."

The Administrator also called for the streamlining of the Congressional Notification and Congressional Presentation requirements and supported multi-year funding.

In a closing statement, Sen. Kassebaum proposed a series of legislative changes, including the elimination of earmarks, repeal of functional accounts and called for two-year appropriations for AID. *Outlaw is a senior writer-editor in the Bureau for External Affairs.*

## World Health Group to Meet

The Fifth International Congress of the World Federation of Public Health Associations (WFPHA) will bring together health professionals from more than 45 countries to exchange ideas and experiences in international health.

The theme of the conference, which will be held March 22-27, 1987, in Mexico City, is "International Health in an Era of Economic Constraint: The Challenge."

Abstracts pertaining to the following sub-themes are sought:

- Economic Considerations for Primary Health Care and Child Survival;
- Cost Containment through Appropriate Use of Technology, Manpower and Cost-Effective Interventions;
- International Economic Cooperation in Strengthening Health Programs;
- Interrelationships between Health and Economic Development;
- Women and Health: Social and Economic Perspectives; and,
- Confronting Special Problems in an Era of Economic Constraint: Population Growth, Natural Disasters and Famine.

Abstracts related to the conference theme or sub-themes may be submitted in English or Spanish. Deadline for submission of abstracts is Oct. 15, 1986.

To obtain abstract forms and guidelines and registration information, contact: Dr. Susi Kessler, WFPHA Secretariat, c/o American Public Health Association, 1015 15th St., N.W., Washington, D.C. 20005, (202)789-5600 or Dr. Jose Luis Luna, General Secretary, Local Coordinating Committee, Mexican Society for Public Health, Insurgentes Sur 1397, 60 piso, Col. Insurgentes, Mixcoac, Delegation B. Juarez, 03920, Mexico City, Mexico, (525)655-5700.

## PADF Plans Annual Forum

The Pan American Development Foundation, which is concerned with the development of the Latin American and Caribbean area, is sponsoring the Resource Exchange Forum.

The forum will be the foundation's second annual meeting on financial, technical, training and information resources. It will take place June 2-6 at the Organization of American States Padiha Vidal Conference Facility in Washington, D.C.

The meeting will provide an opportunity for representatives of Latin American and Caribbean countries to meet with representatives of U.S. private voluntary organizations and government agencies.

The forum will give participants an opportunity to cement relationships and work toward the achievement of common goals. To register, contact Judy Johnson immediately at (202) 789-3969.

# AID BRIEFS



Barbara Morgenstern (left) of AmerInd, Inc., a consultant firm that initiated a career development series with the Federal Women's Program, discusses career goals with Kathleen Hearne of the Bureau for Asia and the Near East and Rosette Damus of the Office of Foreign Service Personnel during Professional Secretaries Week.

## Young Heads Burma Mission

Earl Young was sworn in as the AID representative in Burma during a ceremony April 7.

Young will administer AID's \$10 million program in Burma that focuses on increasing agriculture production and improving health services. Burma is one of the world's poorest countries with an annual per capita income of \$180.

Young previously served as an advisor for AID in Vietnam (1963-1967) and in Laos (1967-1973). He is co-author of a book on AID's role

in Vietnam.

After leaving AID in 1973, Young worked as a photojournalist in London until 1977 when he joined the Department of State. In Washington, D.C., he served as inspector in the Office of Inspector General and as congressional liaison officer in the Office of Refugee Affairs. In 1978, he was assigned to Ecuador as narcotics coordinator.

Young is a 1959 graduate of Indiana University with an M.B.A. and a B.A. in history and geography.

## Former Official Pleads Guilty

A retired AID official, following an investigation by AID's inspector general, pled guilty to committing a felony.

Byron Botts, a retired foreign service officer, entered a guilty plea before U.S. District Judge Walter Black in Baltimore April 22. The felony is related to a \$10,400 education allowance advance Botts received while at the AID mission in Sanaa, Yemen. Botts was stationed in Yemen from 1982 to 1984.

Other information that developed during the investigation included allegations that Botts submitted false

documentation relating to lodging expenses, claimed expenses for use of a personally-owned residence while on temporary duty, made false statements to AID investigators, used false documentation for a federally-secured loan and failed to account for government travel funds. He also allegedly manipulated government airline tickets for personal gain.

His plea subjects him to a possible \$1,000 fine, five years in prison, or both. Botts agreed to pay \$11,415 in restitution for U.S. funds he inappropriately claimed or used.

## IN MEMORIAM

### Edward Broughton

Edward Broughton, retired foreign service officer, died March 28 of cancer at his home in Coronado, Calif. He was 72.

His 17-year career with AID included assignments in Tunisia, Jordan, Vietnam, Afghanistan and Bolivia. He retired from the Agency in 1974.

Broughton is survived by his wife Joan. Expressions of sympathy may be sent to Mrs. Broughton at 1523 First Street, Bldg. P, Apt. 302, Coronado, Calif. 92118.

### Laura Mayer

Laura Mayer, AID retiree, died March 10, in Rio Rancho, N.M. She was 78.

Mayer joined AID's predecessor organization in 1954 as a secretary. Her career with AID included assignments in Vietnam, Laos, India and Thailand. Her last post before retiring in June 1973 was in Korea where she served as assistant personnel officer.

Condolences may be sent to her daughter, Carol Beck, at 7020 Old Pacific Highway So., Kalama, Wash. 98625.

## End Hunger Nominations Deadline Set

Nominations for the fourth annual Presidential End Hunger Awards, sponsored by AID, now are being accepted.

The awards program honors U.S. citizens and institutions that have made significant contributions to the alleviation of world hunger, with the objective of increasing public understanding of this problem and its solutions.

Any individual or organization may nominate a person or organization committed to ending world hunger in one of seven categories, including: Individual Achievement; Lifetime Achievement; Educator/Scientist; Celebrity; Government/Legislative; Private Voluntary/Cooperative; and Corporate.

Nomination instructions and additional information concerning the program may be obtained from: AID, Presidential End Hunger Awards, room 4889, Washington, D.C. 20523, (202) 647-4213.

All entries must be postmarked by midnight, May 31.

## Spouses Sent FLO Packet

Through the Family Liaison Office's Direct Communication with Spouses program, AID spouses overseas and in Washington, D.C., recently were sent follow-up material to last summer's mailing of the publication titled *What Do I Do Now?*

The new packet includes supplementary information concerning diplomatic and consular privileges and immunities, as well as information on "Parenting in a Stressful World," which discusses how foreign service families can prepare for and cope with crisis situations.

Persons who did not receive a copy should call (202) 647-1076.

## —Buy Bonds—

The Agency's annual U.S. Savings Bond Campaign has begun. Agency employees should have received information in the mail concerning the bonds.

Over the years, said Dana Lund, Office of Personnel Management, people have used the payroll savings plan for U.S. Savings Bonds to meet their savings needs. "Saving with bonds is easy, and the returns are excellent," he added.

For instance, Series EE bonds earn 85% of the average return on five-year Treasury securities when held for at least five years, no matter how high those rates go. And, the bonds are guaranteed to earn at least a 7.5% return.

Series EE bonds can be purchased for as little as \$3.75 per pay period. Denominations start at \$50 and cost one-half of the face value.

For further information, contact Dana Lund, 663-1315.

## MISSION OF THE MONTH

## REDSO/WCA

by Bill Outlaw

The 23 countries assisted by AID's Regional Economic Development Services Office for West and Central Africa (REDSO/WCA) have an interesting history in which ancient tribal customs are combined with the influence of European nations that colonized most of Africa in the 16th and 17th centuries.

By the 1800s, the European powers — France, England, Spain, Portugal and Germany — governed most of the continent. To resolve land disputes, these countries partitioned Africa at the Berlin Conference of 1884.

African nations were governed by European powers, primarily Britain and France, until the 1960s, when many gained independence.

But with independence came problems. Many African nations had little or no experience in governing themselves, compounded by the fact that sub-Saharan Africa ranks the lowest on most development indices among the major regions of the world.

Countries in the region are plagued continually by economic stagnation, declining productivity, high population growth rates, eroding natural resources, malnutrition, unemployment, disease, high national debts, small and undeveloped private sectors.

Against this background of differing customs and languages, severe economic and health problems and lack of experience in self-government, AID operates its REDSO-West and Central Africa Office from Abidjan in the Ivory Coast.

REDSO is like few other AID missions. First established in 1972, its 40 direct hire staffers provide services and support to smaller AID

missions in Cape Verde, Chad, Guinea-Bissau, the Gambia, Sierra Leone, Nigeria, Ghana, the Central African Republic and Guinea. Assistance also is provided to countries that have no full-time AID staff— Sao Tome, Principe, Equatorial Guinea and Benin.

"The most important word in REDSO is services," says Mission Director Laurance Bond.

"We provide specialized support services in the design, implementation and evaluation of mission projects and programs."

This includes REDSO's concurrence in approval of projects and in the negotiation and execution of loan and grant agreements, waivers and implementation orders.

Bond explains that REDSO staffers help the missions by giving them technical assistance in areas such as agriculture, engineering, health, training and legal matters.

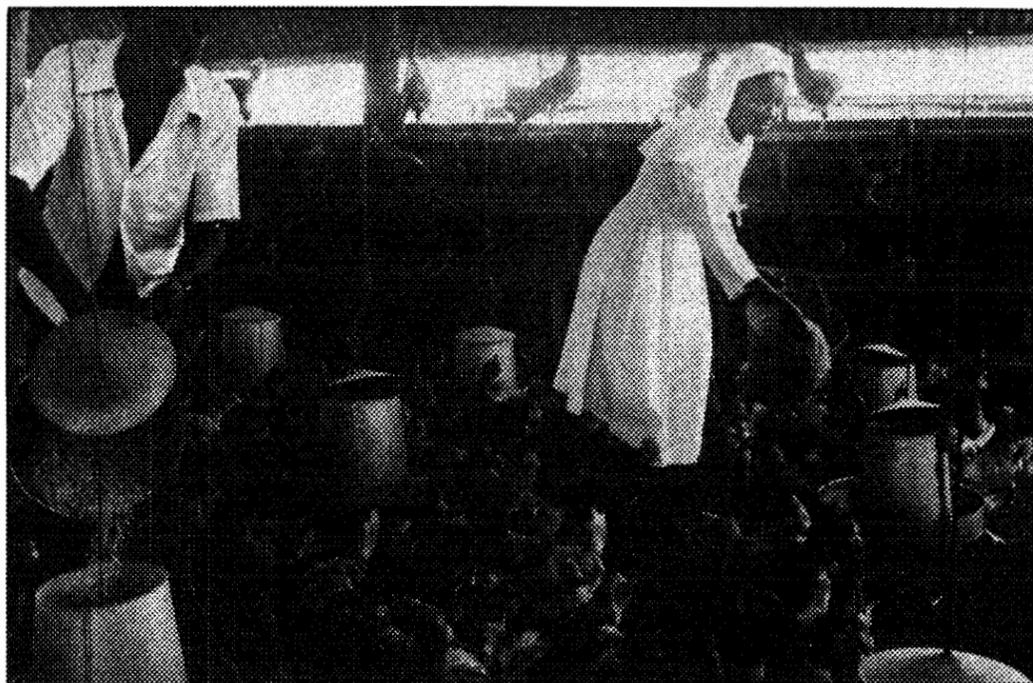
"Each of REDSO's area senior officers provides professional leadership in his field of expertise for the region," Bond says.

In addition, REDSO staff work with missions in project development, program analysis and project implementation. REDSO also manages regional projects.

"We always work closely with each mission's staff when they ask us for help," says Jim Osborn, REDSO's assistant director for project development and regional implementation.

Large missions in the REDSO area—Senegal, Mauritania, Niger, Liberia, Mali, Burkina Faso, Cameroon and Zaire—need less direct help. Nonetheless, REDSO provides backup assistance for bilateral missions, Bond explains.

"REDSO acts as a clearinghouse and disseminates research and evaluation findings to 'client' missions and



An AID-funded agricultural and animal husbandry training project enabled Sister Therese to learn how to raise chickens and grow food, which she sells to help feed villagers in Togo.

maintains contacts with centrally-funded projects, research institutes and development foundations of priority interest to the region," he says.

At the same time, REDSO channels lessons learned from regional projects and research to client posts in other regions, Bond adds.

"The clearinghouse function is carried out primarily through direct correspondence among AID officers, temporary duty assignments (TDYs) and regionally-based conferences such as the Agricultural and Rural Development Officers' conference."

REDSO also provides missions with technical support to conduct policy analysis outside the framework of a specific project, says Duncan Miller, REDSO's senior economic advisor and assistant director for program analysis development.

Sector assessments, multi-mission regional development/river basin programs and country development are priority areas for mission support, Miller says.

"The economic advisor and regional program economist assess ongoing activities for regional trade and investment integration, and, along with the agricultural development officer, analyze food reserve and food security activities," he says.

Contracting services is another important function that REDSO provides. Contract officers frequently travel to all corners of the region to help the missions prepare terms of reference, requests for proposals and negotiate contracts.

"As AID delegates more authority and responsibility to the field, the role of the REDSO contract officers becomes increasingly important to project implementation," says Bond.

Osborn points out that REDSO also manages some \$50 million worth of regional projects, including the Strengthening Health Delivery Systems, the African Development Bank, Combatting Communicable Diseases, the Economic Community of West African Systems (ECOWAS) and energy initiatives for African projects.

## TRAINING IS KEY

The countries in the REDSO area are among the least developed in the world. They are not only poor economically, but they also lack the governmental infrastructure needed to carry out foreign assistance programs.

"It's hard to get countries to sign contracts when they don't have a system in place that can let the contracts," says Miller.

As a result, much of the emphasis in AID programs in the region is based on management and institutionalized training.

"We can train the best technical specialists in the world, but if the people have not been trained in management skills, then little progress can be made," explains Jim Washington, REDSO's human resources advisor.

Training also has played an important role in REDSO's assistance to the African Development Bank, the Abidjan-based regional institution that authorizes loans and approves projects for some 50 African countries.

One REDSO-managed program trained approximately 120 bank staffers and officials of member countries how to improve their banking skills.

Experts in agriculture, health, economics, financial analysis and project management also have been brought in to train bank personnel on a long-term basis.

AID-funding has supported preinvestment studies that have been used as the basis for the bank's approval of projects totaling more than \$106 million in 19 countries.

The latest bank project will pay for 11 U.S. experts to work at the bank for three years to instruct employees in project management, evaluation, data processing, financial management and training.

Robert Miller, ambassador to the Ivory Coast, noted the significance of the second phase of the grant, which will total \$15 million, during signing ceremonies in March.

"In the past year, AID has committed more funds than ever before in the preparation and appraisal of projects — an area where technical assistance is most beneficial to those countries which have neither the



Robert Miller, U.S. Ambassador to the Ivory Coast (left); REDSO Mission Director Laurance Bond and African Development Bank President Babacar N'Diaye discuss the second phase of a \$15 million AID grant at signing ceremonies at the Abidjan-based bank.

human nor the financial resources to identify and prepare projects to a stage where bank loans could be granted," Miller says.

Another training program sponsored by REDSO sends Africans to the University of Pittsburgh, where management training is given in French.

"It's one of the few U.S. colleges around that offers to teach the program in French," explains George Jones, chief of regional projects.

Many francophone Africans do not understand English well enough to enable them to take the management training courses in English.

Regional cooperation is the thrust behind ECOWAS, a regional program in which 16 African countries cooperate in the liberalization and regulation of trade, agricultural and transport areas and coordination of actions.

"Its establishment (in 1975) marked a major development in the quest for effective West African regional cooperation," Jones says.

Through ECOWAS, training seminars have been conducted on fishing, farming and energy conservation, and work has been done on developing a standardized customs system for the region.

"We're in the process of institution building," says Jones.

## AGRICULTURE IS IMPORTANT

More than 70% of the population in the REDSO region are farmers, and agriculture is the primary source of income in nearly every country in the area. Agricultural development is probably the single most important AID function in western and central Africa.

Much-needed agricultural training is provided in the region by INADES, an Abidjan-based private voluntary organization (PVO) that uses AID money to publish training materials that INADES distributes to farmers and agricultural extension workers in the region.

Most farmers are small-scale producers and concentrate only on trying to provide enough food to feed their villages. They do not have access to technology used in farming in more developed regions nor do they possess the know-how to use ad-

vanced farm machinery.

"Most of the farmers in Guinea do all their land preparation by hand," says Ruth Harris-Williams, an associate professor for international agriculture at Virginia Polytechnic Institute and State University (Virginia Tech) who works with farmers in Guinea.

Some of the small rural farm projects are beginning to reap benefits.

For example, an AID-funded Oil Seeds Promotion project run by the Catholic Relief Services has enabled a women's group of farmers in the Gambia to produce a sesame seed oil crop that has enabled them to not only provide enough food for the villages in their district, but also to have enough left over to sell and set up their own bank account.

"The original focus was on sunflower seeds, but they have found that sesame seed is an extremely successful crop," says Steve Norton, AID's project development officer for the mission in Banjul.

"The project paper originally stated it would be considered a success if 2,250 hectares were cultivated," Norton says. "They have farmed more than 5,000 hectares."

The Soil and Water Resource Management project in the Gambia has enabled another group of farmers to plant rice successfully on land that had not been farmed in 20 years.

Ralph Conley, AID's agricultural development officer at the mission in Banjul, says a project run in conjunction with the U.S. Department of Agriculture's (USDA) Soil and Water Conservation Service showed Gambian farmers how to keep salt water from ruining their crops by building dirt structures at each end of the farmed area to keep salt water (from the nearby Gambia River) out and fresh water in.

"The farmers had tried to build their own structure once before, but they just didn't build it right," USDA's Harvey Metz explains.

Thus far, the project has enabled Gambian farmers to reclaim 124 hectares of farm land.

In Togo, the Opportunities Industrialized Center (OIC), a U.S.-based PVO, is training prospective young



**Members of the Bwiam village in the Gambia celebrate their successful sesame oil seeds harvest. The AID-sponsored project is operated by the Catholic Relief Services.**

farmers in animal husbandry and crop production. To date, more than 200 Togoese have learned how to feed, raise and breed poultry, swine and rabbits.

Among those who have received training is Sister Therese, a Roman Catholic nun who, in addition to her religious duties, is raising chickens to feed the village.

The project also teaches the Togoese youths how to farm. The trainees are given one-fourth of a hectare of land to farm under the supervision of OIC instructors.

"We're trying to reach young farmers in rural areas to teach them how to produce crops and go into business for themselves," says Elliot Wolf, OIC's training officer in Togo.

## BUILDING ROADS AND BRIDGES

Engineering projects require specialized skills, but they also need a good infrastructure within the government to make sure that the project is long-lasting. With that in mind,

REDSO helped design a \$25 million project intended to help Chad's government develop an infrastructure that could maintain roads and highways.

"In the past, money was available to build new highways, but in a year those highways couldn't be used because there was no system in place to repair the roads," says Michael Kingery, REDSO's chief engineer who worked on the project.

The project brings in foreign managers with engineering expertise to work with Chadians in setting up the road maintenance system, which is done under the supervision of the experts. Eventually, Chadians will take over maintenance themselves without the need for supervision.

Sometimes REDSO gets involved in projects that just need to be done. Such was the case in Mali, where AID is working on a plan to move 11,000 Malians because a dam being built on the Bafing River will result in the flooding of their village.

AID did not build the dam but is assisting the villagers because no one else has taken responsibility to help them.

## FOOD FOR PEACE

The importance of the Food for Peace program was never more apparent than last year when an estimated 242,000 tons of emergency food aid was transported through seven ports and 17 inland destinations to get food to drought-stricken countries in the region such as Mali, Niger, Burkina Faso and Chad.

The amount delivered was four times the highest amount delivered in any previous year, says Buddy Dodson, REDSO's Food for Peace officer.

Dodson and Mission Director Bond developed a plan to help ensure there would be no bureaucratic problems once the food was shipped to one of the seven ports in the REDSO region.

*(continued on page 10)*



**An AID-backed project in the Gambia teaches local farmers how to build structures to prevent salt water from ruining their rice crop, enabling the farmers to grow rice successfully for the first time in 20 years. Harvey Metz (left) of the U.S. Department of Agriculture's Soil and Conservation Service and John Fye of the Ministry of Agriculture for the Gambia view an area of reclaimed land. On the right, villagers work together to build the structure.**



Although the Agency has attempted to ban discriminatory practices from the workplace, there are times when an employee feels that he or she has been treated unfairly. Employees who find themselves in this situation may file a formal complaint of discrimination. This article, the second in a series, explains how to file.

If the Equal Employment Opportunity (EEO) counselor is unable to resolve an informal complaint of discrimination within the 21-day limit, the aggrieved party will be sent a notice of final interview. He or she then has the right to file a formal complaint of discrimination, but it must be done within 15 calendar days after receiving the notice of final interview from the EEO counselor.

The formal complaint must be filed in writing and signed by the complainant.

EEO counselors will provide complainants with the proper forms required to file a formal complaint. They also will provide the filer with any assistance needed to complete

## Complaint Process Assists Employees

the forms. Complaints can be filed with the Administrator, the Federal Women's Program Manager or the director of the Office of Equal Opportunity Programs (EOP).

When EOP receives the formal complaint, the director will acknowledge its receipt and advise the complainant of his or her rights in the process. EOP will review the case and inform the complainant by letter whether it will be processed for further investigation or rejected.

There are several reasons why a complaint may be rejected. For example, if the problem was not discussed with the EEO counselor within 30 days of the matter that led to it or if it is not based on the complainant's race, color, sex, age, national origin, religion or mental or physical handicap, it can be rejected.

A complaint also may be rejected if

it duplicates a case that is still being reviewed by the Agency or if it is a case that already has been resolved by the Agency.

If a complaint or certain issues of a complaint are rejected, the aggrieved party then has the right to either appeal the Agency decision to the Equal Employment Opportunity Commission's Office of Review and Appeals or file a civil action in a U.S. district court.

If the complaint is accepted, it is then scheduled for investigation by EOP.

Next month's article will explain how a complaint investigation is conducted.

### BLACK EDUCATORS MEET

Over 2,000 black educators gathered at the Washington Hilton Hotel April 10-13 for the 11th Annual

Conference of Blacks in Higher Education.

The conference, sponsored by the National Association for Equal Opportunity in Higher Education, is the only program dedicated to reviewing black participation in higher education.

The Office of Equal Opportunity Programs coordinated the Agency's participation in the event through the Community Outreach Program. An exhibit at the conference highlighted AID programs, contract work and the International Development Intern program.

Eleven Agency employees attended the conference and answered questions about various AID programs.

This year's program, entitled "Leveraging," featured a panel discussion and several prominent speakers, including Secretary of Education William Bennett; Mary Futrell, president of the National Education Association; and Richard Arrington, mayor of Birmingham, Ala.

—Voncile Willingham

## REDSO

From page 9, column 4

"We saw cables from some of the missions, and we began preparing so that the process of getting the food to the people would not be delayed in any way," Dodson says.

Dodson worked with the Food for Peace Office in Washington, D.C., to reduce the red tape involved in shipping large amounts of food to Africa, and he put in a request for additional manpower needed to handle the increased load.

Various forms of food assistance also are being used to encourage needed policy changes in some countries, Dodson says.

An example of how assistance, in general, can be used to aid policy reform has taken place in Mali, where the government has received \$18 million from AID as part of the African Economic Policy Reform program to assist in the reform of its civil service.

Development of the private sector also is getting increased attention from REDSO. Through loans and training, the Entente Fund African Enterprise program has helped promote an estimated 600 small to medium-size private business enterprises in the Ivory Coast, Burkina Faso, Niger, Togo and Benin.

"The average repayment rate of their loans is greater than the repayment average in the United States," says Jones.

Family planning is another area receiving considerable attention in the REDSO region, but gaining a government's support isn't always easy.

"A lot of countries are reluctant to get involved in family planning," says Sarah Clark, regional population officer.

"Some tribes think that having lots of children is a form of social security, so they'll have children to take care of them when they get old,"

she explains.

The sub-Saharan region has one of the highest birth rates in the world. Clark and population officer Joyce Holfeld work to educate governments by showing them the adverse effect a continued high birth rate could have.

For example, in Mauritania, REDSO staffers showed the government demographic data analyses projecting how much the population would increase if the current rate of growth continued.

In Nigeria, the population program has focused on training women in health-related fields because of a critical shortage of trained nurses, says Holfeld.

REDSO also has been instrumental in carrying out the regional Family Health Initiatives project, which has been teaching people in the region a wide range of voluntary family planning measures such as birth spacing, as well as helping with interpretation of demographic data and marketing of contraceptives.

Through the Family Health Initiatives project, the REDSO staff also began training traditional birth attendants and midwives in the villages about family planning.

The Sahel Population Initiatives project that provides similar family planning activities in the eight countries in the Sahel region also is managed by REDSO.

### THE MISSION

Working for the mission is challenging, and REDSO needs the type of staffer who likes to work without constant supervision, declares Bond.

"It's a great opportunity for a young person who wants to move up and has the courage of his convictions to work on his own, someone who likes to work without someone looking over his shoulder," adds Gordon MacArthur, deputy mission director.

One requirement is that staffers must like to be on the go virtually all

of the time.

The area served by REDSO covers nearly half of Africa. It is substantially larger than the United States and includes those countries that border on the great Sahara Desert to countries in southern Africa. The terrain varies from dry, desolate areas near the Sahara to tropical rain forests to resort beaches in the coastal countries.

"'Have suitcase, will travel' is our motto," says Clark.

"I spend 75 to 80% of my time on the road," says Diana McLean, agronomist for the region. "It's fun, and it's really exciting — not so much the travel but being close to the people and the projects so that you



**REDSO's Jim Osborn, assistant director for project development and regional implementation, plays the lead role in "Newton's Barnyard Theatre's" presentation of "Dracula." Mary Reynolds, REDSO's regional contracts officer, plays the damsel whom Dracula attacks.**

can see that something's happening." But the travel can take its toll as well.

"It's nearly impossible for a single person to develop or maintain a relationship," says McLean.

Several married staffers say they also do not like having to travel constantly because it cuts into the amount of time they can spend with their families.

When not working, REDSO staffers have the chance to relax and recuperate in the resort-like atmosphere in Abidjan, which features beaches, large hotels, casinos and numerous nightclubs and restaurants.

Staffers also spend some of their leisure time picnicking or barbecuing at the beach, which is accessible year-round because of the tropical climate.

Tennis, softball and golf also are popular year-round activities.

The REDSO staffers often come and go without seeing each other, except four times a year during their Intensive Review Sessions.

"The review provides an opportunity to evaluate work progress, review projects and programs and for the staffers to get reacquainted," says Bond.

One tradition the REDSO staff enjoys during the time they are together is "Newton's Barnyard Theatre," which features REDSO staffers in comic play readings that are produced by regional legal advisor Alex Newton, with his back porch serving as the stage and his backyard as the auditorium.

The most recent production was "Dracula," featuring Osborn as the count and Mary Reynolds, regional contracts officer, as the damsel in distress.

"There's a camaraderie among staffers here," says Bond. "We work hard, we play hard, and we have a sense of accomplishment."

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

**RETIRED**

**Ruth Dukes**, secretary stenographer, M/FM/PAFD, after 29 years

**Peter Hagan**, supervisory international trade specialist, M/SER/AAM/O, after 20 years

**William Meeks**, supervisory executive officer, M/SER/EOMS/OD, after 18 years

**Alphai Jean Painter**, management assistant, M/SER/MO/CRM/RM, after 23 years

*Years indicate AID service only.*

**REASSIGNED**

**Michael Deh Dwyre**, development coordination officer, COMP, to supervisory Food for Peace officer, FVA/FFP/II/PS

**Robert Kramer**, supervisory financial management officer, COMP, to financial management officer, financial analyst, M/FM/ASD

**Bradshaw Langmaid Jr.**, deputy assistant administrator, AA/ANE, to deputy assistant administrator for research, science and technology, SAA/S&T

**Emily Leonard**, supervisory program officer, COMP, to program officer, LAC/CAP

**Richard Nelson**, program officer, Burma, to program officer, LAC/CAP

**Wayne Nilsestuen**, supervisory agricultural development officer, COMP/FS/DS, to agricultural development officer, COMP

**Karen Poe**, program analyst, PPC/PB/CPA, to supervisory program analyst, FVA/PVC/TR-II

**Allan Reed**, program officer, AFR/EA/SDE, to project development officer, Swaziland

**John Rose**, special projects officer, COMP, to program officer, AFR/EA/SDE

**Rhonda Smith**, program operations assistant, typist, PPC/PB/RPA, to program operations assistant, SCI/OD

**MOVED ON**

**Marguerite Awagain**, RDO/Caribbean

**Carletta Bailey**, COMP

**Barbara Spedden Beakes**, SCI/OD

**Floyd Brown**, AA/PPC

**W.E. Brown**, COMP

**Richard Derham**, AA/PPC

**Mary Dobrovir**, S&T/IT/PE

**Laurie Fenton**, ANE/TR/PHN

**William Frame**, M/SER/AAM/CST/T

**Cesar Jackson**, IG/SEC/PS

**Adrienne Jenkins**, M/SER/AAM/O/LAC

**Joanne Kaplan**, AA/XA

**Marguerite Keller**, M/SER/AAM/GPR

**Kathleen Kosar**, TDP/PEP

**Theresa Lewis**, COMP

**Mia Long**, COMP

**Mima Nedelcovych**, AA/AFR

**Patricia Jean Nyman**, S&T/HP

**Kimberly O'Brien**, XA/IASP

**Pamela Renee Paige**, COMP

# WHERE? IN THE WORLD ARE AID EMPLOYEES

**Roy Patterson Jr.**, LAC/DP/SD

**H.T. Simon**, M/SER/AAM/ST/FA

**May Solomon**, M/SER/AAM/A/SUP

**Brenda Todd**, IG/PSA

**Melody Trott**, S&T/POP/TT

**June Ulsaker**, S&T/ED/ETC

**Elizabeth Werdt**, M/SER/AAM/GPR

**Lily Wong**, COMP

**William Clark Wurzberger**, LEG/OD

**PROMOTED**

**Ellsworth Amundson**, AFR/SWA, deputy director

**Peter Askin**, LAC/CAP, director

**Shawn Tricia Baccus**, ANE/PD/PCS, program operations assistant

**Byron Bahl**, the Gambia, AID representative

**Cecelia Barksdale**, IG/EMS, secretary typist

**Betty Beckett**, S&T/AGR, program analyst

**Maria Bell**, OFDA/LACA, secretary typist

**Peter Benedict**, Niger, mission director

**Gretchen Berry**, BIFAD/S/ED, administrative operations assistant

**Mildred Blakeney**, S&T/AGR, program analyst

**Peter Bloom**, ANE/PD, director

**Laurance Bond**, REDSO/WCA, regional director

**Loverna Branch**, AFR/MGT/HRM, clerk typist

**William Brown**, Sudan, mission director

**C.A. Carrino**, S&T/POP/PPD, economist

**Jeannette Carter**, SAA/S&T, clerk typist

**Dennis Chandler**, AFR/SWA, director

**Viruth Chandler**, AA/AFR, secretary stenographer

**Douglas Clark**, Philippines, supervisory rural development officer

**Charles Costello**, Guatemala, mission director

**Terri Cottingham**, M/PM/TD/AST, clerk typist

**Owen Cylke**, India, mission director

**Richard Dangler**, M/SER/AAM, director

**Phyllis Leslie Dichter**, AFR/DCS, deputy director

**Robert Egge Jr.**, M/PM/CSP/B, personnel management specialist

**Victoria Lynn Ellis**, S&T/POP/R, program operations assistant

**Anna Fierro**, ANE/DP/E, secretary typist

**Sara Frankel**, LAC/R,

housing/urban development officer

**Paul Fritz**, Paraguay, AID representative

**Della Glenn**, TDP/O, program operations assistant typist

**Myron Golden**, Togo, AID representative

**Virginia Goldsborough**, FVA/PVC/TR-I, clerk typist

**Carol Grigsby**, PPC/DC/MFI, financial analyst

**Howard Handler**, PPC/PB/C, program officer

**Marsha Hardy**, M/FM/SSD/FS, voucher examiner

**Yvette Hart**, M/PM/TD, administrative operations assistant

**Robert Hectman**, LAC/CAR, deputy director

**Angela Horton**, AFR/PD/SA, clerk typist

**Robert Husemann**, Swaziland, mission director

**Harry Johnson**, Swaziland, deputy mission director

**Richard Johnson**, Jordan, deputy mission director

**Velma Lee Jones**, GC, secretary stenographer

**Francis Kenefick**, M/PM/PP, supervisory personnel officer

**John Koehring**, REDSO/ESA/PP, supervisory personnel officer

**Jhalmar Kolar**, Guatemala, deputy mission director

**G. Franklin Latham**, Costa Rica, controller

**Lynn Lee**, RIG/AI/IG, supervisory inspector

**Sarah Jane Littlefield**, Sene-

gal, mission director

**Charles Mathews**, Jamaica, supervisory engineering officer

**Sylvia Matthews**, M/PM/FSP/AB/P, personnel staffing specialist

**Dayton Maxwell**, Niger, supervisory general development officer

**Richard McClure**, Indonesia, controller

**Cheri Ann McMahon**, M/PM/EPM, clerk typist

**Duncan Miller**, REDSO/WCA, supervisory program economics officer

**Linda Morse**, Haiti, deputy mission director

**William Nance**, ANE/EA/TA, program officer

**William Paupe**, RDO/Fiji, regional director

**Margaret Petchock**, IG/EMS, administrative operations assistant typist

**James Phippard**, Tunisia, mission director

**Raymond Rifenburg**, Kenya, supervisory project development officer

**Donnacia Catre Scott**, AFR/PD/SA, secretary typist

**Satishchandra Shah**, AFR/PD/SWA, supervisory project development officer

**Jimmie Stone**, Pakistan, deputy mission director

**Margaret Tomlin**, ES/CCS, administrative operations assistant

**Shirley Toth**, S&T/EY, program operations specialist

**Nancy Tumavick**, Indonesia, supervisory rural development officer

**Carolyn Venson**, TDP/O, program operations assistant typist

**Charles Ward**, Burma, AID representative

**Charles Weden**, Yemen, mission director

**Paul White**, LAC/DR/EST, supervisory general development officer

**Aaron Williams**, Costa Rica, trade development officer

## Board Considers CRSP Recommendations



Three-year extensions for the Collaborative Research Support Programs (CRSPs) in small ruminants and peanuts were recommended by the Joint Committee on Agricultural Research and Development (JCARD) of the Board for International Food and Agricultural Development (BIFAD) at its April meeting.

The Small Ruminant CRSP began in September 1978 as the first undertaking of the Collaborative Research Support Programs. Scientists from five host countries have worked with 70 scientists in 10 U.S. institutions on the program.

Based on previous research by a German team working with the Kenya Ministry of Livestock, the Small Ruminant CRSP and the Ministry of Livestock recently developed a vaccine against pleura-pneumonia,

a major killer of sheep and goats in Africa and other developing areas. The vaccine has proven effective in research tests and now is undergoing field testing.

The Peanut CRSP, initiated in 1982, is one of the more recent collaborative programs and involves research in eight host countries.

Through the collaborative effort among universities, a deadly, foreign peanut virus was identified, isolated and eradicated, thereby saving the U.S. peanut industry several million dollars in one crop season.

The recommendation for extensions for both CRSPs followed evaluations by a joint subcommittee of JCARD and AID's Agriculture Sector Council and by the JCARD Panel on CRSPs. The recommendations will be considered by the BIFAD board at its May meeting.

—William R. Miner

# Report Finds PVOs Effective, Innovative

**P**Private voluntary organizations (PVOs) are effective conductors of low-cost, rural-based, innovative development programs, according to an AID report requested by the House Appropriations Committee.

Austin Heyman, deputy director of the Office of Private and Voluntary Cooperation (PVC), pointed out, "The report on PVO effectiveness should prove to be a valuable document because it captures for the first time important conclusions on PVO programs based upon data from numerous evaluations of PVO projects."

The report examines PVO performance in five diverse sectors including small enterprise, health and nutrition, water and sanitation, agroforestry and animal agriculture.

Several themes emerged from the sectoral analyses with respect to the ability of PVO development programs to contribute to the four pillars of AID's development assistance strategy, said Heyman.

Perhaps because of their grassroots approach, some aspects of PVO programs were judged less effective. For example, PVOs generally do not have much influence on national government policies. However, Heyman said that in at least two areas—primary health care and

micro-enterprise—PVOs have had a profound impact on national policy.

Long before large donors became involved, he explained, PVOs were showing Third World governments that rural community-based primary health care projects were more effective than urban hospitals and clinics.

Similarly, PVOs pioneered assistance to micro-enterprises. The economic importance of small entrepreneurs in developing economies usually was overlooked until PVOs began working in this field. Yet, it has been estimated that between 40% and 50% of the working age population in developing countries derives its income from micro-enterprises.

The report pointed out that PVOs have been effective in generating jobs by encouraging small-scale private enterprises among the poor. Through credit alone, PVOs have helped establish and expand thousands of businesses, as well as create job training programs, higher incomes and better services.

PVOs also significantly influence institutional development at the community level. The report shows that PVOs build and strengthen local institutions in which the host population actively participates. Many PVOs train government staff, village level workers and community residents, improving local institutions.

Promoting technological change at the local level is a major PVO contribution, Heyman said. Because they work in rural areas and have the trust of community leaders, PVOs are in a position to introduce new technologies to local areas that might otherwise be rejected.

PVOs work with community groups as partners, emphasizing local self-help initiatives and local control programs. They frequently enjoy a special, non-partisan status within the local community. Being apolitical, PVOs usually are accepted by both local communities and the national government.

PVOs tend to use low-cost technology and streamlined services, which when combined with low staff costs, operate efficiently on small budgets. They adapt simple, labor intensive technology to local conditions and build on existing infrastructure to improve technology transfer and reduce resource requirements.

PVOs must design projects that in the future can sustain themselves with little or no technical or financial aid. Although this is improving in the small enterprise sector, designing financially solvent, self-sufficient projects has not been a priority with most PVOs. Also, because of lean budgets, many PVOs have weak administrative systems and have dif-

ficulty providing sufficient resources when major problems arise.

In addition, PVO projects often are carried out individually, not as part of a broad-based strategy. The report noted that if PVOs pooled their resources and shared their experiences, common goals may be reached more easily.

In most cases, PVOs complement official development programs funded through the public sector. In particular, they tend to serve the poorest, neediest and most difficult to reach populations in the Third World. Therefore, PVOs help those least able to help themselves and least likely to be served by international donor agencies or their own governments.

"The common themes that emerged from the analysis of PVO development programs underscore the important contributions that voluntary programs make to the U.S. foreign aid effort," said Thomas McKay, associate assistant administrator for PVC.

This study is only a starting point, he said. Although it demonstrates that voluntary foreign aid programs should be encouraged and assisted by AID, the report also challenges the Agency to collaborate with PVOs to improve the efficiency and effectiveness of their work.

—Jay Parmer

## Treating Ascariasis May Help Growth

**A**scariasis, often called the "forgotten disease of forgotten people," is an intestinal infection caused by the common human roundworm. It afflicts approximately one-fourth of the world's population, mostly children.

Recent studies, supported by the Office of the Science Advisor (SCI), show that treatment for ascariasis may help children in developing countries reach their full growth potential.

"Ascariasis extends throughout the tropics and subtropics and into temperate zones where it affects poor and socially deprived people," says Malden Nesheim of Cornell University. "Because its clinical manifestations are diverse and often subtle, millions of people suffer unnoticed."

Nesheim, along with co-workers Diva Sanjur and D.W.T. Crompton, directs the SCI-sponsored research on the disease in Panama. The research focuses on whether the parasitic disease aggravates childhood malnutrition.

In the study of 209 families in semi-urban and rural areas of Panama's Chiriqui province, children from the poorest homes were more likely to be infected, not only with roundworm but with other parasites.

The Panama study provides the most complete information to date on

the problem in a community setting. The findings reveal that in a malnourished and moderately infected population, ascariasis compromises children's growth, vitamin A absorption and digestion of the milk sugar lactose.

Furthermore, each of these symptoms appeared to worsen with the intensity of the roundworm infection. "The relationship between malnutrition and intensity of infection rarely has been demonstrated and is essential if public health planners are to be persuaded to divert resources to the control of ascariasis," says Nesheim.

In addition to showing that ascariasis directly affects the digestion and absorption of the nutrients vitamin A and lactose, research also confirms a preliminary AID-sponsored study on ascariasis in Panama City. The study demonstrated that infected children cannot adequately digest the milk sugar lactose, and tolerance for lactose improves after treatment with the drug levamisole.

The findings are significant because some studies suggest that poor lactose digestion may reduce a child's acceptance of milk—a potentially serious cause of malnutrition.

The effectiveness of the drug treatment may be demonstrated by another SCI-sponsored research project in Burma where ascariasis is considered a severe problem. In Ran-

goon, researchers at the Department of Medical Research are carrying out a two-year study in which 650 children, ages 2-12, in eight villages are treated periodically for ascariasis. The children are measured every six months during the study. They then are compared to 650 children in 13 other villages who do not receive treatment for roundworm infection.

"After 18 months of data collection, preliminary analysis already shows that treated children show growth improvements over untreated children," says Nesheim. "If such

differences continue, the benefits of treatment to the growth of young children living in areas of heavy infection rates could be very striking indeed."

Nesheim stresses that drug therapy is safe, effective and relatively inexpensive, and better sanitation will ensure long-term control of the disease. And, as the studies in Panama and Burma are showing now, efforts to improve the nutritional condition of children in poor areas must include parasite infection treatments.

—Miloslav Rechcigl, Jr.



**In a study being conducted in Panama, AID-sponsored research on ascariasis, an intestinal infection caused by the common human roundworm, focuses on whether the parasitic disease aggravates childhood malnutrition.**



What is taking place in the field of management in the private sector today that has relevance for the operations of the Agency?

That was the question posed to 20 senior AID managers at the beginning of a four-week course in modern management methods, which began Feb. 21 in Annapolis, Md.

The participants followed an intensive syllabus, developed by James Brady of the Office of Personnel Management, that, along with six to seven hours of presentations and participatory sessions daily, called for 57 outside readings. Some of the material included *In Search of Excellence*, *Reinventing the Corporation* and *The Art of Japanese Management: Applications for American Executives*.

The first-week session began with an introduction to new concepts of management. The two following sessions consisted of a review of the global and national settings in which AID operates and an analysis of the Agency's goals and strategies.

The final week was devoted to exercises synthesizing vision, values and people-oriented motivational practices. At the close of each week, the class critiqued the session and offered recommendations for future

## Course Highlights Modern Management

Senior Management Course (SMC) curricula.

The ideas and conclusions were reported to the Administrator and then reviewed by Administrator Peter McPherson and Deputy Administrator Jay F. Morris at the closing ceremony of the seminar.

In discussions with SMC participants, both McPherson and Morris set forth the critical internal and external management requirements of the Agency today. McPherson noted that with budgetary constraints and greater delegation of authority to the field, the role of mission management has become more challenging.

Morris added that current and projected levels of assistance require innovative management styles and new operational modes to assure the continued effectiveness of AID's delivery systems. With this in mind, the Deputy Administrator called for a revised two-week SMC training program to enable 200 senior managers to attend the program by 1988.

To achieve the Agency's "four pillars" mandate, the participants emphasized the need to study and identify the private sector of host countries. They also emphasized the urgent demand for fresh policy ideas in dealing with development problems. Furthermore, host country governments must foster domestic and foreign capital ventures if continued success in Third World development is to be realized.

So what could AID adopt from among the management concepts that make the Hewlett-Packard, IBM and 3-M corporations so successful?

Ron Venezia, deputy director of the Bureau for Asia and the Near East's Office of Project Development, called for having "an in-house 'Skunk Works' in which senior managers are encouraged to examine the Agency's outlook and their own management styles on a no-holds-barred basis. It could help AID's senior managers to improve their skills and build a sound management philosophy and methodology."

"Effective feedback from every echelon of employees is a common trait of management in all highly successful enterprises," observed Pamela Hussey, who has been named deputy director for Southern Africa Regional Affairs in Zimbabwe.

Many of AID's alumni shared experiences gained when they were mission directors. Tom Niblock, Joe Toner, Larry Harrison, Gordon Ramsay and Tony Schwarzwalder outlined factors they felt were fundamental in the conduct of AID affairs overseas.

Each emphasized that conveying a director's sense of mission to the staff is important in today's complex development environment in carrying out country programs.

Howard Handler, who will be deputy director of the Regional Economic Development Services Office in West Africa later this year, summed up his participation in the SMC by saying, "Being part of this group was both insightful and stimulating, and I believe all of us felt we were laying the groundwork for a training program that will come to be viewed as exciting for the selected participants and rewarding for the Agency as a whole."

—Harry Petrequin

## Privatization Conference Impact Seen



Follow-up activity in the field is starting to occur as a result of AID's International Conference on Privatization, held in Washington, D.C., Feb. 17-19.

Funded by the Bureau for Private Enterprise (PRE), the conference drew 475 participants from 44 countries. The resulting consensus was that the conference greatly expanded the knowledge base for privatization, enabling less developed countries (LDCs) to begin moving more confidently towards opening their economies to market forces and increased competition.

For example, Morocco sent the largest country delegation, representing both public and private sectors. Mission Director Robert Chase circulated a post-conference "white paper" to Moulay Zine Zahidi, Moroccan minister of economic affairs; Bensalem Guessous, president of the National Employers Association (CGEM); and conference attendees from Morocco. The paper summarized lessons and impressions from the conference, including:

- LDC dissatisfaction with the performance and subsidy burdens of state-owned enterprises (SOEs) has led to a search for alternatives, including privatization.
- Privatization embraces a variety of approaches, ranging from outright divestiture to leasing an SOE to private management to contracting out public services to private suppliers.
- Partial or complete shift of ownership to the private sector can be ac-

complished by selling shares to employees or the public.

- Successful privatization requires a strong political commitment on the part of a country's leaders.
- Privatization requires commitment to policy changes to ensure that the framework of laws and regulations and the institutional capacity support private sector action.

Morocco reported being ready to provide technical assistance and other support to post-conference follow-ups. These include initiatives to disseminate information on privatization and studies on capital markets and other institutional questions important to privatization

efforts.

The mission also reported that the Moroccan Economic Affairs Ministry organized a "roundtable" on privatization attended by a cross section from the public and private sectors. The Moroccan employers group, CGEM, used materials made available at the AID conference to inform its members of privatization success stories and increase public awareness of the privatization option.

Activity also is expanding under PRE's privatization contract with Analysis Group, Inc., which has brought together a team of companies to provide technical backup for privatization actions and planning

at mission level.

Through the Center for Privatization, in-depth technical assistance now is being provided to missions in Honduras and Belize under mission buy-ins to the contract, and a team began work in April in Turkey under a buy-in from the Bureau for Asia and the Near East. Reconnaissance studies are being planned, and teams already have been sent to Senegal, Mauritania, the Gambia, Rwanda and Panama. Missions in Peru, Nepal and Bangladesh also have expressed interest in obtaining help from the center.

—Douglas Trussell

## Employee Uses Ingenuity to Create Display



As deputy chief of the Bureau for Latin America and the Caribbean's (LAC) Private Sector Office, Steve Ryner has participated in his fair share of trade shows.

After attending a number of shows to promote trade and investment opportunities offered under the Caribbean Basin Initiative (CBI), he recognized that AID could be more effective in explaining the CBI package (which provides Caribbean nations duty-free access to the U.S. market for 12 years) and the Agency's role in private sector development.

Ryner combined his talents as an engineer with his expertise in business and designed a portable display. Complete with slide show, it is used to publicize investment information to the U.S. and Caribbean private sectors.

"For many years, AID had not

been dealing with the private sector as intensely as it is now," explains Ryner. "The past displays used at trade shows, although helpful, didn't convey the professionalism that AID has gained in private sector development or explain the image we're trying to create with the private sector."

His new display helps educate U.S. and Latin American businessmen about AID's role.

The portable, free-standing display, complete with velcro-backed photographs, quotes and information panels, can be used for trade shows, association meetings or other activities where AID's private sector role is emphasized.

"The uniqueness of the display is its adaptability," he notes. "It forms a skeleton. Quotes and photos can be removed, switched or added as the situation warrants."

Quotes were gleaned from speeches made by President Ronald

Reagan, Secretary of State George Shultz and Administrator Peter McPherson.

The response to the display has been enthusiastic, says Ryner. "Latin American businessmen spend a great deal of time viewing the slide show. We're able to show them new ideas and concepts already working in the region that they can transfer to their production, which is one of AID's major goals," Ryner explains. "It's a catalyst for discussion about their programs."

The entire unit, self-contained in a crush-proof box on wheels, weighs about 112 pounds and can be shipped easily by air. It is available for use by any AID mission or bureau.

For additional information, contact Steve Ryner, LAC/DR, room 2248 NS, (202) 647-8656.

—Sharon Isralow

# AID Funding Benefits Indian Craftsmen

 The marriage of modern science and technology to local resources and existing skills is improving the productivity and incomes of thousands of poor but gifted people in the developing world.

Through the Bureau for Science and Technology's Office of Rural and Institutional Development (S&T/RD), an AID-funded program in India is helping to meet the challenge of rural and semi-urban development by training local artisans and supporting small enterprises owned and operated by local entrepreneurs.

S. Purushothoman, whose name in English means "man of men," is one who is benefiting from the program, which is administered through Appropriate Technology International (ATI), a private, non-profit development assistance organization based in Washington, D.C.

In 1974, Purushothoman, known as "Puru," dropped out of school when he was 12 to help his family raise paddy rice and peanuts. Seven years later, he faced a bleak future in his small village of Turvvi, which is located outside of Pondicherry in southern India.

The village offered few employment opportunities other than traditional subsistence farming. Puru saw himself living much the way his family had for generations—struggling to produce meager crops on land plagued by drought for almost a decade.

Today Puru, 24, is one of five young potters trained by the Society for Rural Change (SRC), an indigenous private voluntary organization. The project is designed to train 150 aspiring entrepreneurs in the techniques of making a particularly durable ceramic, known as Koil pottery, as well as in managerial and marketing skills.

Koil pottery originated in China more than 2,000 years ago. Its strength is attributed to the clay originally used in China. In Pondicherry, several types of clay are mixed to produce a product similar to the Chinese original. Puru demonstrates the durability of Koil pottery by dropping finished pieces on the cement floor. Not one piece breaks or cracks, nor does the glaze on the rim chip. SRC's pottery project is the first in India to produce Chinese celadon-type porcelain and stoneware.

Puru owns and operates the Sri Sirvam Pottery and is training four younger men to produce an assortment of tableware, vases, lamp bases and other ceramic ware in Koil pottery. Initial financing for the business was obtained through a loan to Puru from a trust established by the Society for Rural Change. Puru purchases clay and glaze on consignment from the trust and also rents potter's wheels and kiln firing time from SRC.

Since he established Sri Sirvam Pottery in December 1984, Puru has fired 11 kiln loads of pottery worth a total of approximately \$6,000. An article about his pottery appeared in



**Through an AID-funded program, "Puru" has learned the techniques of making Koil pottery and now teaches trainees in his workshop.**

the regional newspaper, and Puru recently arranged a "featured artist" exhibition of his pottery at the Kritika Art Center in Bangalore. The Society for Rural Change also has included his and other potters' work in group exhibitions the trust has arranged in India's major cities.

All of Puru's pottery is entirely handmade. While high-fired glazes generally are mat or semi-mat in texture, Puru uses a technique unique to Koil pottery and produces glazes that are mat but silky smooth. The "satin mat glazes" were chosen after the project's developers, with ATI support, spent months in Germany and the United Kingdom studying and testing various glazes on Indian clays. The fired glazes, which are brown, beige, blue and green, are speckled, flecked or mottled.

The technology developed by SRC uses a single firing process. Because the highest single cost in Indian pottery production is fuel, single firing permits small producers to compete with large industrial potteries that must fire their products at least twice. Single firing also creates economies through elimination of the extra labor involved in manually loading and unloading the kiln a second time.

SRC also is experimenting with the Nair kiln, which gives the craftsman more control over firing temperatures and, thus, the ability to produce a higher quality product. A Nair kiln can be fueled with wood and re-uses waste heat to preheat neighboring chambers. Because timber is a local cash crop, firewood is readily available in Pondicherry and costs only 65-70% as much as oil to fire a ton of ceramics.

The additional savings should make the Pondicherry potters even more competitive, resulting in lower prices or upgraded products for a wealthier market. If the fuel situation should change, the Nair kiln can be modified to use any other single fuel.

Puru is extremely market-conscious. Although he personally prefers the freehand bamboo designs he handpaints, he says, "I produce what the people who buy the pottery want." Thus, butterflies adorn his latest tableware.

"I knew nothing about making pottery when I lived in Turvvi," he explains. "I was very fortunate to have the opportunity to learn." A friend,

who had learned to make ceramics in a government factory, began working with the SRC rural pottery project and asked Puru if he wanted to be considered for the training program.

Now, as a self-confident entrepreneur, Puru is studying design books and seeking innovative ideas for trims, satin glazes and textures.

"I am a very fast learner and know that I can learn many skills," says Puru. He is thinking about ultimately expanding his business to include other small craft enterprises, such as leatherwork and wood carving.

At present, however, Puru's main concern is to expand his pottery sales. He is anxious to begin earning a profit so that he can repay his loans and begin training more people from his village.

While he shows one of his trainees how to judge the amount of clay needed to produce an eight-inch vase, he observes, "I know how people from my village think. I know how important it is for them to learn new skills. Otherwise, they will never have anything other than a small plot of land and a few rupees . . . they won't even have dreams."

For further information about the project, contact Ed Smith, ATI project officer, S&T/RD, (703) 235-8964.

—Arleen Richman, assistant to the executive director for administration, Appropriate Technology International

## Schools Abroad Survey Being Conducted Now

 Foreign service parents can look forward to improved information on which to base decisions about their children's education overseas as the result of a comprehensive survey now being conducted in the field.

In a report on its 1983 survey of overseas schools, the Association of American Foreign Service Women's (AAFSW) Forum Committee recommended that more accurate information on schools abroad be made available to parents.

At the request of the State Department's assistant secretary for administration, the Office of Overseas Schools sponsored a study group to consider the major issues relating to the education of foreign service children, including the AAFSW Forum Report recommendations.

The group, which included representatives from the Family Liaison Office, designed a questionnaire to elicit more detailed information about schools at post than has previously been available to parents.

Following field testing and approval of the questionnaire by the undersecretary of state for management, "Annual U.S. Embassy/Consulate Summary School Information" sur-

vey forms were mailed to posts in March. Community Liaison Office coordinators abroad now are in the process of interviewing directors of schools (including nursery schools) normally chosen by foreign affairs agency families for their children.

The new survey contains hundreds of questions covering topics such as security and safety, school governance, admission, testing, faculty, student body, parent organizations, curriculum, special programs, summer programs and after-school activities.

The purpose of the survey is not only to gather pertinent information, but also to strengthen liaison between the U.S. government community and the schools that serve it.

By fall, parents will be able to request information on specific schools or posts from the Office of Overseas Schools, room 234, SA-6, Washington, D.C. 20520, (703)235-9600.

Reference copies of complete survey results will be available for review at the Overseas Briefing Center, Family Liaison Office, regional bureaus of the Department of State and personnel offices of foreign affairs agencies.

Computerization of the survey results is planned for a later date.

—Patricia Telkins

# Rescue Workers Discuss Disaster Relief

**AID** How to prepare for and respond to disasters was discussed recently by over 300 physicians, rescue workers and representatives of government agencies and private voluntary organizations who met at the Second International Assembly on Emergency Medical Services.

The purpose of the conference, held in Baltimore, Md., April 2-4, was to explore the role of the medical community and search and rescue workers in international disaster situations.

Organized by the Maryland Institute for Emergency Medical Services Systems, AID's Office of U.S. Foreign Disaster Assistance (OFDA), the Department of Transportation and the Federal Emergency Management Agency (FEMA) cosponsored the event.

Julius Becton, director of FEMA and former director of OFDA, announced that plans are under way to establish a National Disaster Medical System (NDMS), which will be designed to respond to medical care needs during a national disaster.

NDMS stems from the Civilian-Military Contingency Hospital System plan, established by the Department of Defense in 1980, whereby civilian hospitals allocate a portion of their beds for military casualties. Through NDMS, the number of hospital beds will be increased to support a large civilian disaster.

The system is a cooperative effort of the Federal Emergency Management Agency, the Department of Health and Human Services, the Department of Defense, state and local governments and the private sector. Becton explained that there will be 150 disaster medical teams ready to respond with over 100,000 pre-committed beds available throughout the country.

Walter Hays of the U.S. Geological Survey's Office of Earthquakes, Volcanoes and Engineering presented lessons learned from the Sept. 19, 1985, Mexican earthquake.

The three main reasons for this disaster, he said, were the construction of the buildings involved, the extended length of the quake (two minutes on the first day and one minute the second day) and soil conditions.

The eruption of the Nevado del Ruiz volcano in Colombia on Nov. 13, 1985, where 21,000 people perished, was discussed by Dr. Miguel Gueri of the Pan American Health Organization of Lima, Peru.

Survivors could be rescued only by helicopter because of mud slides caused by the eruption. Triage, stabilization stations and two army hospitals were set up in nearby towns, Gueri explained. Over 1,200 people were admitted to hospitals, and approximately 3,200 victims were treated as out-patients.

Because the threat of another eruption still exists, Gueri pointed out that disaster plans have been revised to cope with the possibility of a larger avalanche than was previously experienced.

Dr. Abul Kasem Siddique, project director for the Epidemic Control Program of the International Center for Diarrheal Disease Research in Bangladesh, presented a paper on the cyclone that struck Bangladesh in May 1985.

Although the region has a history of cyclones and early warnings were given, nearly 11,000 people were killed in the 1985 disaster.

Siddique's study, funded by AID, analyzed the death rates from two of the most severely affected islands, Urir Char and Sandwip.

In Sandwip, eight cyclone shelters were constructed with assistance from AID through the World Bank.

***"Search and rescue teams must arrive within the first 24 hours following a disaster to be effective."***

Urir Char, by contrast, had no shelters, which Siddique said may have contributed to the nearly 110 deaths.

Other contributing factors revealed in the study were communication delays and the lack of cyclone preparedness education. In Sandwip, 91.3% of the population received an early warning of approximately 10 hours, whereas in Urir Char, 83.8% of the residents had less than six hours advance notice. For many, this was not enough time to travel to a shelter in Sandwip.

Siddique determined that proper cyclone preparedness education may have prevented many of these deaths.

The importance of disaster preparedness was addressed throughout the conference. "Perhaps the best way to deal with the inevitable conflicts and uncertainties associated with disaster prediction," said Paul Krumpke, science advisor for OFDA, "is to . . . issue forecasts based on the likelihood or probability of occurrences. We do not want to overwarn, thereby contributing to a panic situation."

Krumpke also explained the development of AID's Famine Early Warning System (FEWS) in which social data is considered in conjunction with information concerning the physical environment to provide better estimates at an early stage regarding populations at risk. This ensures sufficient lead time to plan and to decrease the impact of famines, Krumpke said.

The recent phenomenon of terrorism as a form of disaster was discussed by Robert Kupperman, director of Science and Technology for the Center for Strategic and International Studies and a well-known expert on the subject.

Kupperman defined terrorism as "political extortion." According to Kupperman, the primary defense against terrorism is in the intelligence field.

"This can only be accomplished by gaining international cooperation and sharing intelligence with other countries," he said.

The conference concluded with a consensus that existing in-country health resources must be relied upon during a disaster, because international assistance is of limited value.

In the health sector, as well as in many other areas of disaster assistance, some participants felt money would be better spent on pre-planning and development of in-country resources. What developing countries want, they said, is not expensive high-tech transfer, but rather support and extension of their traditional systems of disaster response. When a disaster occurs, monetary donations would be more effective than goods in many instances.

The experts also called for better coordination among donor countries to alleviate the problem of receiving too much of some items, such as blankets, and not enough of other needed supplies. Van Eijandhoven of Holland reported that since the Mexico City earthquake, the European Economic Community has developed a group of health and rescue personnel to begin coordinating the

European response to disasters in the developing world.

Within the recipient countries, the experts suggested that better pre-planning is needed to distribute supplies received. Also, a better system is needed to see that donated funds are given directly to organizations that have definite responsibilities within the disaster area.

Search and rescue authorities stated that arrangements must be made to have teams arrive within the first 24 hours following a disaster to be effective. Groups within the National Association of Search and Rescue already are working on programs to ensure this, but support and cooperation from the federal government and international community are crucial, they said.

Moderators for the conference were Dr. Edward Koenigsberg, coordinator of Health Preparedness Programs for OFDA; Dr. Ameen Ramzy, medical director of Field Operations at the University of Maryland's Institute for Emergency Medical Services Systems; Dr. Victor Esch of FEMA; and Dr. Martin Silverstein of the Center for Strategic and International Studies.

—Renee Bafalis

## Contracts Explained

**AID** Participants at the Agency's Opportunities for International Business Conference were told by Marshall Brown, counselor to the Agency, to "seize the key to success" and use it to "unlock the door to opportunity" in taking advantage of the business opportunities offered by AID.

During the keynote speech at the April 1 San Diego conference, he related his personal experiences with providing increased contracting

opportunities in the Latin American and Caribbean region for minority firms.

Brown also explained the Gray Amendment and how firms could take advantage of its provisions.

Sponsored by the Agency's Office of Small and Disadvantaged Business Utilization/Minority Resource Center, the conference is designed especially for small and women-owned or -controlled enterprises, minority businesses, private voluntary organizations and historically black colleges and universities.

Since holding the first conference in 1984, the Agency has reported an increase in contract awards to minority enterprises and an increase in the dollar value of such contracts—up from \$49 million in 1984 to \$88.2 million in 1985. In fiscal 1986 the target is \$100 million.

Workshop sessions covered eight topics. Two new subjects, "Marketing the Missions" and "Networking and Joint Venturing," were included, along with "Opportunities for Technical Services Firms," "Commodity Exporting and Commodity-Related Services" and "Contracting Procedures for Technical Services." Sessions for historically black colleges and universities, private voluntary organizations, and architectural and engineering firms also were offered.

The second conference was held in New Orleans, La., this month.

The third and final conference for 1986 will be held in New York City June 4.

For further information, call Bree Fary, conference coordinator, (703) 235-1720.

—Bree Fary



**Marshall Brown, counselor to the Agency, explains business opportunities AID provides.**