

AID ABSTRACTS AVAILABLE

ARDA, "A.I.D. Research and Development Abstracts," is a quarterly abstract journal issued by the Division of Development Information, Center for Development Information and Evaluation, Bureau for Program and Policy Coordination.

The goal of ARDA is to transfer development and technical information to active practitioners in development assistance.

ARDA presents abstracts of AID-funded current and less recent research studies, state-of-the-art reports, sector analyses, special evaluations, and other documents which, taken together, describe a broad spectrum of international development experience.

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International Conference on Privatization

U.S. Agency for International Development,
Washington, D.C.

(International Conference on Privatization,
Washington, D.C., Feb 17-19, 1986)

Feb 1986, v.p., En PN-AAU-286

Based on the premise that state-owned enterprises have been among the major barriers to self-sustaining growth in developing countries, AID sponsored a February 1986 international conference to discuss technical aspects of the privatization process.

Following an introductory paper reviewing privatization worldwide and AID's experience in that process, this report presents 13 workshop papers 7-19 pages in length which address the following topics: (1) the politics of privatization; (2) legal and tax considerations; (3) privatization of public services; (4) marketing of state-owned enterprises; (5) policy environments; (6) public and private responsibilities; (7) strategies employed in successful privatization efforts; (8) deregulation and privatization of marketing boards; (9-10) privatization in the agricultural/agribusiness and financial sectors; (11-12) preparing for and financing privatization; and (13) development of a country privatization strategy.

Child survival: A report to Congress on the A.I.D. Program

U.S. Agency for International Development,
Washington, D.C., Dec 1985, 52 p., En PN-AAU-373

Fiscal 1985 activities of AID's Child Survival Action Program (CSAP) are described in this report to Congress.

Efforts focused on oral rehydration therapy (ORT), intensified immunization efforts, and nutrition-related activities such as the promotion of breastfeeding and Vitamin A therapy. Related program elements included

child spacing, research on acute respiratory infections, vector control, and improved water and sanitation. The institutional and financial factors that affect the long-term sustainability of these programs are discussed. It is noted that the projects described in the report are illustrative, not exhaustive, of AID's child survival efforts.

PISCES II experience: Case Studies from Dominican Republic, Costa Rica, Kenya, and Egypt

v.l: PN-AAS-759

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AID/OTR-C-1828

In: PISCES II experience: local efforts in micro-enterprise development, v.2 ACCION International, AITEC Division, Cambridge, MA
U.S. Agency for International Development, Bureau for Science and Technology, Office of Rural and Institutional Development, Washington, D.C. (Sponsor)
Dec 1985, x, 226 p., En PN-AAU-440

Case studies are presented of four demonstration projects assisted under Phase II of AID's Program for Investment in the Small Capital Enterprise Sector (PISCES): (1) the Dominican Development Foundation's Micro-Enterprise and Solidarity Group projects; (2) the Small Business Scheme of the National Christian Council of Kenya; (3) the Income and Employment-Generation Program of the Coptic Evangelical Organization for Social Services in Egypt; and (4) the Aid to Urban Services Through a Solidarity Guarantee project of Costa Rica's Popular Community Development Bank.

Included are detailed descriptions of each of the programs, their strengths and weaknesses, and their economic and social impacts.

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

JUNE 1986

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

PN-ACZ-531



AID IN ZIMBABWE

McPherson Addresses U.N. Assembly

Donors to Coordinate Health Care

Africans Should Strive for Self-Reliance

African nations striving to resolve their economic problems should not depend only on foreign assistance but should take the lead themselves by enacting key policy reforms, Administrator Peter McPherson said in a June 1 speech before the United Nations.

"The African people have the energy and the desire to realize the promise of a productive, self-reliant life if they can get the tools, if they are given the chance and if they can take the lead," McPherson said at the U.N. General Assembly's special session on "The Critical Economic Situation in Africa."

"Leadership by African nations is critical to manage the resources and carry out essential reform programs," he added.

McPherson pointed out that the United States will focus its assistance on four areas in support of economic recovery: economic restructuring, agricultural growth, human resources development and famine preparedness.

Economic restructuring is the top priority, McPherson said, adding that the United States strongly supports bold steps needed for policy reform.

The policy changes needed may vary from country to country, but they should increase the roles of prices, markets and individual initiative.

Dramatic increases in food production have occurred in some places after increased prices were paid to farmers. In Malawi, for example, an

85% increase in maize prices resulted in more than a 200% increase in marketed output.

McPherson said a favorable policy framework for the private sector is essential in supporting research and small-farmer production and marketing.

Although much progress has been made, long-term efforts and substantial funding are needed to bring about a breakthrough in research.

A system of agricultural universities is needed to support research, extension and education, McPherson said, adding that the United States will contribute to that effort.

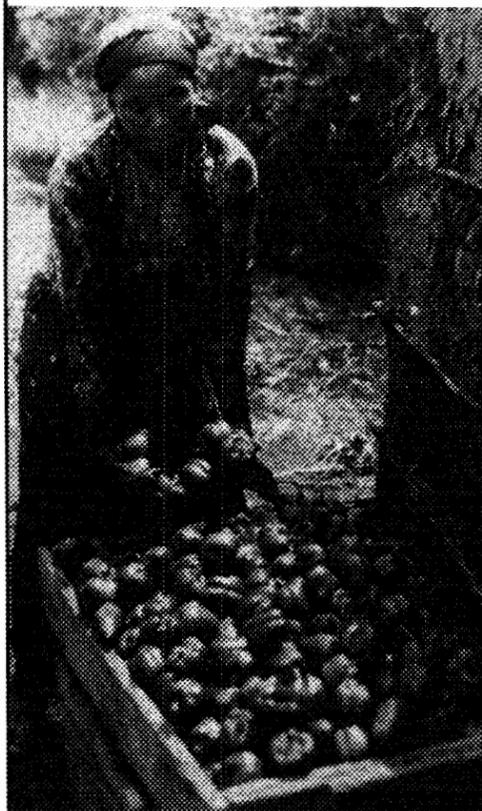
Agricultural marketing is another area needing support. "The surplus of grains in many areas of Africa this year underlines the necessity for expanding trade among African neighbors," he said.

"There is an enormous need to develop closer rural and urban ties for the marketing of agricultural goods," the Administrator added. "We need to find the best means for processing and marketing local foods and move away from reliance on food aid."

Better management of natural resources is the final ingredient needed to achieve agricultural growth. McPherson explained that environmental degradation often is the result of misuse and overuse of land by people and livestock. Population pressure also forces people to move to marginal areas and causes a further loss of productive land.

"These conditions, made worse by man, also can be reversed by man," he said.

Tree planting is one thing man can do to change the environment. It works best where local families and communities are given responsibility for trees that protect their own land, he said.



Administrator McPherson noted that women farmers produce as much as 80-90% of the food in many parts of Africa.

For example, in Niger, AID has worked with CARE, a private voluntary organization, to help local people plant more than 500 kilometers of windbreaks that have produced fuelwood and valuable wood products and have increased millet yields by 20%.

The program is the type of community-based forestry activity that can be promoted and organized by non-governmental organizations, McPherson said, adding there are four new AID forestry projects under way in Senegal, Mali, Sudan and Somalia.

Addressing the development of Africa's human resources, McPherson pointed out that the United States is putting substantial emphasis on training African men and women.

Noting that women farmers produce as much as 80-90% of the food in many parts of Africa, McPherson

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AID Seeks Minority Contractors

Recalling a Chinese proverb, "The key to success isn't much good until you discover the right door to unlock," Deputy Administrator Jay F. Morris opened the AID Opportunities for International Business Conference in New York City June 4.

During his speech, Morris confirmed that AID is seeking ways to provide keys to minority- and women-owned businesses, historically black colleges and universities (HBCUs) and minority-run private voluntary organizations.

Over 250 representatives of minority businesses and educational institutions learned how AID is "not just providing keys, but also is helping to identify more doors of opportunity and is making sure they are unlocked."

Morris pointed out that the Agency does business in roughly 73 countries and has launched major new initiatives in Latin America and Africa that should result in new business opportunities for minorities.

In a videotaped message, Vice President George Bush called attention to the vital role small businesses play in the American economy.

"Small businesses are innovative, diverse, future-oriented and dependent—dependent on a healthy economy," he said.

The Reagan Administration, Bush said, has vowed to restore economic vitality by eliminating government regulations, cutting tax rates, eliminating soaring inflation and reducing interest rates. Because of these policies, small business income increased 33.7% during the first six months of 1984.

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Agency Promotes Coordination

Donors Meet to Improve Health Care Effectiveness

Donors should coordinate their efforts and goals to improve health care effectiveness in developing countries, top AID officials said at last month's Donor Coordinating Meeting on Health Care Financing.

Members representing AID, the World Bank, the World Health Organization, the U.N. International Children's Emergency Fund and Club du Sahel met in Washington, D.C., to discuss key technical issues related to health care.

"There is an opportunity here to create an environment where dialogue will be possible as never before," said Dr. Kenneth Bart, the Agency's director for Health.

Bart said economic constraints are causing donors and Third World countries to make decisions about the allocation of their resources, making the exchange of information among donors and host countries even more important.

Among the top issues of concern, Bart said, are accountability at the country level and the need for donors and recipients to talk with each other about common problems.

Nyle Brady, senior assistant administrator of the Bureau for

Science and Technology, also spoke at the conference and said AID is focusing its efforts on immunizations and oral rehydration therapy (ORT) because they are the technologies currently most appropriate and affordable for reducing infant and child mortality in developing countries.

"The international community has made great strides in putting in place a functioning system and infrastructure for immunization and ORT," said Brady.

Brady also pointed out that development assistance programs take into account long-term objectives that will both alleviate suffering and build the foundation for continued operation.

"Thus, AID is committed to assisting countries initiate and establish programs in health that will continue after project support ends," Brady said. "That means building sustainability into our programs from the onset."

AID has made considerable progress the past few years in integrating health care financing concepts into its health program and is expanding that effort to include its child survival activities, Brady said.

Noting that collaboration among donor institutions already is taking

place in some countries, Brady said AID is in the process of approving Agency health care financing guidelines to further solidify the direction of the initiative and guide development of specific activities.

The key topics addressed in the guidelines are:

- Sharing costs with users to help defray the cost of health care and examining and possibly restructuring the organization and delivery of health care;
- Encouraging the private sector to take a greater role in providing health care to those who are able and willing to pay for private health care services; and,
- Allocating and using resources efficiently and equitably, so scarce public resources can be focused on critical activities such as ORT and immunizations and on lower-income groups that cannot afford or do not have access to health care.

Brady said he believes the conference served as an important ingredient in the evolution of strong coordination among the major health care donors similar to that which established a worldwide effort in immunization during the International Conference on Oral Rehy-

(continued on page 10)

AID BRIEFS

Dependents Win Scholarships

Seven AID dependents have been named winners of the 1986 American Foreign Service Association (AFSA) and the Association of American Foreign Service Women (AAFSW) Merit Awards, according to Claude Ross, chairman of the AFSA Committee on Education.

The 22 scholarships and 10 honorable mentions that were awarded recognize the outstanding academic records and leadership qualities of foreign service dependents in schools at home and abroad, Ross said.

AID recipients of the \$500 scholarship awards include Robert Bell, son of Robert Bell, Bureau for Asia and Near East; Carolyn Brady,

daughter of James Brady, Office of Personnel Management; Elizabeth Graham, daughter of James Graham, stationed in Kenya; David and Eric Johnson, sons of Charles Johnson, Bureau for Asia and Near East; and Alice Jones, daughter of William Jones, stationed in Mauritania.

Valerie Levin, daughter of Ronald Levin, stationed in Panama, was presented an honorable mention award.

"This year's awards," Ross said, "are in honor of the hundreds of volunteers who have worked to make the AAFSW Bookfair a community success." This is the 11th year funds for the scholarship awards have been raised by the event.

SID Dinner to Feature McPherson

The Washington, D.C., chapter of the Society for International Development (SID) will hold its annual dinner from 6-9 p.m. June 25 at the Ramada Renaissance Hotel in Washington, D.C.

As the keynote speaker, Administrator Peter McPherson will discuss "Decentralization of Education in Developing Countries."

Chapter board members for the 1986-87 year will be introduced and the contributions of chapter volunteers will be recognized.

All AID employees are invited to attend. The cost is \$35 for SID members and \$40 for non-members. Reservations can be made by sending a check to the SID office, 1401 New York Ave., Suite 1100, Washington, D.C. 20005. For more information, call Gael O'Sullivan, 347-1800.

IN MEMORIAM

JON KINDICE

AID foreign service officer Jon P. Kindice died May 12 as a result of a heart attack. He was 50.

In 1966, Kindice joined AID's Office of Public Safety with assignments in Jamaica, Vietnam and Thailand. He left the Agency in 1974. When he returned to AID in 1979, he was assigned as a regional inspector general in Karachi, Pakistan. Since 1985, he was a supervisory investigator on the staff of the Office of the Inspector General.

His many years in law enforcement included serving as the chief of police in Durham, N.C., and as a law enforcement and security consultant in the Washington, D.C., area.

He is survived by his wife Kay and three children. Expressions of sympathy may be sent to Mrs. Kindice at 7108 Murray Lane, Annandale, Va. 22003.

Africans

From page 1, column 4

said women must be integrated into economic assistance activities.

High population growth rates also are an important factor in the African equation. McPherson said he is encouraged by the increased attention African governments have given to family planning.

Another important need is the development of an early drought warning capacity, McPherson said, adding that the probability of famine can be detected by monitoring various physical and social factors.

More coordination is needed in this area between the regional organizations that already have monitoring capability and those that do not.

McPherson said all of the above activities must be carried out to ensure economic growth and avoid future famine conditions.

"The United States is prepared to work with African countries and other donors to draw on our combined experience and technical strengths to support this effort," he said.

McPherson stressed that steps must be taken to enable African countries to achieve self-reliance.

"The potential for unleashing the energies and resources of the African private sector is enormous," he added. "We can now move forward with a determination to tailor development programs which focus on the priorities of individual countries. We have confidence that the people of Africa will make it a success."

—Bill Outlaw

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Cover Photo: The University of Zimbabwe farm, purchased with AID funds, provides employment for contract threshers as well as training for agricultural students. Mission of the Month begins on page 8.



Personality Focus: Dwight Ink—See page 5.

Displaced Salvadorans Receive Assistance

Throughout its history, El Salvador's social and economic structure had depended on land and ownership of land. Even the landless poor had made their living following harvests or sharecropping small plots on large haciendas. Now because of the civil conflict, much of El Salvador's population is displaced, unable to work the land.

"The people we serve basically are displaced because of the conflict; they also have lost family members," says Don Enos, director of AID's Office of Human Resources and Humanitarian Assistance in El Salvador. "A tremendous number now are economically displaced because they no longer are able to provide income for their family. The war has destroyed their source of income, their way of life."

Even the migratory patterns of the country have been changed, he points out. "You used to see hundreds or even thousands of people following the cotton, sugar or coffee harvests, but because the conflict has affected production and made some areas unsafe, you don't see that anymore. These people have migrated to the nearest town or to a formal settlement of displaced persons. We are serving those who are dispersed throughout the towns and those in more formal, homogeneous settlements," reports Enos.

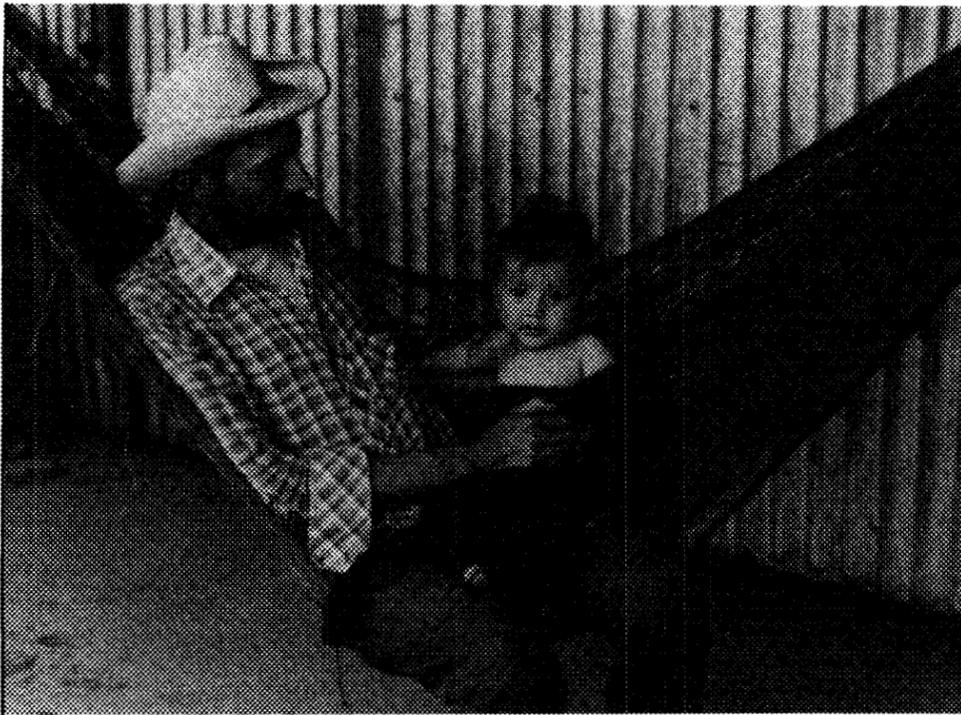
In 1980, 85,000 Salvadorans registered to receive emergency services. By 1984, the number had increased to 397,000, while about 125,000 unregistered received services from private voluntary organizations and the Catholic Church, says Enos. An estimated 525,000 persons, or 11% of the population, now are displaced—another estimated 500,000 have left the country altogether.

In response to the needs of the displaced, the mission has developed a \$72.5 million humanitarian assistance program, according to Mission Director Robin Gomez. A \$60 million, three-year program has been added to the original \$12.5 million emergency program developed in 1982 with the cooperation of AID's Office of U.S. Foreign Disaster Assistance and the State Department's Bureau for Refugee Programs. The World Food Program also provides food worth more than \$20 million per year.

To provide humanitarian assistance, the Health and Jobs for Displaced Families project consists of four parts—nutrition, health, employment and reintegration.

"It started out as a stop-gap measure," says Enos, "but the Agency gradually switched from emergency funding to development funding, and now the activities we are involved in tend more toward development assistance, especially the reintegration component. The displaced persons program gradually will be taken over by the government of El Salvador, with continued AID technical assistance."

The program provides a basic food



A \$72.5 million program provides displaced Salvadorans assistance in nutrition, health, employment and reintegration.

basket, supplementary feeding and intensive feeding to displaced families.

The daily food basket provides 1,200 calories per person to 350,000 displaced people. Locally procured food financed under the P.L. (Public Law) 480 Title I and Title II food programs is distributed through the World Food Program. Supplementary feeding is provided to children under five, pregnant women, lactating mothers, adolescent girls and workers performing heavy labor. Intensive feeding is provided to the severely malnourished.

"When AID came in, we found the nutritional status of the people had been poor even before the conflict. We responded quickly to people with first, second and third degree malnutrition. We are particularly happy about the intensive feeding program. Severely malnourished kids who join the program gain weight at twice the expected rate, on the average," says Enos.

Health services provide preventive and curative health care and include a major disease-prevention segment. The preventive health program focuses on immunization for pregnant women and children under five and oral rehydration therapy (ORT).

Dehydration is a major cause of death in El Salvador. Through the health program, more than 1.9 million low-cost oral rehydration packets have been distributed. Enos estimates that the ORT program has saved 50,000 lives since it began in November 1982.

As part of the disease-prevention effort, over 2.5 million doses of vaccine have been given to children under five and pregnant women. "More than 500,000 children and 170,000 adults have been immunized against the target diseases of measles, polio, whooping cough, diphtheria, tetanus and tuberculosis," reports Enos. "We estimate that our efforts have saved the lives of at least 60,000 children."

Enos says he is gratified that the success of the immunization program

for displaced persons has prompted the Salvadoran government to start a national vaccination campaign.

"The recent vaccination campaign was a model of cooperation. We provided over \$600,000 for equipment, supplies and advertising materials. The U.N. International Children's Emergency Fund provided vaccines and other equipment, and the government provided the medical personnel. The combatants even declared a truce for the three successive weekends during which the three-part vaccination series was administered," he says.

AID also cooperates with other agencies such as Project HOPE in assisting the government of El Salvador expand health services to the displaced.

With partial funding from AID, Project HOPE has built, equipped and staffed dispensaries to serve approximately 40,000-50,000 displaced persons. In settlements throughout the country, 53 dispensaries now are operating, and another 25 provide services to agrarian reform cooperatives.

AID also has an agreement with the Evangelical Committee for Salvadoran Assistance and Development (CESAD) that provides food and nutrition education to displaced persons in settlements and dispersed throughout the population.

A third element of the program focuses on employment. AID provides income-earning opportunities for the displaced on projects to upgrade the environment and to improve living conditions for themselves and their host communities.

"We're trying to assist displaced people to earn their own way," says Deputy Program Manager Jack Silverstein. "If you go to any group of the displaced, you'll see them working at handicrafts, making useful items out of P.L. 480 food bags and oil containers—doing whatever they can to be productive. We're trying to tap into this productivity. Our jobs program provides a little cash and a

lot of personal dignity."

The program currently provides 12,000 jobs per month, but the goal is to create and maintain an average of 18,000 temporary jobs per month. To date, Silverstein points out, over 1,600 work projects have been completed, and 120 projects are in progress. The typical project employs about 50 workers for about eight weeks on activities such as improved drainage, potable water supply lines and roads. Displaced persons also are constructing the Project HOPE dispensaries in their own communities.

An estimated 4.5 million person days of employment have been generated by projects already completed, he explains. In addition, because many heads of households are women, the jobs program has created about 250,000 days of employment for women, primarily as workers in supplemental feeding centers.

The fourth component of AID's program is reintegration—"back home," "someplace else" or "in place." In a just completed AID-supported survey, over 7,000 families were interviewed to determine the degree of interest in relocation.

Preliminary data strongly suggests that many people, now accustomed to urban life, will choose to remain in the cities and towns, according to Program Manager David Thompson.

For those with no land of their own, suitable relocation sites will need to be found. Displaced families who apply for relocation will be provided loans for working capital, shelter construction and basic tools and equipment.

"These people are no longer farmers," Thompson says. "Many or even most will want to stay in the towns where they have been living for three to five years and will need training in marketable skills. We will have a lot of work to do to help them reintegrate into Salvadoran society, including providing technical assistance and small business credit for those who want to relocate 'in place.'"

Begun as an emergency program, Thompson explains, the Health and Jobs for Displaced Families project recognizes that the government of El Salvador must make plans to resettle voluntarily those people who can no longer return to their homes. Basic services in food, health care and jobs also must be provided to those who continue to be displaced by the civil conflict.

"This is one of the most critical programs we have, one on which the daily survival of thousands of Salvadorans depends," says Gomez. "We've helped the government of El Salvador establish the basic safety net. It is working; it's taking care of the immediate problems. Now the challenge faced by the government is to begin to think about the future and how it is going to integrate the numbers of displaced persons into the economy of the country."

—USAID/El Salvador

Providing a safe and healthful working environment for the people of AID in Washington is the objective of OSHAC," stated Jerry Jordan, chairman of the Occupational Safety and Health Advisory Committee (OSHAC) and director, Executive Management Staff, Bureau for Asia and Near East.

Members of the committee advise the Agency's principal health and safety officer, Dave McMakin, director of the Office of Management Operations, on health and safety issues.

In December 1983, when Jordan first assumed the responsibilities as chairman of OSHAC, the committee distributed a questionnaire as a way of determining the safety concerns of Agency employees. The questionnaire raised issues ranging from equipment use to smoking in the workplace to exercise facilities.

"As a result of that survey," said Jordan, "the number one thing we decided to key in on was the Agency's smoking regulations, and we went full speed ahead to cope with that problem."

A second survey dealing only with the smoking issue was distributed in 1984. This survey provided the committee with statistics that showed Agency employees wanted stronger smoking controls.

"Since then, we have done everything from sponsoring the Great American Smokeout with the American Cancer Society to handing out brochures on quitting the habit to recommending to senior management of the Agency that a notice announcing changes in smoking regulations be issued," Jordan continued.

"Because of the committee's work, the Agency has tightened its smoking rules," explained Peggy Thome, director of the Office of Management, Bureau for Science and Technology. Thome will begin chairing the committee this month.

"For instance, there are now 'no smoking' signs in AID conference rooms and elevators," Thome said. The rules protect the non-smoker. In shared space, the non-smoker decides if it will be a smoking area. It took nearly two years to achieve these changes.

Committee Works to Promote Safety



Jerry Jordan, chairman of OSHAC, and Peggy Thome, incoming chairman, discuss committee agenda priorities.

Jordan credited Bill Alli, a committee member, for the change in smoking rules in the Agency. Alli organized the Agency's participation in the Great American Smokeout and has testified before a congressional committee on the issue.

"In fact, our smoking statistics were so convincing that Council Member Hilda Mason used them before the District of Columbia City Council in presenting a bill to restrict smoking in D.C. government work sites," Jordan added.

The committee also is active in working on other health and safety matters. For instance, committee members have pressed the Agency to provide exercise facilities for Rosslyn employees and to expand those at State. "We are trying desperately to get some kind of facilities in the Rosslyn area," said Jordan.

Thome added that more than 1,000 AID employees will be working in the Rosslyn area. "Every time a new building is leased for AID, OSHAC submits a letter requesting space for exercise facilities," she said.

To date, these requests have been denied for lack of money, space or other reasons. But there are signs that this may change. In an April 14 press release, OPM announced support for a proposal that would give federal agencies "broader discretion in using appropriated funds to start or expand exercise facilities."

The advisory committee members also respond to other employee safety concerns.

"In January, friable asbestos was discovered in the ceiling tiles of SA-18. OSHAC has pressed the building management, Charles Smith & Co., to live up to the terms of its agreement to provide the buildings free of all friable asbestos," Thome explained.

She noted that asbestos is only dangerous if it is in the air. So far, all air tests for asbestos in SA-18 have been negative.

Later this year, the General Services Administration will negotiate a new lease with the owners. The agreement will include the condition that all asbestos be removed or con-

tained. Health Officer McMakin stated that AID cannot stay in the building if the problem is not corrected.

Another accomplishment of OSHAC is the addition of a 35-minute presentation on occupational safety and health in the new hire orientation program. "We pushed for this," said Jordan, "because an executive order states that agencies are totally responsible for training in this matter."

Jordan emphasized that OSHAC has been successful in its efforts in large part because of the support received from top management. "McMakin and others recognized that employees want these kinds of programs."

In the surveys, Jordan noted, Agency employees voiced an interest in preventive medicine. Programs in weight control, smoking cessation, stress reduction and fitness were mentioned. "These are avenues," she proposed, "that OSHAC can get involved with in the future."

AID hopes to work on some of these programs in cooperation with the Department of State. Dr. Frank Keary in the Office of Medical Services expressed an interest in organizing a similar committee at State.

In assuming the responsibilities of chairman, Thome intends to address the asbestos problem in SA-18 and to emphasize the need for exercise facilities in Rosslyn.

Any Agency employee can present a health or safety concern to OSHAC in writing or in person, she said. Employees also are invited to attend the monthly OSHAC meetings.

Questions can be directed to members of the advisory committee who include Bureau for Science and Technology representatives Bill Alli, Edwin McKeithen, William Oglesby and Victor Barbiero.

Walter Kreutzer and Suzanne Killinger of the Bureau for Management and Oliver Davidson of the Office of Foreign Disaster Assistance also are members of the advisory board. Mary Lester, Bureau for Management, serves as executive secretary to the committee.

—Nancy Long

Contractors

From page 1, column 4

"The AID Opportunities for International Business program is designed," the vice president explained, "so that small businesses will continue to prosper by offering opportunities to expand in the international marketplace."

Morris explained that in fiscal 1978 about \$10 million of AID direct contract funds went to minority enterprises. By 1984 the total was about \$50 million. "In fiscal 1986 the target is \$100 million," he said.

"The dollar amount of contracting and assistance provided to HBCUs also rose to \$12.8 million in fiscal 1984 from only \$3 million in 1982.

This year the number of AID-funded foreign students at HBCUs increased from 247 to 350, and financial assistance amounted to over \$17 million."

Because of cuts in the Agency's operating budget, however, AID has had to economize further and limit its activities to priority programs. Morris identified the priorities as private sector development, agriculture research, research in combating diseases such as malaria, institutional development, basic education and family planning services.

He challenged conferees to focus on the priority areas and "plug in" to the Agency's programs.

Under the Gray Amendment, 10% of AID's development appropriation has been earmarked for minority- and women-owned organi-

zations, he said.

Morris explained that the Agency has taken a number of actions to achieve that goal:

- An early alert system, monitored by the Office of Small and Disadvantaged Business Utilization (OSDBU), was designed to make certain that minority participation is considered at the design stage of projects.
- The Minority Resource Center established information systems to identify organizations and their capabilities.
- The "preference" for host country contracting under which a developing country's procurement rules apply has been eliminated to encourage missions to use direct contracting whenever a minority set-aside is possible.

- The "points" (15 out of a possible 100) for prior experience with AID that used to be awarded in competitive procurements and often were decisive have been eliminated.

In closing, Morris told the business representatives, "Foreign economic assistance is a complex process. Doing business with AID isn't easy, but at least the artificial barriers are down, and with patience, perseverance and partnership, we have a real chance of making it—of being successful together."

The meeting in New York was the third and final conference this year sponsored by OSDBU to inform minority- and women-owned organizations what they can do to obtain AID contracts.

—Dolores Weiss

PERSONALITY FOCUS

Dwight Ink

by Suzanne Chase

The man who oversees AID's economic and humanitarian assistance to countries in the Latin America and Caribbean region, which encompasses some of the poorest nations in the world, is no stranger to the harsh realities of economic deprivation.

"I grew up on a farm in Iowa during the Depression," says Dwight Ink, assistant administrator of the Bureau for Latin America and the Caribbean (LAC). "We were so poor that at times I couldn't go to school when it snowed because I had no shoes."

Ink walked 2 1/2 miles each way to a one-room schoolhouse to attend classes with 15 other students in grades one through eight. Like other young men in the rural area, he often worked on neighboring farms during the harvest season.

"I worked my way through Iowa State University, taking mostly engineering courses at first," Ink says. His schooling was interrupted by World War II and four years of military service, during which he reconsidered his career ambitions. "I had time to think about the future," he says, "and decided that public service was of great interest to me and presented a great challenge."

When he returned to Iowa State after the war, he persuaded the university to establish a major in government. "I was only able to recruit one other student who was interested, and so the two of us made up the first graduating class in government," he laughs.

Pursuing what was to become a lifelong interest, Ink then enrolled at the University of Minnesota, graduating with a master's degree in public administration.

It was during graduate school that Ink, who later would serve in policy-level positions for seven U.S. presidents, became acquainted with the first of many political figures destined for the national scene.

As part of his graduate program, he was assigned to do an internship in the office of the mayor of Minneapolis, Hubert H. Humphrey. "Although we were of different political persuasions," says Ink, "we formed a good personal relationship that existed until his death."

Appointed to his present position by President Reagan, Ink's career has been spent in the public service bureaucracy rather than on the campaign trail.

With a background of public service on the local, state, national and international levels, he says, "No career has as many exciting opportunities and as much potential as public service. There are challenges one cannot find in any other field—challenges that affect large numbers of people in terms of their lives, their freedoms and their economic well-being."

Ink's first challenge was quite an

eye-opener for an idealistic young public administrator starting his first job out of graduate school. As assistant city manager for Fargo, N.D., he was responsible for setting up a merit personnel system and an open contracting procedure for the newly installed city manager form of government. In the process, "I uncovered quite a network of corruption that was very surprising for a small city," he says.

Despite threats to drive him out of the city after he rejected a bribe to drop the investigation, he and the city manager proceeded to reform the system and establish an aboveboard method of government. "I had a rather rapid transition from the academic halls into the real world of public administration," he notes.

From local government in North Dakota, Ink went to the federal Bureau of Reclamation and initiated a program to divert water from dams along the Missouri River to water-short communities in Montana, North Dakota and parts of Wyoming.

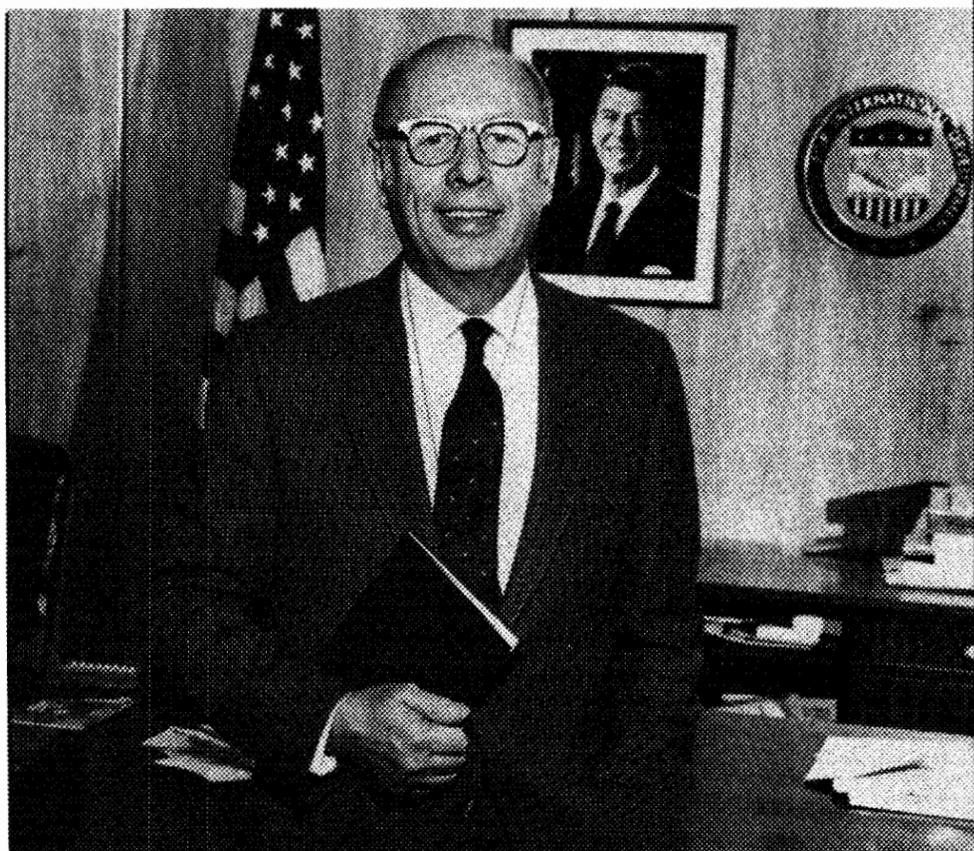
When the Korean War broke out, he transferred to the Atomic Energy Commission (AEC) where he was to spend the next 14 years in a variety of line management and policy-making positions. These ranged from tracking progress on the first manufacture of H-bomb materials at the Savannah River project in South Carolina to overseeing the development of the nuclear space program and naval nuclear reactor projects to involvement in international negotiations on the first limited nuclear test ban treaty. He worked first for President Eisenhower and continued negotiations under President Kennedy.

"The test ban treaty negotiations were especially interesting," he says. "A major accomplishment of the small group that I worked with was to establish the principle that it was very important to move toward arms limitation but only to the extent that a treaty can be monitored and verified."

Ink's involvement with the U.S. nuclear arms program had its humorous moments in hindsight. On his first trip to the White House, Ink was assigned to set up charts outlining nuclear weapons production prior to a high-level meeting in the President's office. The charts were locked inside two suitcases, each with a different combination lock that Ink had been given only the day before.

"I arrived early, and my role was just to take the charts in, set them up and get out of the room," he recalls. When he entered the room, there sat President Eisenhower. "I was so excited," Ink says, "that I could not remember the combinations to the locks."

The President, Ink says, realized what the problem was. "He relaxed me with small talk about what was then 'Big Six' football in the Mid-



Dwight Ink: "No career has as many exciting opportunities and as much potential as public service."

west. Luckily, I was able to remember the combinations before the others arrived for the meeting and ended up briefing the President on the nation's nuclear stockpile."

Ink had a number of special assignments while with the AEC. The most exciting, he says, was his appointment by President Johnson as executive director of the reconstruction of Alaska following the devastating 1964 earthquake.

"The undertaking was unprecedented in peacetime history," he says. "The economic viability of the state was destroyed by the earthquake, which measured 8.5 on the Richter scale. The area of devastation covered over 70,000 square miles. All public facilities—roads, water systems, harbors, railroads—had been destroyed. We were faced with a massive departure of people."

To add to the urgency, the entire reconstruction program had to be completed in six months before the onset of winter. "When I arrived in Alaska, I couldn't find a single engineer who said it could be done," Ink recalls. "I wondered why I had ever accepted the assignment, except that when the President asks you to do something, you want to do it."

Drawing upon every cabinet department and independent agency in government, "with the single exception of the Battle Monuments Commission," Ink says, the impossible was accomplished—and in record time. "We got the railroads running—only 35 miles an hour but running nevertheless—and wooden bridges built that would last through the winter (after which they were replaced with permanent steel construction). Thanks to the tremendous work done by all the agencies, Alaska was back in operation before the winter storms."

A source of personal satisfaction, he adds, was that the experience dispelled the "mythology of the bureaucracy" in the eyes of Alaskans who saw firsthand how rapidly and constructively their government could operate on a number of fronts in a

peacetime situation. "At the end of the six months, the federal bureaucrat was generally regarded as a hero," he says.

He continued cutting red tape as an architect of President Nixon's New Federalism program while serving as assistant director for executive management in the Office of Management and Budget, which had been newly established as a result of legislation drafted and defended by Ink. "The heavy decentralization of federal operations to the state and local level laid the foundation for programs President Reagan has carried much further," he says.

Having organized the new Department of Housing and Urban Development under the Johnson Administration, Ink did the same for the Environmental Protection Agency for President Nixon. For President Ford, he managed the government-wide energy conservation program following the Arab oil embargo as deputy administrator and acting administrator of the General Services Administration.

Ink continued his efforts to improve governmental operations in the academic arena as well, serving from 1976-80 as director of American University's Center for Local and State Government as well as director of the university's Office of Continuing Education and Sponsored Research.

During this period, he re-entered government for six months under the Carter Administration as executive director of the President's Personnel Management project. The resulting Civil Service Reform was the first major overhaul of the federal personnel system since it was established in 1883.

When President Reagan was elected, Ink was called into service as a senior policy advisor on the transition team by colleagues he had known in the Nixon White House. "I was asked to oversee plans for government-wide organization and management in the new administra-

(continued on page 7)

MEREC Achieving Resource Savings

by Nancy Long

As cities in developing countries grow, so too do their needs for energy and other consumable resources. Often growth occurs more rapidly than the city can handle, and the drain on the city's resources is overwhelming. The result is the familiar scene of massive metropolitan deficits in shelter, sanitation, water, transportation and employment.

For the last five years, the Bureau for Science and Technology has worked on a \$1.6 million project that holds promise for improving the situation in rapidly growing small to medium-size cities.

The project, Managing Energy and Resource Efficient Cities (MEREC), began as a demonstration to show that secondary cities with rapidly growing populations can achieve resource and energy savings by introducing specific technological and management techniques. The program relies on innovation and on ideas that reflect the needs and limitations of the locality.

Eric Chetwynd, chief of the Regional and Rural Development Division and deputy director of the Office of Rural and Institutional Development, has been involved with the MEREC program since it began.

"The main objective of MEREC is to introduce better ways of planning and better ideas for managing urban resources," he explained.

"The need for MEREC is urgent," he added. From 1950 to 1980, the number and population of cities tripled in Africa, Asia and Latin America.

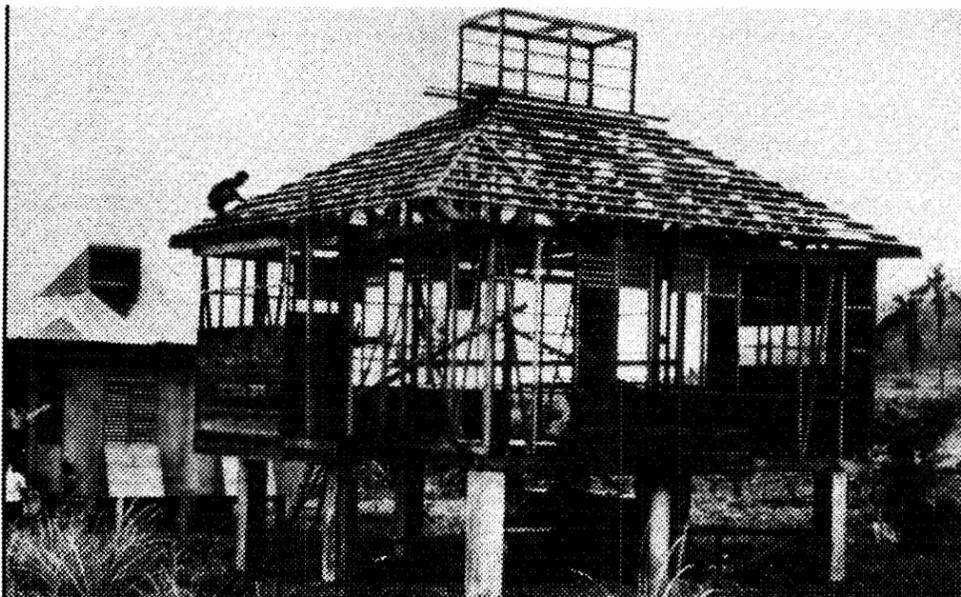
By using a sectoral and resource-focused approach, MEREC identifies urban practices that would make more efficient use of energy and other resources. The most critical urban sectors include water, transportation fuel, urban waste, land use, housing construction and electrical power.

MEREC is designed for secondary cities with populations of 50,000 to 150,000. Small to medium-size cities were chosen for demonstration because a low-cost MEREC approach is likely to have a greater effect in smaller cities.

Chetwynd added that because these secondary cities are still in the initial stages of rapid growth, MEREC could influence growth patterns significantly. For instance, the operation of water and electric systems, the design of waste disposal and the construction of building and housing projects could be planned in a cost-efficient way.

According to Chetwynd, the demonstration cities have other features in common. The city managers are willing to experiment. Public and private sector representatives are willing to help themselves and take advantage of opportunities.

Each city is growing rapidly and experiencing an energy and natural resource problem. Finally, city officials are aware of problems and determined to solve them.



In Tacloban, the Philippines, air flows in from the floors and out through the ceilings to help ventilate MEREC homes, designed by local architects and engineers.

MEREC consists of three stages: start-up, planning and implementation. Start-up is a three-month period of organization. During this time, the mayor or city manager names local engineers, architects and city planners to the project. These representatives work together in identifying the specific problems of their city.

The next stage, planning, lasts six months. It begins with the arrival of technical specialists from the Tennessee Valley Authority (TVA), the Agency's contractor for the project. The participants divide into work groups. With advice and training from TVA experts, specialists design strategies to handle specific sectoral problems.

Jim Gober, manager of the project for TVA, explained, "TVA is responsible for overall project management, including refining project design, submitting progress reports and helping MEREC cities prepare work plans and budgets."

"Since 1983, TVA has fielded specialists in electrical engineering, transportation planning, land use planning, landscape architecture, municipal water systems and solid waste management."

Implementation, the final stage, is the action plan of the project. This takes about two years, during which TVA representatives make quarterly visits to the city to check its progress.

Chetwynd reported that the MEREC program has been very successful in the three demonstration cities of Tacloban, the Philippines; Guarda, Portugal; and Phuket, Thailand. This success has in no small measure been a product of enthusiastic support and guidance by participating AID missions in those three countries.

Tacloban, with a population of 103,000, will finish its implementation phase this year. Eighteen resource-efficient projects have been initiated since 1983.

The housing sector projects in Tacloban are good examples of how the program works. Chetwynd said that a special air-flow design used in MEREC houses resulted in temperatures up to five degrees centigrade

lower than non-MEREC houses. Air flowing in from the floors and out through the ceilings helps ventilate the homes.

The design of the MEREC houses resulted also in a 40% savings in water bills and 30% savings in electricity costs.

Local architects and engineers created the designs for these energy-efficient homes. Now plans are in progress to use these same designs in schools.

Backyard gardening also was introduced to use idle land. In the yard of an average MEREC house, there are five pigs and 50 chickens. "This results," Chetwynd stated, "in additional income for the family of 500 pesos (\$25) a month."

Each house has biogas generators that run on the waste of the pigs and chickens. The generators produce the energy equivalent of two to three bundles of wood. "Considerable money is saved, and wood is conserved at the same time," Chetwynd added.

In Phuket, Thailand, a city of 45,000 people, 11 projects are now under way. A 75-acre tin mine is being reclaimed for use as a multi-purpose site. It will include community college facilities, fish ponds, vegetable gardens, cashew trees and recreation areas.

MEREC funds also are being used in Phuket to construct a fermentation tank. The tank will convert human waste into fertilizer.

Guarda, Portugal, is the third demonstration city. Guarda is the highest city in Portugal with an elevation of 3,000 feet. Water is pumped, at a high energy cost, from the valley to the city. Leakage was an expensive problem, but MEREC funds solved the problem with the purchase of a leak-finding device, resulting in water savings of 40%.

The MEREC approach has eased considerably the financial and natural resource tensions for these rapidly growing cities. "The enthusiasm for the program is great," Chetwynd said.

In Portugal, the government has used national television to promote MEREC. The government also will present its own conference on MEREC this July.

In the Philippines, too, mayors will come together in Tacloban to learn about the project and discuss how it can be applied in their own cities.

"People get excited about the MEREC approach because the demonstrations show concretely that it can make a difference," said Chetwynd.

"The idea is to free up resources for development. All of the money and natural resources saved by the governments and individuals can be used for other development activities, medical care or education."

Long is a staff writer in the Office of Publications.

Grant Deadlines Near



"The potential for using Israeli scientific expertise for the benefit of developing countries offers very considerable promise," said Dr. Howard Minners, science advisor, following his recent visit to several research projects being sponsored by grants from the Office of the Science Advisor (SCI).

For example, he saw how Ben-Gurion University in Israel is cooperating with scientists in Botswana to develop several plants native to Botswana. The resultant plant selections should provide new fruit and nut crops for the arid, tropical zones of Africa.

Another AID-funded project pairs the Central American Industrial Research Institute in Guatemala with Ben-Gurion University researchers in seeking an efficient biological system to reduce the polluting potential of discharges derived from the pulp industry.

Other projects include growing tomatoes in saline soils, improving drought tolerance of crops and investigating the use of biological controls for plant diseases caused by soil fungi or cassava mosaic virus.

Minners pointed out that SCI manages two separate grants programs that offer opportunities for developing country scientists to compete for financial support of innovative research. Updated descriptions of both programs are currently in the final stages of Agency review.

New deadlines for receipt of preproposals, however, have been established.

For the U.S.-Israel Cooperative Development Research (CDR) program, preproposals are due before Nov. 14.

The next deadline for preproposals for the Program in Science and Technology Cooperation (PSTC) will be Feb. 1, 1987.

'Toys Around the World' Exhibit Being Organized

The universality of toys and play links children the world over, transcending differences in language, culture and nationality.

A special exhibit on "Toys Around the World," planned by the University of the District of Columbia (UDC) for the 1986 holiday season, should interest AID employees and their children, many of whom have firsthand experience with cross-cultural toys and games through assignments abroad.

"For two months, beginning in mid-November, the university's Carnegie building will be transformed into a magical land of toys and fantasy through this major toy exhibit," says Doris Johnson, assistant professor of psychology at UDC and coordinator of the exhibit.

The theme of the exhibit is the universality of toys and play, both from antiquity and cross-culturally.

On display will be toys borrowed from the Smithsonian Institution, the Margaret Woodbury Strong Museum in Rochester, N.Y., the Indianapolis Children's Museum and, from London, the Bethnal Green Museum of Childhood and Pollock's Toy Museum, as well as private toy collections. Among the latter will be a collection of toys made by Ghanaian children, loaned by Oliver Davidson, an assistant director of AID's Office of U.S. Foreign Disaster Assistance and chief of its Operations Division.

"I have always been fascinated by the ingenuity of children and their

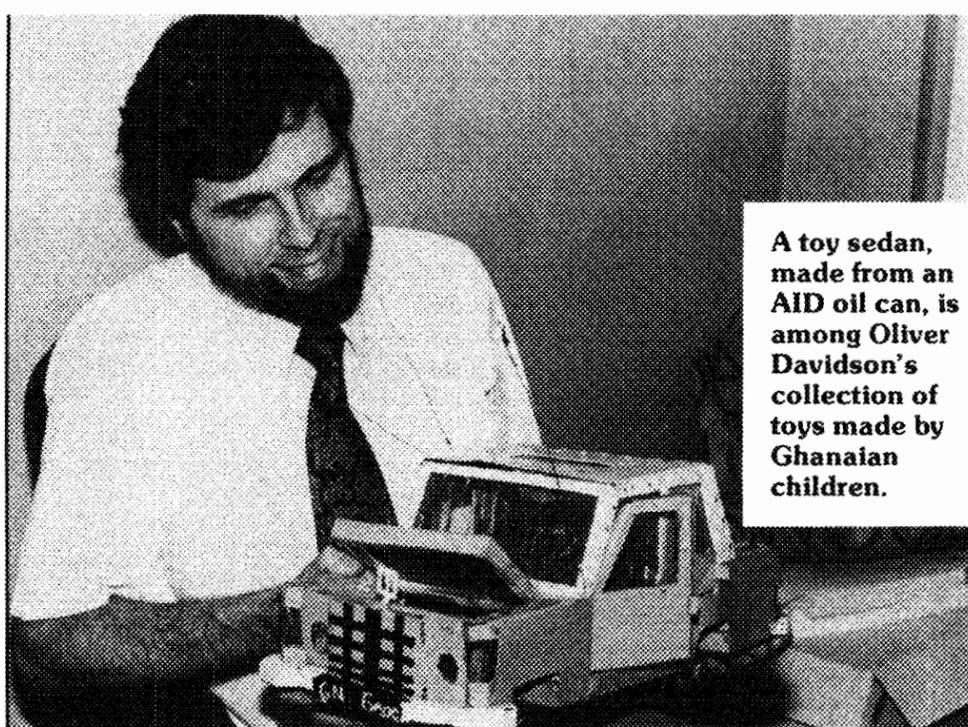
creativity in making playthings," says Davidson. "In Ghana I found the children particularly resourceful in making small replicas of vehicles constructed out of scraps of metal and rubber and painted in bright colors."

Davidson was so impressed with the models of "tro-tros" (privately owned local buses) produced by one 14-year old boy that he took orders for them from among his friends. "They were remarkably accurate replicas of the buses, even to the personal expressions the owner displayed on the front of his bus, such as "No Money, No Friend," and "To Be a Man Is a Privilege."

Michael Zak, a program officer in the Bureau for Program and Policy Coordination who also collected the handmade toys while serving in Ghana, points out that these toys were made from recycled materials, such as discarded margarine cans, scrounged in an economy where toys of any sort were generally not to be found at any price and where children are not surrounded by a technological society.

"A child's creativity is universal," Zak says. "These handcrafted toys show the spirit and initiative used in translating what the eye sees into a toy duplicating advanced technology in detail. These children are likely to be the future technicians of their society."

Davidson has loaned his toy collection several times. "I believe that



A toy sedan, made from an AID oil can, is among Oliver Davidson's collection of toys made by Ghanaian children.

children in our country need to know more about children in other countries."

In addition to the toy exhibit, the UDC project also involves important educational and consumer-oriented components, according to Johnson.

"During the first week of the exhibit, there will be several seminars and workshops on topics related to toys and play conducted by researchers and experts," she says.

UDC also has arranged for special educational programs during scheduled field trips by area schools.

For consumers, the university is developing brochures on topics related to play and the importance of toys and play in all aspects of children's development.

The university's ultimate goal, according to Johnson, is to establish a

permanent collection of toys for a Museum of Toys and Play. Associated with the museum will be an Institute on Play that will serve as an interdisciplinary educational and research center on toys and play and a clearinghouse for information.

AID employees who would be willing to lend toys from around the world for the exhibit or donate to the permanent collection should contact Doris Johnson, Department of Psychology, UDC, 4200 Connecticut Ave., N.W., Washington, D.C. 20008, (202)282-2153 (office) or (301)567-2077 (home).

The project is sponsored by the Psychology and Media Resources departments of UDC. Dates and times for the exhibit will be announced.

—Suzanne Chase

Dwight Ink

From page 5, column 4

tion," he says, "and developed a proposed agenda for implementing the reorganization proposals."

Ink first became involved with AID's work as an independent consultant in 1984-85. He was asked by Deputy Administrator Jay F. Morris to assess the adequacy of mission staffing levels and management operations for carrying out the Kissinger Commission's recommendations for assistance to Central America.

That assignment eventually evolved into visits to missions around the world to review managerial issues for the Agency and provided an excellent overview of Agency operations in the LAC region as well as in Africa and Asia prior to his current position, he says.

Outlining the priority concerns of the LAC bureau, Ink says, "At the moment we are primarily concerned with the proposed budget cuts being discussed in Congress, some of which would have a devastating impact on our ability to assist countries in the region. Our most serious problem is how to alert decision makers to the near impossibility of maintaining an effective program of assistance if these cuts go through."

At present, he says, "We are mov-

ing forward with the Central American initiative and the Caribbean Basin Initiative, with particular emphasis on child survival programs, private sector activities and major increases in participant training.

"In addition, we are giving increased attention to the Andean countries where there are some very important challenges, not the least of which is the narcotics problem."

Ink points out that, while narcotics control has not been a major AID focus in the past, "As the seriousness of the problem has grown, Congress increasingly has linked a number of AID programs to the extent to which progress is made by our neighbors to the south in controlling narcotics."

In his administration of the LAC bureau, which numbers around 500 direct-hire employees and has a fiscal 1986 budget of \$1.3 billion, Ink adheres to the recommendations he made to the Agency as a consultant. "I recommended decentralization and simplification of contracting and other administrative procedures," he says, "and greater emphasis on project implementation as opposed to design."

He also stresses the importance of greater training opportunities, particularly in management skills for Agency personnel and professional training for foreign service nationals at field posts.

"We have put forth substantial effort to install a 'management by objective' system in this bureau, in which the Action Plan is the primary tool," he adds.

Much work has been done already in cooperation with the Bureau for Science and Technology's Office of International Training to cut training costs. Efforts are proceeding to do the same in the area of health programs in the LAC region.

In working to streamline training costs, Ink had the advantage of being well acquainted with the director of International Training—his wife Dona Wolf.

"Her enthusiasm for AID's programs had a lot to do with my decision to accept this position," he says. In addition, he jokes, "It certainly makes it convenient for us to commute."

At home, Ink's rare moments of leisure are spent working in his yard, which has a small stream running through it and periodically is home to ducks, an occasional fox and racoons. "We feed them, and they will come within a few feet of the house—and yet we're located only five blocks from a subway stop," he says.

"I enjoy the outdoors and planting things my wife—who is an avid birdwatcher—says will attract birds," he adds. Ink actually prefers to

watch the Redskins and says, "If I had more time off, I'd spend it at football games."

Most of Ink's time away from the office is something like a busman's holiday. "I actually put a fair amount of time into professional organizations," he says, particularly the National Academy of Public Administration and the American Society of Public Administration (ASPA). Ink has served as national president of ASPA as well as president of the Washington, D.C., chapter and has chaired a number of academy management analysis panels for the government.

"I am always trying to interest people in entering public service—and staying," he says. "Despite the frustrations, public service should be regarded as an opportunity to become involved in very exciting work."

"AID places people in remote locations with limited resources and gives them very complex tasks, often under volatile circumstances. This requires a tremendous amount of ingenuity, risk taking and creativity on the part of our people."

Because of this, he adds, "I firmly believe that today this Agency provides the best opportunity of any government organization for a challenging and rewarding career." Chase is assistant editor of Front Lines.

MISSION OF THE MONTH

AID in Zimbabwe

by Bill Outlaw

The setting in Harare could easily pass for that of a medium-size Southern or Midwestern city in the United States. There is a relaxed, laid-back atmosphere in which no one seems to be in a hurry. Rows of well-trimmed jacaranda trees provide refreshing shade along the streets of the capital city. Clothing stores, restaurants and tourist shops are in abundance in the thriving commercial sector.

Nature lovers can enjoy a photo safari at one of Zimbabwe's game reserve parks where elephants, lions, rhinoceroses, antelope and other wild game can be seen.

Tourists from all parts of the world come to see the splendor of Victoria Falls, one of the seven natural Wonders of the World. The five falls include the breathtaking Rainbow Falls where a rainbow's colors continually blend with the rushing water.

There is little physical evidence now to indicate that Rhodesia became Zimbabwe only six years ago, after nearly 15 years of intense civil war.

But the hard-fought war did take its toll on the countryside. Thousands of people were left homeless. More than 2,200 schools and 1,800 health clinics were destroyed. Roads and bridges were torn up, and irrigation systems were demolished. Mine fields planted throughout the countryside needed to be cleared.

Many of the people who had been involved in running the Rhodesian government fled the country. As a result, Zimbabwe was left without some of the technical skills and government experience so badly needed in developing countries.

The country's agricultural system was well developed, but it had been dominated by large commercial farm-

ers who thrived under the subsidies of Rhodesian Prime Minister Ian Smith. Because of the policies of the Rhodesian government, successful small-scale farmers were virtually non-existent.

The new government needed help, and the British, who had ruled the country from the late 1800s until 1965, pushed for international support to help expand health care, agricultural production, education opportunities and employment, especially for lower-income groups.

On April 19, 1980, the day after Zimbabwe's independence, the United States became the first international donor to sign an agreement with the new government when AID agreed to provide a \$2 million grant.

"The top priority then was to rebuild the schools, rural health clinics and rural infrastructure that had been damaged or destroyed during the war," says Mission Director Roy Stacy.

Another immediate problem was that hundreds of thousands of returning refugees needed to be fed and resettled. Another \$8 million was provided by AID to international agencies such as the World Food Program and the U.N. High Commission for Refugees.

"The refugees were given pre-measured packs of fertilizer, seeds and agricultural tools to help them get re-established," Stacy says.

Because the Rhodesian government had been cut off from most of the rest of the world, Zimbabwe also inherited a critical need for foreign currency at independence.

Foreign currency in the form of cash grants from AID enabled the Zimbabwe private sector to purchase raw materials, spare parts, medical supplies, heavy construction and transport equipment and agricultural equipment needed to begin reconstructing the war-damaged economy.

"These first grants of untied foreign exchange provided the economy with funds to import critically needed spare parts and equipment for industry, commerce and agriculture," says Stacy.

In March 1981, the Zimbabwe government hosted an international donors conference, the Zimbabwe Conference for Reconstruction and Development (ZIMCORD), at which donors pledged more than \$1 billion in aid.

The United States, represented by Administrator Peter McPherson, indicated it would request \$75 million in fiscal 1982, to be followed by similar amounts the two following years if the initial funds were used well, Stacy says.

Reconstruction and rehabilitation projects were under way by 1982, and AID and the Zimbabwe government turned their attention from reconstruction to long-term development and the resources pledged at ZIMCORD.

The first objective was to assist the government in bringing together

foreign and domestic investment resources to form a sound basis for continued economic growth.

The second goal was to increase incomes and employment opportunities in rural areas, primarily by improving the productivity of small-scale farmers.

AID's first country development strategy statement represented an agreement with Zimbabwe for a "growth with equity" program designed to increase productivity on long neglected small farms while maintaining essential support for the already productive farm sector, Stacy says.

"The strategy was later broadened to include support for skilled manpower and support for a comprehensive voluntary family planning program to help slow the population growth rate. A housing program was added later to expand Zimbabwe's low-income housing," Stacy says.

FOREIGN CURRENCY PROVIDES BOOST

From the outset, the AID mission in Harare looked for ways to enlarge the base of Zimbabwe's development, especially among small farmers and the unemployed in urban areas. A method also was needed to channel foreign exchange to the private sector to enable companies to import spare parts, capital, equipment and raw materials so that new employment would be stimulated.

The answer was a Commodity Import Program (CIP) with 80% of the foreign exchange reserved for private companies. To date, more than \$153 million has been expended under this program to the benefit of more than 700 Zimbabwe companies.

In order to address farmers' needs for foreign exchange and commodities, a CIP was integrated with the Zimbabwe Agricultural Sector Assistance (ZASA) program.

"To date, a total of \$31 million has been allocated to import equipment and supplies for the agricultural sector under the CIP component of this program," says Eric Witt, agricultural development officer.

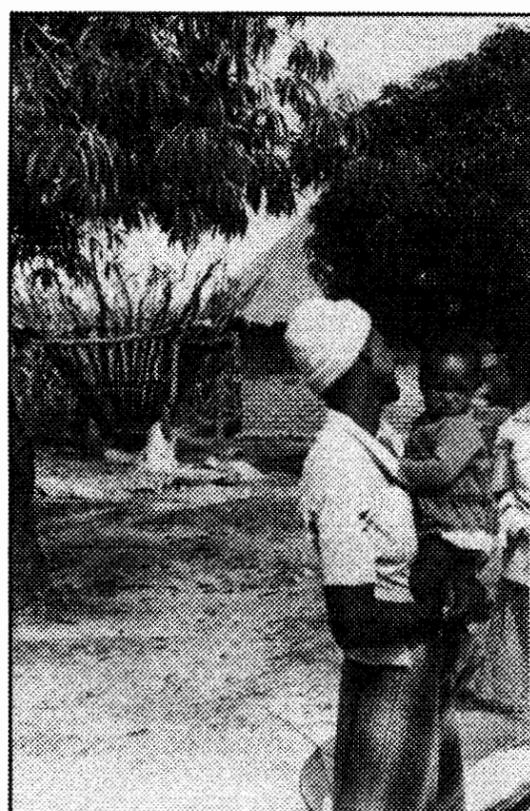
The program uses the money to buy essential agriculture imports from the United States, such as combines, front-end loaders, tractors, bagging materials, irrigation piping and raw materials for the private agriculture industry, Witt explains.

"The local currency generated from the purchase of these commodities then is made available for a range of agricultural development projects that support small-farmer development," he says.

"The ZASA program has enabled us to double the impact of our resources," adds Deputy Mission Director Scott Smith. "We are able to address the private commercial farmer's need for foreign exchange while also helping the primary target group, the small-scale farmers."

The program also helps generate income in rural areas so that off-farm employment can be created, Smith points out.

For example, foreign currency was



Grace Tafirenyika (right) counsels women on benefits of family planning as part of traceptive distribution program in Zimbabwe.

used to purchase two cotton gins in smallholder producing areas.

"Cotton has really taken off as a crop since then," Stacy says. In 1981, there were 44,000 smallholder growers registered with the Cotton Marketing Board. By 1985, that number had increased to 158,000, and total smallholder production had grown from 32,000 tons in 1979 to 96,000 tons in 1985, or about 40% of the nation's output.

"We're finding farmers in some areas that have had a tenfold increase in disposable income," Stacy says. "The program is beginning to create small rural growth centers where you see private businesses like a hardware shop, a small bank and a car repair shop opening up."

Another important aspect of ZASA is training. AID provided funds for the enlargement of the private Kadoma Cotton Training Center, which houses up to 300 small-scale farmers. Here they receive three weeks of training from agricultural agents on the various aspects of cotton farming.

"We train them in things such as how and when to plant cotton, the proper way of picking cotton and how to recognize pests and apply insecticides," says Michael Jarachara, the center's training officer.

The center also is used to train coffee growers and tractor drivers. Local cooperatives use the facilities for training purposes as well.

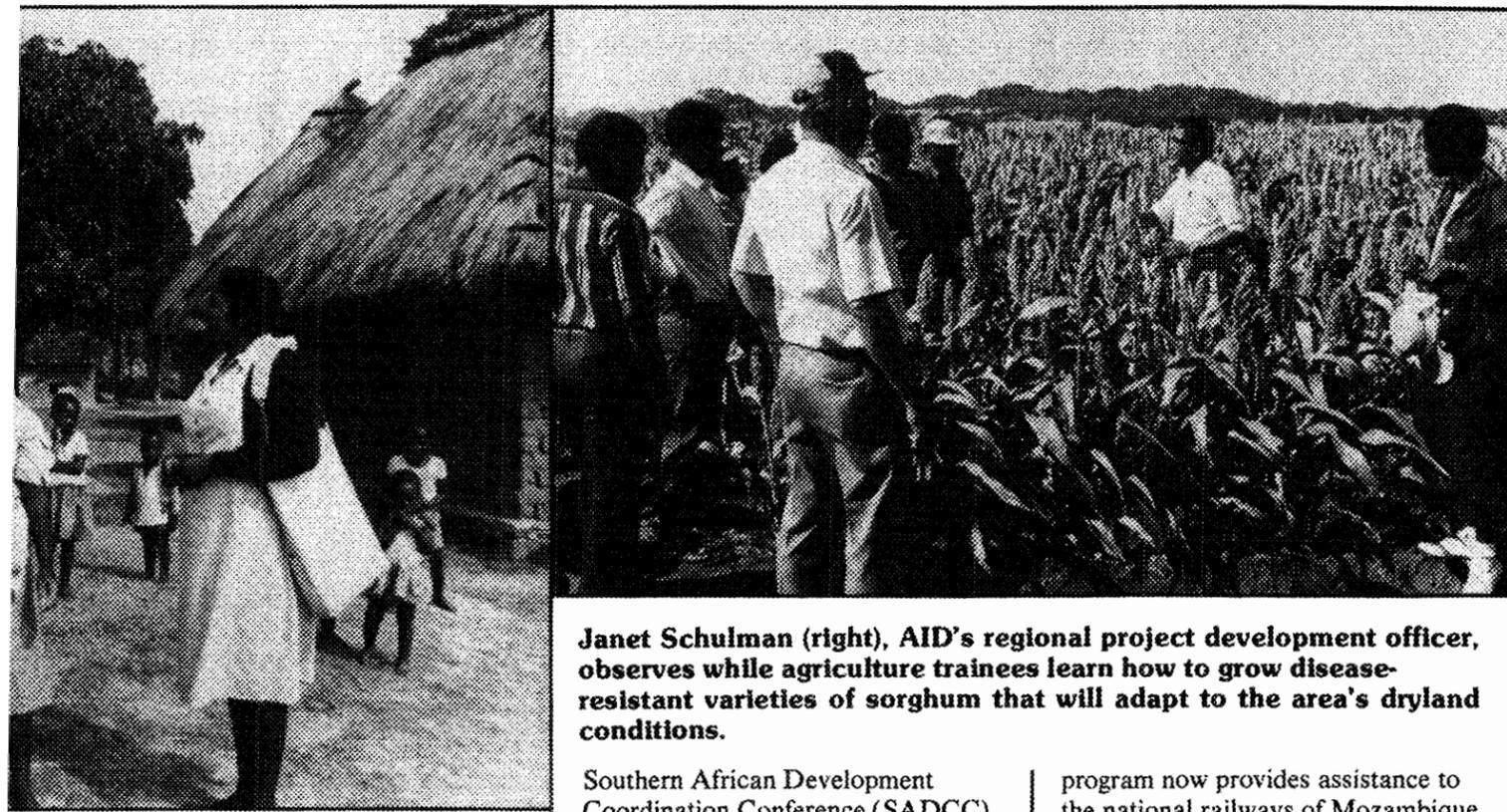
Training under ZASA also has benefited the University of Zimbabwe's agricultural department faculty. In a major expansion, AID funding has led to an increase in the number of agriculture students—from an annual level of 12 in 1980 to 100 last year—by paying for expanded facilities, additional training for professors and temporary faculty members from the United States.

The Harare-based institution now has a graduate program and sends students to the United States for further training.

"It used to be that agriculture



Mission Director Roy Stacy: AID has helped the private sector in Zimbabwe demonstrate that it can make a major contribution to development.



Janet Schulman (right), AID's regional project development officer, observes while agriculture trainees learn how to grow disease-resistant varieties of sorghum that will adapt to the area's dryland conditions.

in the Goromonzi district about the AID-backed community-based con-

aduates from the University of Zimbabwe were considered second-rate," says Malcolm Mackie, the school's dean. "Our students now are performing well in the field and at schools in the United States."

AID money also was used to purchase a farm near the university, which is used for practical training and student research. Students are given up to 15 hectares to plant.

The success of the government's agricultural policies, formed with encouragement from AID, is reflected in the fact that Zimbabwe is one of the few countries in Africa that is not only self-sufficient in food production, but also is exporting to deficit countries, Witt points out.

"ZASA has directly aided the redesign of the national extension service of the Ministry of Agriculture in shifting its emphasis from the large-scale commercial agricultural sector to the small-farm sector," Witt says.

REGIONAL PROGRAM IN HARARE

AID's Harare mission also serves as headquarters for a southern Africa regional office, which coordinates its programs with the

Southern African Development Coordination Conference (SADCC).

SADCC is an association of the nine majority-ruled states of southern Africa—Angola, Botswana, Lesotho, Malawi, Mozambique, Swaziland, Tanzania, Zambia and Zimbabwe. It was formed in 1979 to accelerate regional economic growth and to coordinate efforts to improve living conditions in the region.

AID's regional program focuses on transportation, agricultural research and training and provides institutional development assistance to several of SADCC's coordinating bodies.

In the transport sector, efforts have been aimed at rehabilitating the region's relatively extensive road, rail, port and communications networks that have been damaged or have deteriorated as a result of political conflicts, insufficient funds or lack of sufficiently trained manpower, says Dale Pfeiffer, deputy mission director for the Southern Africa Regional program.

An AID-funded Regional Transportation Strategy Paper was developed in 1985 that identified activities to alleviate bottlenecks in the regional transportation system.

"Based on this study, the regional

program now provides assistance to the national railways of Mozambique and Zambia," Pfeiffer says. "The regional program also is designing a lake port improvements project in Malawi and a regional shippers communications project in the region," Pfeiffer says.

Other assistance is provided for road rehabilitation in Zambia and Malawi.

In the agricultural research and training sector, regional assistance has focused on the strengthening of the region's research capabilities through training of scientists, involving the national crop research programs in regional programs and establishing the Southern African Center for Coordination of Agricultural Research to coordinate activities in the region and to disseminate information.

Under the SADCC Sorghum and Millet Research and Training project, thousands of varieties of sorghum and millet are being developed that will be adapted to the various environments found throughout the area.

The AID Southern Africa Regional program has provided \$14.8 million to support development of a research station in Matopos, which has, to date, experimented on 10,000 varieties of sorghum and 5,000 varieties of millet.

The regional program also provides institutional support by giving financial assistance to three of SADCC's sector coordinating planning bodies—Zimbabwe's Food Security Unit, the Regional Training Council in Swaziland and the Fisheries Coordination Unit in Malawi.

In addition, scientists from the various SADCC countries have begun degree training under a 10-year program developed as part of the project, while short-term training is being provided in the region.

MISSION LIFE ENJOYABLE

While he likes working and living in Zimbabwe, Pfeiffer's job with AID is what interests him the most.

"I think Africa is where basic

development is taking place. Other parts of the world have reached another stage of development," he says. "In Africa, it's more straightforward. You can visualize the problems. You can visualize the results. Development is what people are doing every day."

Harare's easygoing lifestyle appears to suit the AID staff. Even the place where AID staffers work exudes a cozy, homelike atmosphere. The mission's offices are located in the middle of a residential section and, in fact, used to be two-story homes that have been converted into offices.

"It's a great place for family life," says Smith.

In addition to enjoying the scenic beauty of Victoria Falls or the excitement associated with a wildlife photo safari, AID staffers and their spouses frequently spend their leisure time by getting involved in community activities.

"My wife got involved in an adult literacy program that we were conducting at our house," Stacy says.

The school systems are good and include both private and public schools. Many parents spend much of their time with community management committees, which function similar to Parent Teacher Associations in the United States.

There also is considerable opportunity for spouses to find employment.

"I don't think we have a single spouse—either at the American Embassy or AID—who has been interested in working and has not found a job," Stacy says.

Harare offers a repertory theater, ballet, private clubs, relatively current American movies, horseback riding and other sports activities such as swimming and tennis that can be enjoyed year-round.

"I really like it here," says Witt. "There's a lot to do both on and off the job."

Family planning is one area where AID has a lot going on. Zimbabwe's population growth has been one of the world's highest, increasing at the rate of more than 3.5% per year. If that trend continues, the country's population would double in less than 20 years.

The new Zimbabwe government has backed family planning since independence, recognizing that it will not be able to provide jobs and other services to match the continued growth, says Lucretia Taylor, AID's program officer in Harare.

"The prime minister has already publicly stated that the population is growing too quickly and that people should cut back on the number of children they have," says Dr. Esther Boohene, coordinator of the government's National Family Planning Council.

Boohene says the council has incorporated a seven-part program begun after independence that has become so successful that it now serves as a model for other developing country programs.

The seven components include a community-based contraceptive distribution program in which trained

(continued on page 10)



AID convinced the Zimbabwe government to allow homeowners to contract with private sector builders. This house at the Kuwadzana project in Harare is one of some 10,000 homes being built at four locations for low-income families.

Zimbabwe

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family planning workers regularly visit homes in rural areas to counsel women about family planning and provide them with contraceptives.

"I point out the benefits that family planning can bring to families," says Grace Tafirenyika, a Zimbabwean program counselor who visits the villages in the Goromonzi district on a bicycle paid for with AID funds.

Other aspects of the program include youth advisory services on family planning that start in the students' seventh year of school; information, education and communication services; medical and clinical services; strengthening of the management and administrative capacity; and establishment of a research and evaluation unit.

The CIP also has played an important role in family planning. Local currency generated under the CIP paid for buildings in Harare that are used to train family planning workers from throughout the country.

Current statistics show an increase in contraceptive users from 50,000 in 1982 to an estimated 400,000 last year, Taylor says. Most significantly, data from the 1984 Zimbabwe reproductive health survey indicates that 39% of married women are being protected from pregnancy either by modern or traditional methods.

"This is by far the highest rate in Africa," she points out.

An intermediate goal of the Zimbabwe government is to reduce the average number of children per family from six to four, Taylor says.

"The project has become so successful that other African countries are coming here to observe the program and use it as a model for setting up their own family planning projects," says Taylor.

Another long-term obstacle the AID mission is working to overcome is the country's shortage of skilled manpower and the inadequate number of educational and vocational institutions for students and teachers.

To address those long-term needs, AID first had to respond to the immediate need for rebuilding hundreds of rural primary and secondary schools that had been damaged during the liberation struggle, Stacy says.

Since 1980, AID funds have been used to repair more than 3,000 schools and rebuild 33 others. School enrollment quickly rocketed. The number of children enrolled in primary schools increased from about 900,000 in 1979 to 2.1 million in 1984. The number at secondary schools jumped from 66,000 in 1979 to more than 422,000 in 1984.

With the increased enrollment came the need for more facilities and teachers, Stacy says.

To assist the government with the Zimbabwe Integrated National Teachers Education Course (ZINTEC), AID funded the construction of a regional ZINTEC college at Gwanda and helped develop the Belvedere Teachers Training College for secondary teachers.

The Zimbabwe Manpower Devel-



Joshua Mushauri (left), a graduate of an AID program at the University of Zimbabwe: "The education Zimbabweans receive at the school gives them the training needed to become successful farmers."

opment project (ZIMMAN) was set up in 1983 and quickly became the largest participant training program in sub-Saharan Africa, with more than 300 participants receiving training in agriculture, engineering, technical skills, health, management and education.

"The twofold objective is to strengthen and expand Zimbabwe's institutional training capacity and to supplement existing capacity by providing training opportunities for graduates and public and private sector employees," Stacy says.

Another training and education-based program is run by the Adult Literacy Organization of Zimbabwe (ALOZ), which has used AID money to pay for administrative offices, train workers and buy a printing press.

"The printing press operation gave us the ability to provide needed reading materials at cost for thousands of Zimbabwean adults learning how to read," says Evelyn Shava, director of ALOZ.

ALAZ has trained more than 80 adult literacy teachers. Their training includes helping the students learn to participate in group activities and manage income-generating group projects such as market gardening and commercial dressmaking.

Funds generated are used to help pay for the training and reading materials.

PRIVATE SECTOR PLAYS MAJOR ROLE

AID's low-cost housing project serves as an excellent example of how a government's policies can be influenced to give the private sector a boost, says Smith.

The housing project was designed to address a critical housing shortage in which as many as 85,000 people were on the capital city's waiting list.

AID and Zimbabwe's Ministry of Housing agreed to a \$50 million plan to provide nearly 10,000 homes for people on low incomes. The units are now at different stages of construc-

tion at sites in Harare, Kadoma, Chinoyi and Marondera.

"The government originally wanted to have 'construction brigades' build the homes, but AID was able to convince them that it was a job that could be done better by the private sector," Smith says.

AID also was able to convince the government to allow individual homeowners to pick one of four floor plans, rather than requiring everyone to use the same design.

"We learned the importance of giving the individual a choice," says Hamim Magdon-Ismail, deputy secretary for Zimbabwe's Ministry of Public Construction and National Housing.

As a result, the majority of the project's homes have been built with "aided self-help" in which the owner contracts with a private firm for work that he cannot do himself.

At the Kuwadzana project in Harare, more than 2,000 small, private firms have been involved, and the project has resulted in creating at least 3,200 jobs over a two-year period, Smith says.

The four housing sites also provide for the construction of schools and administrative offices for the area. Small market shops already have begun springing up around the Kuwadzana project. The Kadoma project also has planned a nearby shopping center for prospective businesses.

ZASA supports smallholder private sector development by expanding availability of agricultural credit through the Agricultural Finance Corporation and by improving and expanding the number of buying and selling points for agricultural inputs and extension services as they relate

to the needs of the smallholder, Witt says.

"This will bring a larger number of smallholder farmers into the cash economy," he says. "Pushing the cash economy further into the countryside opens up opportunities for small-scale artisans and entrepreneurs."

The emphasis on the private sector is one of the main reasons why the Harare mission's implementation rate has been very high, Stacy says.

"There is an active private sector here, and the government supports it in many ways," Stacy explains. "Overall, the performance has been impressive. We've had very dramatic increases in smallholder production and income."

As a result, Zimbabwe is one of the few African countries where food is plentiful, distribution is good and the country can export some crops.

As further evidence of private sector influence, Stacy points out that most public schools have come under private community management. "That has been a deliberate decision of this government," he says.

An independent newspaper, which frequently criticizes the government, also exists in Zimbabwe. Stacy says the government even approved allocation of CIP funds that enabled the paper to purchase new presses needed to publish.

"Where Zimbabwe is going, I can't predict," Stacy says, "but we have helped the private sector here demonstrate that it can make a major contribution to development, to the creation of employment and to the stability of this young nation."

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

Donors

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dration Therapy (ICORT II) last December.

In her remarks, Anne Tinker, chief of AID's Health Services Division, said AID's financing guidelines focus on four areas: resource mobilization, resource allocation, cost containment and organization of health services.

The strategy has three elements:

- Policy dialogue with public and private decision makers in the host countries as well as with donors;
- Health financing initiatives such as operational research and demonstration projects; and,
- Consideration of financing issues in the design, implementation and evaluation of health projects.

Tinker said AID has two worldwide projects to help carry out this strategy, Primary Health Care Operations Research (PRICOR) and Resources for Child Health (REACH).

She said PRICOR has been in operation for four years and has completed a cycle of health financing studies that have been conducted in developing countries primarily by local researchers.

The health financing part of REACH covers a broad range of

activities. In addition to providing technical assistance to AID missions, the project will be designing subproject components, carrying out health financing activities, supporting research activities, developing research methods and collecting materials.

How health care is organized and paid for affects the cost, quality and efficiency of care, Tinker said, adding that a number of alternative health delivery models exist that could improve the quality and reduce the cost of health care in the public and private sectors.

"Third party insurance, health maintenance organizations, cooperative arrangements and government insurance are examples of promising and potentially useful organizational alternatives," she explained.

AID recently hosted officials from Indonesia and Morocco on site visits to Health Maintenance Organizations (HMOs) in the United States and is in the process of assisting Jordan in developing a national health insurance program, Tinker said.

"We need to assess how funds are spent and make sure that health programs minimize waste and allocate resources to those activities that produce the highest returns," she said.

—Bill Outlaw

AID Grant Helps Create Self-Employment

by Arleen Richman

Every morning at dawn, a young man in Madras, India, begins his workday by brewing coffee and tea and setting out the cakes, samosa and soft drinks that he will sell at his roadside kiosk.

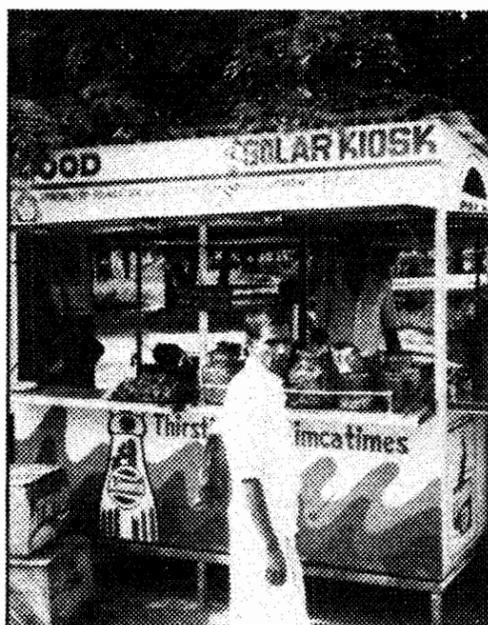
He is one of 280 previously unemployed Indians who franchises a stall from the Foundation for Occupational Development (FOOD), a local organization set up to help unemployed young people. Approximately 2,500 people (including the suppliers of food and metal workers who build the kiosks) are employed as a result of these roadside kiosks.

An AID grant for \$25,000 to Appropriate Technology International (ATI), a U.S. private voluntary organization, helped FOOD establish kiosks in rural and semi-urban areas. ATI also provided the organization with funds to purchase two portable kiosks that are used to determine the potential market at proposed sites.

The idea behind the franchised kiosks was accidental, according to Loyola Joseph, president of FOOD and executive director of FOOD's parent organization, the National Association of Educated Self-Employed Youth (NAESEY).

"When I started exploring business opportunities in India in 1970, I learned that the government would only negotiate with organizations," Joseph says.

"I was aware of the large number of educated, unemployed people in India, and although I am first a



Approximately 2,500 people are employed directly and indirectly as a result of FOOD roadside kiosks.

businessman, I also wanted to help people," he explains. "I didn't see any reason why I couldn't accomplish both goals simultaneously."

Joseph founded NAESEY, a social welfare organization that focuses on self-employment schemes in urban areas, in October 1976. FOOD was developed to work with school dropouts in rural locations. The two organizations are closely linked.

"The success or profitability of a kiosk depends on the location of the stand and how many hours the owner is willing to sit there," claims Joseph.

"Also, if a worker—not the owner—takes just one cup of coffee,

it erases the profit from the sale of 10 cups of coffee," he says.

Vendors, all members of FOOD, earn approximately \$6 for a 15-hour day. Once the nominal rent for the site and monthly FOOD service fee are deducted, the monthly profit is slightly higher than India's yearly per capita income of \$164.

FOOD helps vendors arrange a commercial loan from the Central Bank of India to cover the \$8,700 cost of a fully stocked kiosk. Although the foundation collected the loan payments when the program first began, kiosk owners now repay their loans directly to the bank.

FOOD has monitors who make sure kiosk owners are meeting their loan agreements. If emergency assistance is needed, FOOD steps in. The foundation also will negotiate with the government if a vendor needs a new location. For instance, an owner will lose sales if road work prevents customers from getting to the kiosk.

Owners who default on their loan repayments or who consistently are late with payments risk losing their kiosk.

"If one person willfully could default and get away scot-free, everyone would default," says Joseph. "In terms of bank finance and repayment, this is first and foremost a business."

Now that FOOD is well-known, there is a long list of applicants for kiosks. Before being assigned a site—a pre-tested location on government property either at railway stations, bus stops or on roadsides—the vendor participates in an orientation

program and then apprentices at a successful kiosk for two weeks.

He learns from hands-on experience as well as from customer feedback. "If you're using too much sugar, the customer will let you know," says Joseph.

The FOOD kiosks operate like U.S. franchised fast-food businesses, relying on uniformity and quality control to maintain a strong clientele. This way customers know what to expect and what is available at FOOD kiosks.

Customers initially were attracted to the FOOD kiosks because, unlike other kiosks, they used solar energy to heat water for washing dishes.

"The savings in fuel costs were negligible, but the promotional value was tremendous," says Joseph. Although the novelty has worn off, owners accustomed to using the pre-heated water consider it a necessity.

FOOD policies promote the work ethic and reward loyalty and service. Workers in kiosks or workers who hold other jobs in the central organization are given preference in purchasing their own kiosks.

Joseph firmly believes that self-employment is the road to success for the people of India. He says the kiosk idea has been accepted widely.

In response to this acceptance, FOOD is planning several self-employment schemes such as franchised retail kiosk outlets for eggs, poultry and fresh and frozen fish.

Richman is the assistant to the executive director for administration for Appropriate Technology International.

RETIRED

Edgar Harrell, A/AID, foreign affairs officer, after 16 years

George McCloskey, Somalia/RDRA, supervisory general development officer, after 24 years

Bruce Berry, M/FM/EUD, financial management officer budget/accounting, after 19 years

Kathleen Jordan, AFR/PD/IPS, program analyst, after 10 years

Emma Devore, AFR/TR/ENGR, secretary stenographer, after 15 years

Irene Wychoff, AFR/EA/SDE, secretary stenographer, after 10 years

William Small, COMP/Reassign, development training officer, after 29 years

Years indicate AID service only.

PROMOTED

Denise Armstrong, ANE/PD/PCS, program operations assistant

Linda Cope, M/SER/EOMS/EMS, administrative operations specialist

Elizabeth Cordaro, M/SER/PPE/PE, supervisory procurement analyst

Angelica Danaher, LAC/EMS, secretary typist

Patricia Finlayson, BIFAD/S/R, secretary typist

Anthony Mazzocchi, S&T/POP/

WHERE? IN THE WORLD ARE AID EMPLOYEES

IT, program operations assistant

Margaret Petchock, IG/EMS, administrative operations assistant typist

Lashaviao Spriggs, ANE/EA/ISP, secretary typist

Stephen Tisa, GC/CP, attorney adviser general

Sandra Winston, EOP/OD, secretary typist

REASSIGNED

Marilyn Arnold, program officer, COMP/FS, to special projects officer, M/PM/TD/PCT

Cynthia Bryant, general services officer, M/SER/AAM/ST/FA, to supervisory general services officer, M/SER/MO/RM/AP

Andrea Mohn-Baumann, project development officer, PRE/PPR/PPD, to special projects officer, FVA/PVC/TR-II

Gwendolyn Outterbridge, employee development specialist, M/PM/TD/AST, to management analyst, S&T/IT/RS

Joanne Paskar, technical information specialist, PPC/CDIE/DI, to contract information system specialist, M/SER/AAM/A/SUP

John Pielemeier, program officer, PPC/PB/C, to special projects officer, A/AID

David Rakes, general business specialist minority, SDB/OD, to general business specialist, S&T/OP

Lewis Reader, senior deputy assistant administrator, AA/PRE, to mission director, Jordan

Ambrose Edward Spence, motor vehicle operator, M/SER/MO/CRM/MM, to operating accountant, M/FM/PAFD/N/SP

Robert Allen Thibeault, general business specialist, SDB/OD, to special assistant, OFDA/AE

Charles Ward, AID representative, Burma, to deputy executive director, BIFAD/S/ED

MOVED ON

Gina Alvarez, M/SER/AAM/O/ANE

Renee Bethea, M/SER/EOMS/EMS

Vallire Brown, COMP/CS/R

Jennifer Collins, PPC/EA

David Dalton, IG/SEC/PSI

Mirinda Foti, Thailand

Kimberley Diane Harmon, S&T/IT/CGLAR

Mona Isiminger, S&T/IT/RS

Sunda Khin Kingsley, COMP/CS/R

Sandra Kroah, M/SER/AAM/GPR

Karen Leban, Bolivia

Gladys Martin, M/PM/FSP/AB/T

Rosita McKee, COMP/FS

Vincenza Pierlow, Sudan

Audrey Plasterer, M/SER/AAM/GPR

Anabel Smith, AA/PRE

Peggy Joy Thompson, COMP/CS/R

Shelia Tibbs, M/SER/AAM/TRANS

Peggy Wilkey, ANE/PD/SA

Tracie Williamson, LAC/DR/PS

Julie Bastain Winn, Yemen

Inez Wise, COMP/CS/R

Women's Role in Development Stressed

PPC Noted Harvard economist John Kenneth Galbraith recently told a Capitol Hill panel that a development strategy targeted to women is both "a compelling social norm and an economic requisite" because of the important role women play in agricultural production in the developing world.

The House Select Committee on Hunger met April 17 to discuss "Food Production in Africa," with particular emphasis on sustainable agricultural extension and appropriate technology. Witnesses included Galbraith and John Sewell, president of the Overseas Development Council (ODC).

Emphasizing the importance of a women-in-development focus for development agencies responding to Africa's food problems, Galbraith said, "Only when women are fully and intelligently a part of the agricultural system does development proceed in an efficient way." He pointed out that women do most of the farm work in the developing world while men receive the "social and political recognition."

Statistics gathered during the U.N.

Decade for Women (1975-85) show that 80-90% of all food raised for subsistence is the product of women's work. While traditional forms of slavery and serfdom have been clearly recognized as hindering agricultural development and technical progress, he said, the same constraints exist where women are the source of "subordinate, abject and unenlightened toil."

Throughout his travels in developing countries, Galbraith said a consistent observation was that "it was men who showed up for meetings on better agricultural methods; it was also men who gave the instruction; but it was the women one saw, as one went to and came from such meetings, at work in the fields."

Sewell testified on methods to increase food security and self-sufficiency among poor farmers. Referring to ODC's *Compact for African Development*, which recommends greater emphasis on the role of women as one means of furthering development goals in sub-Saharan Africa, he said, "Ensuring food security for all Africans is at the heart of what we mean by development, yet Africa is still tragically dis-

tant from this goal." Sub-Saharan Africa is the only region in the developing world in which per capita food production has declined in the past 20 years.

"The role of women as the producers of most of the food in sub-Saharan Africa has been widely recognized," noted Sewell. But beyond this, he added, "Any strategy



A strategy aimed at helping farmers must consider the many tasks performed by African women.

aimed at helping small farmers must consider the myriad other demanding roles fulfilled by African women.

"Women directly benefit from the introduction of appropriate technologies," he pointed out, because new methods can save both time and energy.

Sewell suggested that increasing food production in parts of Africa begin with providing easier access to water for drinking, cooking and washing and more efficient sources of energy. This would relieve women from the many hours spent each day retrieving water from often distant sources and searching for firewood or other fuel, thus enabling them to devote more time to agricultural production.

Sewell added that improving Africa's education system to increase female literacy is a policy reform that should be given priority in long-term development objectives. "Literate women are more likely to follow better nutritional and sanitary practices and have fewer children than those unable to read and write," he concluded.

—Susan Silberman and Peter Hobby, PPC/WID interns

REVIEW PUBLISHED ON AID'S NARCOTICS CONTROL PROGRAM

An independent review of five projects within AID's Narcotics Control Development Assistance program indicates that the area development projects supporting narcotics control are making some progress.

However, AID's projects face formidable problems from a wide range of factors beyond the control of project managers and mission staff. These include the inability of host governments to design long-term narcotics control policies and programs; the high profits from narcotics crop production relative to alternative sources of income; the cultural acceptance of narcotics products and their medicinal, ritualistic and exchange value; the presence of powerful trafficking organizations that threaten the safety of project staff and beneficiaries; and the faltering economies of the host countries that compound the other problems.

Recently published by the Center for Development Information and Evaluation, the review focuses on the following set of questions:

- What is the policy framework within which AID's narcotics control efforts are carried out?
- What has been the overall experience of AID with its narcotics control projects? What are some of the factors that affect their implementation and performance?
- What are the concepts and methods involved in evaluation of such projects?

To answer these questions, the review team examined AID-funded projects in Pakistan, Thailand, Bolivia and Peru. In addition, it analyzed



AID's experience in Turkey in the area of opium control.

After studying the projects, the team concluded that the current policy framework of AID is conceptually sound and is grounded in empirical evidence. AID subscribes to the fact that narcotics production is partly a development problem because narcotics farmers are extremely poor and live in remote regions of developing countries.

The report agrees with AID's premise that successful narcotics control efforts depend upon strong government and public commitment. Narcotics control assistance also requires long-term, multifaceted initiatives to wean farmers from their traditional source of income and subsistence.

Evidence is presented that supports AID's belief that without effective enforcement, economic development activities will have little or no impact on reducing illicit cultivation, and enforcement is the exclusive responsibility of host countries.

The information presented in this review suggests that the crop substitution strategy, which was followed by international donors in the past, has proven to be ineffective. This strategy relied on voluntary cooperation among the narcotics farmers to develop and popularize new crops. Past experience has shown that biologically and economically viable substitute crops have been difficult to identify. In fact, in

many narcotics producing areas, other commercial crops cannot be grown at all. And, even when economically viable alternative crops are available, farmers have little incentive to adopt them because they are not equally profitable.

The review notes that the dimensions of worldwide illicit opium and coca leaf production are staggering and that AID, despite its best efforts, can make only a limited impact. For example, in the case of opium production, AID provides limited direct assistance to only two of the seven major source countries, Pakistan and Thailand. Even if all opium cultivation is eradicated in both countries, world opium supply would fall by no more than 6%.

Control of coca production, however, presents a more optimistic picture. AID is operating in Bolivia and Peru, which account for about 90% of the total world production. As a result of its efforts, AID could have an influence on total coca production. It is uncertain, however, that these countries will be able to curtail the cultivation and trafficking of coca easily or quickly.

The review has made a number of recommendations for improving the design and performance of the narcotics control projects, including:

- AID should continue to follow an area development strategy with multicomponent development projects or set of projects.
- Narcotics control area develop-

ment programs should be designed as long-term endeavors.

- Greater attention should be given to sociocultural factors such as the traditional use of narcotics crops, the socioeconomic background of the narcotics farmers, the non-economic constraints on their behavior and the cultural and social influences that can be used to discourage narcotics crop cultivation.

- AID should provide greater flexibility to management staff to plan their activities and respond to unexpected events.

- Each project should have a separate unit for mobilizing target populations against illicit cultivation and trafficking of narcotics.

- AID should initiate and support narcotics awareness programs not only in narcotics producing countries, but also in nations that have the potential of becoming a source in the future.

- Project staff should be encouraged to establish informal (and if possible, formal) linkages with local law enforcement agencies and coordinate their efforts with them.

—Krishna Kumar

A copy of the report, AID Special Study No. 29, A Review of AID's Narcotics Control Development Assistance Program, (March 1986), PN-AAL-054, by Krishna Kumar, Ernest Carter and Stan Samuelson, may be obtained from the Editor of ARDA, AID Document and Information Handling Facility, 7222 47th Street, Suite 100, Chevy Chase, Md. 20815, (301)951-9647. Comments on the report may be sent to: AID, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C. 20523.

OFDA "Private voluntary organizations (PVOs) played a significant role in last year's African relief efforts and have given the recipients the resources and encouragement to be able to help themselves," said Administrator Peter McPherson in opening remarks at the 13th Annual Office of U.S. Foreign Disaster Assistance (OFDA)-Private Voluntary Organization Conference.

The conference, held May 7-8 in Chevy Chase, Md., focused on "Disaster Assistance: Crisis and Transition."

McPherson targeted areas in which AID and PVOs could work together to build an effective disaster response strategy. "We can help in institution building, training, technical assistance, appropriate technology transfer and private sector inputs." He credited both OFDA and the PVOs for their current activities in these areas and suggested that such activities be expanded with more creativity and innovation.

Julia Taft, director of OFDA, stressed the importance of relief efforts evolving into development activities. Last year was unprecedented in both the number and magnitude of disasters to which OFDA responded, she said. The office expended about six times its normal appropriations level of \$25 million, primarily on African relief and recovery.

"As we return to our normal funding levels in fiscal 1986 and 1987, we need to identify ways our limited funding can be used as seed money and how it can be stretched so that relief will lead to development," Taft said.

"The effective provisions of disaster relief require a creative and active partnership among all the donors and recipients. Private voluntary agencies are important to disaster relief

AWAL Issues 'Post Report'

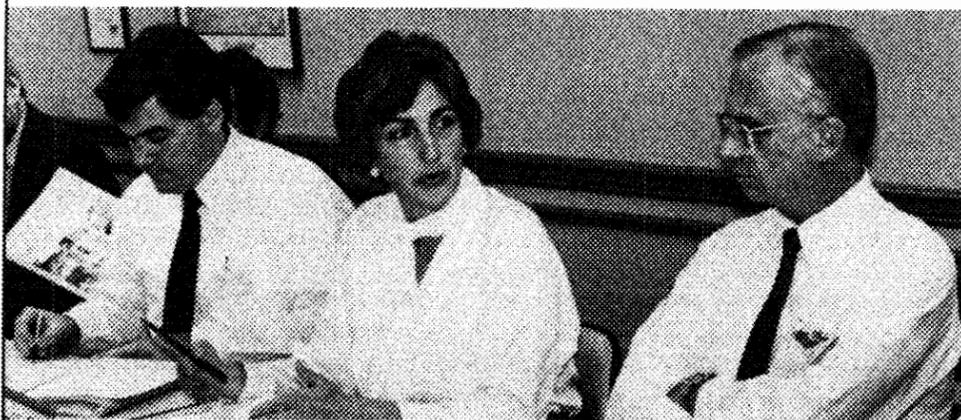
AWAL A "post report" on Washington, D.C., with information on transportation, fashion, music, schools and social life, has been featured in a special edition of "Wings of AWAL," the newsletter of Around the World in a Lifetime.

Written and produced by AWAL members who recently returned "home" from assignments abroad, the newsletter was sent to all posts in May. It also features activities planned for this summer and fall that are designed to help ease the re-entry process for newly returned teenagers.

Summer plans include parties, a trip to King's Dominion and softball games. AWAL's annual fall getaway will take place Oct. 24-26.

Foreign service teenagers can obtain information about AWAL from Community Liaison Office coordinators overseas or from the Family Liaison Office in the State Department, room 1216-A, 647-1076.

PVOs, AID Discuss Disaster Response



Julia Taft, director of OFDA, stresses the importance of relief efforts evolving into development activities. Also pictured are Don Rogers (left) of Catholic Relief Services and Fred Cole, deputy director of OFDA.

because they are both donors, in terms of the contributions they generate and services they provide, and recipients because their program beneficiaries are frequently victims of disasters."

Paul Krumpke, OFDA technical advisor, pointed out that the future success of the Famine Early Warning System depends on its acceptance and implementation by host country institutions and the donor community. He suggested that PVOs assist AID in the dissemination of information to people in famine-prone areas.

Beryl Lvinger of CARE proposed that a Disaster Planning Committee be established within PVOs working

in famine-prone areas to offer guidance in disaster management and education on using famine early warning systems.

Damage and needs assessments were addressed by Oliver Davidson of OFDA and Bill Garvelink of the State Department's Bureau for Refugee Programs.

"There are many factors to consider before providing international assistance after a disaster," said Davidson. "Credibility and confidence of the affected country ministry or group requesting the assistance, the availability of local commodities and how they are being used and what other governments or organizations are doing are important

considerations," he said.

Calling for a better system of information sharing, Davidson said that concern over duplicating materials often slows relief. "A better system could reduce the problem of conflicting information and speed relief efforts," he said.

Garvelink suggested that the donor community and PVOs exchange names, numbers and inventory expertise before a disaster occurs. "This would make contact between organizations during a disaster much quicker."

The importance of donor coordination also was emphasized by Taft. "We need to identify relief supplies that are needed, what PVOs have in their stockpiles, who's going to send what and where they are sending it," she said.

Sheppie Abramowitz of the State Department's Bureau for Refugee Programs pointed out that a major problem complicating disaster relief programs is the desire of some individuals to send goods rather than cash donations, which can be matched to appropriate needs.

To help alleviate this problem, participants suggested a public information strategy targeted to educate the American public on the proper response to a specific disaster and to identify appropriate PVOs to receive cash donations.

Other areas of discussion at the conference included providing emergency shelter, cost-effective water and sanitation programs, logistics, infrastructure building and innovative financing of relief assistance.

—Renee Bafalis

Impact of Diversity Assessed

AID and other federal agencies commemorated Asian Pacific American Heritage Week by sponsoring a training conference May 8-9 in Rockville, Md. The Federal Interagency Committee for Asian Pacific American Heritage Week and the Asian and Pacific American Federal Employee Council also assisted in sponsoring the event.

The objective of the conference was to present and assess the impact of cultural diversity, values and behavior of Asian Pacific American employees on job performance.

Irene Natividad, head of the National Women's Political Caucus, delivered the keynote address, "Asian Pacific Americans: An Ascending Force in the 80s." Natividad, an educator, is the first Asian American to chair the 77,000-member organization.

The conference was divided into several workshops. Topics included "Developing Interpersonal Communication Skills," "Conflict Management" and "Asian Cultures and their Influence in the Workplace."

Dennis Diamond, director of the Office of Equal Opportunity Programs, was a guest panelist at the workshop on "A Model for What Federal Agencies Are Doing and

What They Can Do."

In his remarks, Diamond specified two ways AID can make progress in attaining affirmative action goals. First, for hiring purposes, the overall applicant pool of Asian Americans needs to be increased.

Second, more managers and supervisors need to realize their role in the affirmative action process. By attending affirmative action training seminars, he said, managers would be more aware of the span of their control in the process and be more likely to work toward affirmative action goals.

The conference included a performance of "My Favorite Color Is Yellow" by the Pan Asian Repertory Theatre of New York.

The conference closed with a speech by Julia Chang Bloch, assistant administrator of the Bureau for Food for Peace and Voluntary Assistance. In her speech, "Asian Pacific Americans in Management: We Can Succeed," Bloch addressed the specific discriminatory and cultural challenges Asian Americans face in the workplace.

Bloch also outlined some of the management strategies that have helped her. "In management roles," she said, "remember that getting the work done is what leadership is all about."

CAREER NETWORKING ORGANIZATION FORMED

AID employees who were enrolled in the workshop "New Technologies, New Options, New Careers," sponsored by the Federal Women's Program, Office of Equal Opportunity Programs, have formed an ongoing career planning group.

Their purpose is to share information and secure training that will help to develop their careers. The Career Enhancement Networking Organization (CENO) meets at noon every other Thursday to discuss subjects such as career advancement and updating the Standard Form 171.

Persons interested in joining CENO should contact Pam Foster at 647-5916 or Larry Johnson at 647-8612. A schedule of meetings is available.

—Voncile Willingham

REMINDER

Attorney Virginia Greene is available to AID employees for counseling on any aspect of workplace harassment. She can be reached at 457-6184. Strict confidentiality will be observed.

Performance Earns SFS Pay Awards

S Ninety-one senior foreign service members recently received performance pay awards ranging from \$5,700 to \$10,000, as approved by the Administrator.

The Senior Foreign Service Performance Pay Board recommended the awards based on performance during the June 1, 1984, to May 31, 1985, rating cycle. There were 262 officers eligible for the pay awards.

This year's Performance Pay Board was composed of Donald MacDonald, chairman, Thomas Geiger, member, and Ersa Poston, public member.

The board made its recommendations based on several criteria, including the value of a member's contribution to the accomplishment of the Agency's mission, the extent to which achievement was characterized by strong executive leadership, the extent of foreign language and area expertise, and achievements in the areas of cost reduction and affirmative action goals.

Eligibility for performance pay awards was changed this year to include officers who left the Agency before May 31, 1985, if they served at least 120 days during the rating cycle.

The recipients of the awards are Richard Archi, Peter Askin, Henry Bassford, David Bathrick, Robert Bell, Walter Bollinger, Laurance Bond, Edna Boorady, Timothy Bork, Priscilla Boughton, Neboysa Brashich, Terrence Brown, William Brown, Malcolm Butler, Roger Carlson, Theodore Carter, Anthony Cauterucci, Daniel Chaij, Dennis Chandler, Robert Chase, Eugene Chiavaroli, Robert Clark, Irvin Coker, Julius Coles, Harold Collamer, Frank Correl and Owen Cylke.

Other recipients include Martin Dagata, James Donnelly, Arthur Fell, Fred Fischer, Jerome French, William Fuller, Charles Gladson, Robin Gomez, Gerald Gower, Abraham Grayson, James Habron, Arthur Handy, Edgar Harrell, Allison Herrick, George Hill, Christian Holmes, James Holtaway, Robert Huesmann, Albert Hulliung, Pamela Hussey, James Kelly, Mary Kilgour, Frank Kimball, John Koehring, James Kraus, Carl Leonard, Ronald Levin, Irwin Levy, Donor Lion, Sarah Jane Littlefield, Ray Love, Owen Lustig, Princeton Lyman, Terrence McMahon, Elizabeth MacManus, Mark Matthews, Robert Meighan, Richard Meyer, William Naylor, James Norris, William North, Kevin O'Donnell, William Paupe, Carol Peasley, James Phippard, Robert Queener, Lewis Reade, Thomas Reese, Donald Reilly, William Rhoads, Lois Richards, Edward Saiers, John Sanbrailo, Frederick Schieck, Bastiaan Schouten, Kenneth Sherper, William Sigler, Steven Sinding, Roy Stacy, Eugene Staples, Jimmie Stone, William

Wheeler, David Wilson and Ronald Witherell.

LONG-TERM TRAINING DEADLINE NEARS

July 18 is the deadline for applications for the fiscal 1988 Long-Term Training (LTT) program. The LTT program provides for full-time attendance at educational programs for periods of more than 120 days beginning fall 1987 and is open to all AID employees at or above grades FS-4 and GS-11.

This program affords an opportunity for employees to develop and improve abilities needed in current or future AID programs.

The Agency selects employees and approves their assignments to university graduate departments to fulfill these objectives:

- To develop the technical and managerial skills of employees who have demonstrated above-average performance and have prospects for early advancement to senior management positions;
- To meet urgent Agency needs for specific skills; and,
- To provide senior training for individual professional growth of senior executives at the policy-making level.

Bureau and office managers should encourage qualified staff to apply for academic studies under the competitive LTT selection process. Self-nominees also are encouraged to apply.

Prospective applicants are invited to consult with mission staff and career counselors before applying to the LTT program. Employees considering LTT also should review alternative means of professional development such as after-hours training, on-the-job special developmental assignments and correspondence coursework.

Fiscal 1988 training programs include:

- *Graduate-level academic studies:* The program is designed to assist employees in professional and technical skills development.
- *Foreign service economic/commercial studies:* This 26-week program, held at the Foreign Service Institute July 1987-January 1988, is designed to give participants the equivalent of an undergraduate major in economics. Applicants must have an adequate mathematics background.
- *Senior training:* Open to AID senior officers FS-1/GS-15 and above. Senior officers may apply for training to such programs as Harvard University's Center for International Affairs, the National War College and the Industrial College of the Armed Forces at Fort McNair (August-June) or Princeton University's Woodrow Wilson School Program in Public and International Affairs.

AID will pay tuition and related registration and laboratory fees for employees approved for LTT, but all study-related expenses must be borne

by the participant.

All applicants will be advised in writing by January 1987 of action taken on their applications.

For details on how to apply, refer to AID general notice issued April 15. There have been changes in the notice from previous years. Contact Sheila Cunningham, M/PM/TD, room 323, SA-2, 653-8611 for further information.

HEALTH BENEFITS AVAILABLE FOR FORMER FS SPOUSES

The Civil Service Retirement Spouse Equity Act of 1984, effective May 7, 1985, amended the Federal Employees Health Benefits Act to permit qualifying former spouses of foreign service participants and annuitants to enroll in the Federal Employees Health Benefits Program.

A former spouse must enroll in an approved health benefits plan as an individual or for self and family within 60 days after dissolution of the marriage.

The former spouse must pay the full premium including the share the U.S. government normally would pay.

Contact M/PM/FSP, SA-1, room 1101, 663-1498 for additional information.

RETIRING GS EMPLOYEES AND ANNUITANTS GIVEN ADDITIONAL CHOICES

The Federal Employees Benefits Improvement Act of 1986, enacted Feb. 27, amended the Civil Service Retirement Spouse Equity Act of 1984 to provide additional survivor election opportunities to retiring civil service employees and annuitants.

The act, as amended:

- Permits election of survivor annui-

ties for former spouses at and after retirement if the marriage is dissolved on or after May 7, 1985;

- Requires the Office of Personnel Management to comply with a qualifying court decree or order that provides a survivor annuity for anyone who was married to a retired employee as of May 7, 1985;
- Requires the written consent of an employee's current spouse before that employee can elect an annuity without full survivor benefits for the current spouse;

- Requires that an employee notify his or her current spouse and former spouses from whom he or she was divorced on or after May 7, 1985, when applying for a refund of retirement contributions;

- Extends the age-55 remarriage cutoff to a surviving spouse remarrying on or after Feb. 27, 1986;

- Amends the Federal Employees Health Benefits Act to extend federal employees health benefits coverage to certain former spouses of civil service and foreign service employees and annuitants;

- Provides that a spouse may bar payment of a refund to a separated employee under the same provisions that previously were available only to a former spouse; and,

- Allows married employees in good health to elect at the time of their retirement an "insurable interest" survivor annuity for eligible individuals in addition to survivor annuity for a current or former spouse.

For additional information, contact Regina Huggins, M/PM/CSP, SA-1, room 1119, 663-1415. Foreign service members should refer to AID general notice "Health Benefits for Foreign Service Former Spouses" or contact M/PM/FSP, SA-1, room 1101, 663-1498.

—Marge Nannes

Board Members Focus on Institution-Building



An Agricultural Education project described as "our flagship of the institution-building projects in Africa" by Mark Edelman, assistant administrator of the Bureau for Africa, was the focus of the May 14 BIFAD meeting.

The purpose of the project, now in its fourth year, is to assist Cameroon in developing the University Center at Dschang as a national agricultural university similar to U.S. land grant agricultural colleges.

Joe Busby, the University of Florida chief of party, and Rene Owona, director general of the University Center of Dschang, explained how the University of Florida contract team is carrying out the grant component, including technical assistance, in-country and participant training and related commodity procurement.

Owona and Busby also described project achievements. They said that progress had been made in developing a university capable of training

managers, planners and teachers who can staff the agricultural support institutions of Cameroon effectively.

Owona pointed out that the curriculum has been restructured, a new Basic Science Department developed and additional faculty recruited. Half of the faculty programmed for participant training—28 of 55—now are studying at 10 U.S. universities.

Busby reported that a language laboratory now is functional; a research farm and a university library are being developed; and teaching aids, laboratories and practical applications of theory are supplementing the earlier reliance on lectures.

Edelman stated that the project provides an excellent example of how a U.S. institution is helping an institution in a less developed country develop and achieve its objectives. The cooperative efforts of AID, the University of Florida and the government of Cameroon account for the achievements, he said.

—John Rothberg

Radio Enhances Education for Children

SR "Children, pay attention!" says the radio. "Now we're going to work on numbers. How much is eight plus seven?" "Fifteen!" chorus the boys and girls gathered under a simple thatched-roof shelter. "That's right, 15," answers the radio.

Thus began lesson 57 of the Community Radio Basic Education project (RADECO) in the Dominican Republic.

RADECO is the Dominican Republic's solution to the problem of how to educate children who must work alongside their parents in cash-crop production and who live in regions without schools or teachers.

For the past four years, through a combined effort by AID, the Dominican Secretariat of Education, Fine Arts and Religion, and community parents, RADECO has been reaching children with an hour of basic education each day.

The use of radio as the primary education teacher in remote rural communities was the subject of a week-long seminar in the Dominican Republic last December.

Seminar participants from Latin American countries and the United States watched children in remote communities around the town of Barahona carefully following radio instructions and filling out worksheets. Periods of intensive instruction in subjects were punctuated by short bursts of calisthenics.

Fifty communities in the poor southwest region of the country have committed their resources to building shelters for the program and have selected a community member to serve as a radio auxiliary. The auxiliary (helper) maintains order in the shelter and helps the children keep pace with the radio instructions.

Overall, community satisfaction with RADECO is high. Parents and friends construct the "enramada,"

generally a thatched roof supported by posts, where the children meet. Children in some communities bring their own chairs; in others, they sit on crude benches with clipboards on their laps. Because the radio school day is short, the simple facilities do not appear to affect student performance adversely.

In fact, although evaluations are not completed, RADECO students seem to be doing better than their counterparts in regular schools.

The radio programs can, over a period of 40 months, take a child through the first four years of primary instruction—nine months per grade, separated by one month vacation. Two grades are broadcast per radio school year, one class from 2:30 to 3:30 p.m. and one from 4 to 5 p.m.

A lesson includes approximately 24 minutes of reading, 24 minutes of mathematics and 10 minutes of social and natural sciences. After the radio lesson, the auxiliary works with the children to reinforce the material covered during the radio broadcast.

The educational content of the program is the result of carefully developed master plans for each subject. A team of indigenous writers then turns the master plans into scripts, which are recorded in the studio for broadcast. Student worksheets are developed for the radio lessons and designed in collaboration with local artists.

Project supervisors visit one or two radio classes daily to provide support to the auxiliary and to distribute worksheets, pencils, chalk and radio batteries.

Because of the success of RADECO, the Dominican Republic has made it a permanent program in its Department of Educational Media. Studies show that coverage of virtually all geographic areas where there are no schools could be



In the Dominican Republic, radio has been bringing an hour of basic education to children each day for the past four years.

accomplished in about 10 years at a per pupil cost of half that of regular schools.

Educators and government leaders in the Dominican Republic know that radio is useful for more than just listening to music. Radio may provide a way for people all over the world to have access to primary education. —*Jim Hoxeng of the Bureau for Science and Technology and Judy Brace of the Academy for Educational Development*

WORKSHOP REVIEWS USE OF ALLEY-FARMING

Two traditional farming systems in Africa, slash-and-burn cultivation and bush fallow, are among the causes of declining agricultural productivity for farmers. In the past, adequate fallow periods and forest regrowth allowed the soil to become fertile again.

But greater numbers of people depending on the same lands forced farmers to shorten the land-use rotation cycles. This has resulted in some areas no longer being usable for farming.

Alley-farming, also called mixed-cropping, is a possible solution to this problem.

AID and the Canadian International Development Centre recently cosponsored an alley-farming workshop in Ibadan, Nigeria. The International Institute of Tropical Agriculture and the International Livestock Center for Africa hosted the event.

The purpose of the workshop was to review research on alley-farming and its application in the tropics.

Alley-farming is an agroforestry technique that does not require field rotation for food producing lands. Crops are planted in "alleys" formed by hedge rows of leguminous trees or

shrubs. Mulching and nitrogen fixation rebuild the nutrient content of the soil as the crops are grown. Using this system, a farmer can continue cultivating the land and still maintain or even increase crop production levels.

Workshop participants learned that one of the key aspects of alley-farming is its flexibility. Farmers can vary their emphasis on food crops, livestock forage, cash crops, fertilizers and use of machinery from year to year. Alternating crops also helps control soil erosion, a serious problem for tropic lands.

The attendees learned too that improving income stability through alternative fuelwood and fodder production in poor harvest years is also a part of alley-farming. This may be a more important benefit to many small-scale farmers than increased crop production.

In addition to Agency personnel, research scientists and project managers from national institutions in Nigeria, Mali, Kenya, Sierra Leone, Lagos, Ghana, Zaire, Zimbabwe, Benin, Guinea-Bissau, Malawi, Togo, Cameroon and representatives from other research institutes attended the workshop.

Participants discussed the need for continued research and additional methods in which farmers could be trained in alley-farming. They decided to organize an alley-farming network for on-farm research, concentrating on humid and sub-humid zones.

Researchers from eight African national institutions will organize the network. One of the first tasks of project leaders will be to develop a standard method for carrying out alley-farming research.

Initial funding for the five-year project will come from various donor groups.



RADECO students seem to be doing better than their counterparts in regular schools.