

# 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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## **Small-scale projects for long-term African development**

Derryck, Vivian L.

U.S. Agency for International Development  
Advisory Committee on Voluntary Foreign  
Aid, Washington, D.C.

(Quarterly Meeting of the Advisory Committee  
on Voluntary Foreign Aid, Washington,  
D.C., U.S., 5-6 Dec 1985)

1985, 28 P. + attachments, En PN-AAU-376

Small-scale private sector activities that have or could contribute to self-sustaining African development were the focus of the December 1985 quarterly meeting of AID's Advisory Committee on Voluntary Foreign Aid (ACVFA). This report reproduces a variety of committee members' views on mechanisms for managing and funding multiple small-scale private voluntary organization (PVO) activities, on operational and program concerns of PVO projects, and on increasing PVO involvement in Food for Peace Programs.

## **U.S. strategy on the conservation of biological diversity: an interagency task force report to Congress**

U.S. Interagency Task Force on Biological  
Diversity, Washington, D.C.

Feb 20 1985, x, 54 p. EN PN-AAS-280

The general depletion in developing countries of productive biological resources—such as tropical forests, marine and coastal ecosystems, and watersheds—caused by growing population pressure and the search for short-term economic gain augurs a need to incorporate biological diversity conservation into development planning. After outlining the current conservation activities and

programs of 13 U.S. federal agencies, this paper presents a U.S. strategy for helping developing countries conserve biological diversity.

## **Third country training in Africa**

Jeffalyn Johnson and Associates, Inc.  
U.S. Agency for International Development,  
Bureau for Science and Technology, Office of  
International Training, Washington, D.C.  
Apr 1983, vii, 96p.: En PN-AAN-008

Since the 1960's, A.I.D.'s Participant Training Program has been a critical component of its human resource development effort in Africa. However, greater use of third-country training in Africa has increasingly been advocated due to rising U.S. tuition costs, declining funding levels, increases in the number and quality of African institutions, the relevance of many African programs to regional development needs, and the social, political, and institutional benefits that can accrue to African nations providing third-country training.

To determine the extent to which A.I.D. sponsorship of third-country training is practical and the circumstances under which U.S.-based training is most appropriate, this study analyzed Sub-Saharan Africa's training needs and goals; regional training institutions and networks; the extent, nature, and management of third-country training in Africa; and the constraints and development considerations facing A.I.D. and African institutions.

Based on its findings, the study strongly supports increased emphasis on third-country training in Africa, but stresses that a combined strategy of third-country, in-country, and U.S.-based training will continue to be necessary.

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

JULY 1986

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

PN-ACZ-532



## **AID IN SOMALIA**

### **Conferees Focus on Health Concerns**

### **Geothermal Energy Shows Promise**

## Conferees Focus on Health Concerns

### NCIH Honors Nobel Winner

Nobel Peace Prize winner Mother Teresa was presented the first National Council for International Health (NCIH) Outstanding Achievement Award by Administrator Peter McPherson at the NCIH Awards Luncheon June 13. In a tribute to Mother Teresa, McPherson said, "You have given us a vision that we can do more."

"Your life reminds all of us that technology alone is an empty answer to development unless it is given with compassion and love—for it is the human touch that makes for a better world."

Mother Teresa, who during her keynote address spoke about her work with lepers, AIDS victims and children, emphasized her position against abortion as she accepted the award. "Let us use all our means to protect the unborn child," she said.

Mother Teresa also presented the NCIH Child Survival Country Recognition Awards—to Egypt for its program to combat deaths from diarrheal disease and to Colombia and Turkey for their nationwide immunization campaigns.

In accepting the award for Egypt,



Administrator Peter McPherson presents Mother Teresa with the first National Council for International Health (NCIH) Outstanding Achievement Award on June 13. Dr. Joseph Wray, chairman of NCIH's Executive Board, is at right.

Dr. Hassan El Ghawaby, director of the Embassy of Egypt Medical Office, said that at least 80,000 lives a year have been saved through the use of oral rehydration therapy (ORT). He said only 5% of Alexandria's mothers knew about ORT in 1981 and only 1% had ever used it for their children.

Today, because of an AID-sponsored communications and education program, 90% know of its use and 50% have used it.

Ambassador Francisco Posada de la Pena accepted the award for Colombia. He pointed to his coun-  
*(continued on page 6)*

### Agency Fights Global AIDS

In fiscal 1986, AID will provide \$2 million to help combat the spread of Acquired Immune Deficiency Syndrome (AIDS) throughout the world.

Administrator Peter McPherson made the announcement at a press conference following the National Council for International Health Awards Luncheon on June 13 in Washington, D.C.

"The problem of AIDS is critical," McPherson said. "The United States will contribute \$1 million of the grant to help the World Health Organization (WHO) establish the multidonor assistance package approved by the World Health Assembly in May in Geneva."

He said the package of which AID is funding 25-35% will establish a global program to prevent and control AIDS and will provide epidemiological and laboratory consultants to member countries to help ensure the safety of the world's blood supply.

"The other \$1 million of the AID grant will go directly to WHO's regional office in Brazzaville, the Congo," McPherson said. It will support WHO surveillance and educational activities in Africa with the assistance of the Centers for Disease Control in Atlanta, Ga.

Also during the press conference, Mother Teresa, founder of the Missionaries of Charity, said that the suffering caused by AIDS is more than physical. "Much greater is the pain of being unwanted, unloved," she said.

Recalling her comments in her recent meeting with President Reagan, Mother Teresa said, "I will do the praying and he will have to do the work."

—Dolores Weiss

## AID Sponsors Vaccine Symposium

People who are ill make little contribution to a country's economic growth," said Nyle Brady, senior assistant administrator of the Bureau for Science and Technology, in opening remarks at the AID-sponsored International Symposium on Vaccine Development and Utilization held June 9-10 in Washington, D.C.

The conference, a state-of-the-art meeting on vaccines against selected diseases associated with child survival, brought together more than 300 researchers and program planners and managers from 49 countries to address critical issues in vaccine delivery and strategies for achieving universal immunization.

"When we talk of universal immunization, we are talking about prevention of disease in children," Brady said. "It is the children of the less developed world who must eventually lead their countries out of economic stagnation and into an era of rapid development."

Pointing out that a high portion of illness and death among children under five years of age in the developing world is the result of acute diarrhea along with acute respiratory infection, Brady said, "We must identify safe, economical and effective vaccines against the most important respiratory and diarrheal disease pathogens."

Brady pointed out that between 1984 and 1985, AID virtually doubled its budget for basic biomed-

cal research.

"This year, AID will commit \$29 million—or roughly 13%—of its health budget to biomedical research. It is our investment in the future," he added.

As a result of this commitment, two prototype malaria vaccines will be tested on humans this year, and the Agency is supporting development of a measles vaccine that can be given to children as young as six months of age; a less reactive vaccine for pertussis than that presently in use; and a vaccine for rotavirus-related diarrhea.

While major challenges in research and delivery remain, "The momentum is going our way," Brady concluded. "We must maintain it. We need the full commitment of everyone in the international health community. Together we can ensure that today's investment in a health revolution will produce a healthier tomorrow."

Symposium sessions included "Strategies for Vaccine Delivery;" "Vaccine Development;" "New Vaccines;" "Operational Issues;" and "Putting Research into Practice."

In his remarks as chairman of the session on "Putting Research into Practice," Dr. Kenneth Bart, Agency director for Health, commented on the dichotomy between the high technology produced in the laboratory and the level of technology required in the field. "We need to tailor our technology to what can be delivered

in the field," he said. "That is our challenge."

As an illustration of operational problems in immunization programs, Subramanyam Krishnaswamy of Management Consultancy & Services in India reported on a study of three districts of one state in south-central India. Among the problems  
*(continued on page 6)*

## 25th Anniversary Approaches

The Agency for International Development will mark its 25th anniversary with a series of informational activities beginning in November and leading up to the 40th anniversary of the Marshall Plan next June.

"The objective is to inform and educate people in the United States and overseas about what the U.S. foreign assistance program has accomplished since AID was established on Nov. 4, 1961," Administrator Peter McPherson said.

"The activities will focus on AID's role in promoting economic growth and stability in the developing world through promoting self-help initiatives, strengthening democratic institutions, supporting free market economies and private sector forces and responding to life-threatening health challenges and natural disasters."

The activities will begin with McPherson's address before the National Press Club on Monday, Nov. 3. Other planned events include a special 98-page publication describing 25 years of AID programs. The publication will include interviews with former AID administrators and other leaders in international development.

Speeches, panel discussions and other activities are being planned by the 25th Anniversary Working Group, which is comprised of representatives from each bureau. Ideas or suggestions may be directed through bureau representatives or to the Bureau for External Affairs.

The U.S. Information Agency will cooperate in telling AID's story to audiences worldwide.

Some local programs will be conducted by AID missions in their host countries.

## SECTOR COUNCILS' REPORT

### RURAL CREDIT AND SAVINGS MOBILIZATION HELPS CREATE FINANCIAL SYSTEMS TO SUPPORT LDC GROWTH

**E**conomic policies that promote a vigorous financial sector are major factors in the success of financial institutions that lend money to the rural poor in developing countries, a World Bank expert declared at an AID conference sponsored by the Rural Development Sector Council in March.

The intersectoral conference on "Rural Credit and Savings Mobilization" was chaired by Ruth Zagorin, director for Human Resources, Bureau for Science and Technology (S&T).

Harinder Kohli, assistant director for policy in the World Bank's Industry Department, noted that a World Bank evaluation carried out three and a half years ago found serious problems in two-thirds of the financial institutions it supported in less developed countries (LDCs).

Some had gone bankrupt and others were kept afloat only by continual capital infusions from their governments or donors, said Kohli. Successful ones, he added, operated in favorable financial climates and under government economic policies conducive to savings and investment.

Kohli presented other World Bank studies indicating that the pace and direction of economic activity as well as the efficiency of investments depend on financial factors such as interest rates and inflation. For example, he said, attractive interest rates for depositors encourage domestic savings.

On the other hand, inflation deters saving, he continued. Financial sector development, therefore, requires measures to control inflation sufficiently to make yields more attractive to depositors.

Expanding local financial markets to pool capital generated from local businesses and reforming financial policies to bring about greater market efficiency are two steps Kohli recommended to motivate savings efforts and facilitate borrowing among people in developing countries.

For instance, he added, directed credit policies (subsidized loans to specific target groups) lead to less efficient resource allocation than policies stressing development of a viable financial sector and market-linked interest rates.

Claudio Gonzalez-Vega and Richard Meyer, professors at Ohio State University's Department of Agricultural Economics and Rural Sociology, discussed the results of an Agency cooperative project, *Fundamental Approaches to Rural Savings*.

The project promotes local savings as a vehicle for developing viable rural financial institutions in AID-assisted countries, Meyer reported.

Field research and technical support have taken place in AID missions in the Dominican Republic, Honduras, Guatemala, Niger and Bangladesh.

According to Gonzalez-Vega and

Meyer, their results paralleled the World Bank findings. Moreover, they found evidence to indicate that a sound financial system fosters equitable income distribution in addition to fostering growth, stability and efficiency.

Their findings also indicated that financial institutions offering deposit as well as credit services show a viability and efficiency in their operations that is superior to those that provide credit only. The appropriate combination of services will depend on the size of the country, the stage of development and the degree of market integration.

The Agency's pilot rural deposit project in the Dominican Republic, which incorporated many of these points, resulted in 21,000 new rural savings accounts in the national agricultural development bank, Banco Agricola, in the first year and a half.

These new accounts represented \$2.5 million in rural savings. Rural credit unions participating in the project recorded a tenfold increase in financial resources during the same period.

Before the start of the project, Banco Agricola had an established clientele of about 33,000 borrowers. After adopting new technologies and procedures, the bank has been able to serve the new accounts with only three additional employees.

The Agricultural Credit Policy project in Bangladesh is a major mission initiative in this field.

The project combines \$72 million in agricultural credit with \$3 million in technical assistance, including interest rate advice, training on foreign exchange issues for the Central Bank, data collection and analysis, and monitoring and evaluation with respect to deposit mobilization, financial efficiency and loan recovery.

The changes instituted by this project have equalized rates for agricultural and industrial borrowing, so that financial institutions are not penalized for lending to the agricultural sector.

As interest rates rose, the net flow of borrowed funds reversed from urban to rural concerns. From 1978 to 1985, rural loans as a percentage of total loans increased from 9% to 29%.

The ratio of growth in agricultural credit to growth in agricultural outputs also has increased dramatically, from 3% in 1978 to 11% in 1985.

Conference participants agreed that efforts to create financial systems that support LDC growth and development will depend on establishing market-oriented financial sectors, making deposit and lending facilities available to the rural population and instituting policy reforms favorable to financial concerns.

A full report on the conference is available from Sandra Frydman Henderson, S&T/RD, room 608, SA-18.

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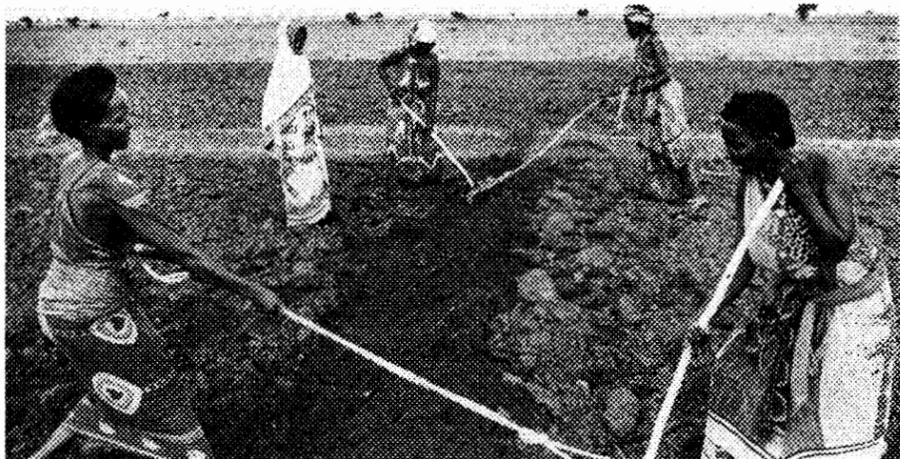
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Cover Photo: Somali farmers prepare bunds as part of the multidonor Bay Region Integrated Development project to increase Somalia's food production. Mission of the Month begins on page 8.

# TPM Improves Evaluation Techniques

by Nancy Long

In the life span of mission projects there are times when obstacles prevent specific goals from being reached. In these cases, the project is indefinitely stalled, less successful than it could be or, in some cases, canceled completely.

The loss in time, money and needed assistance is a serious and constant concern for project managers. Often the mission requests a special evaluation to decide whether to continue a project.

Recently a new approach to evaluation planning, the Team Planning Meeting (TPM), has been adopted for technical assistance teams preparing to visit Agency projects in jeopardy, and the result has been a major improvement in evaluation techniques.

"The TPM method allows an AID contractor team to decide in advance on the best approach for their short-term assignment without the pressures of immediate on-site duties," explained Paul Hartenberger, health and population development officer in the Bureau for Asia and Near East.

Through TPM, Hartenberger continued, contract specialists from selected fields can define personal and team goals and gain a full understanding of project purpose and philosophy. The method then is repeated in the host country with country team members.

One objective of the TPM approach is to help team participants work as a group and efficiently consolidate their efforts.

This approach is different from an orientation in that it focuses on what the whole team should accomplish and includes interactive teamwork exercises. The TPM session lasts at least two days and consists of an in-depth history of the assignment and its current status, a full background briefing on the client and scope of work and a detailed presentation of what the end product of the assignment should be, said Hartenberger.

The second half of the TPM process stresses teamwork and engages the participants in developing a tentative work plan for the assignment, continued Hartenberger. "The team leader then delivers that plan before the group. It acts as a test run of how the team will present their plan before country team members or government administrators."

David Levine, an AID consultant, helped design the TPM approach for the U.S. Department of Agriculture's Development Program Management Center, an office established in 1976 in cooperation with AID to improve project management in developing countries. Levine has worked with Hartenberger in applying the method to several AID-supported projects.

Levine described the process as a way of integrating an assistance team into a larger project or program context. "The approach aims to prepare the combination of organizations and individuals involved in the project to



Health and population officers Paul Hartenberger and Lee Feller review plans to expand the Tihama Primary Health Care Project.

contribute to the project's success," explained Levine. "TPM imposes a discipline on the participants, gearing them to consider in detail the purpose of the team assignment, the issues involved and the results intended."

"The approach can be used for almost any team visiting mission projects," said Hartenberger. "But it is especially appropriate for short-term technical assistance and evaluation teams."

The Tihama Primary Health Care Project (TPHCP) in the Yemen Arab Republic is an example of how the TPM process was used to turn a project that seemed to be headed for failure and premature termination into a success, said Hartenberger, who serves as the AID/Washington project backstop officer.

"The TPHCP is a regional training project for primary health care workers in the Red Sea area of North Yemen, one of the poorest parts of the country," explained Lee Feller, project manager and health and population development officer at the Yemen mission.

"The project was to work with the Ministry of Health in developing basic health services for the people of North Yemen," said Feller. "This included establishing 70 primary health care centers and ensuring that the staff was delivering basic health care with a special emphasis on the child survival aspects."

In June 1980, an \$11.5 million grant agreement was signed. Following a two-year Operations Program Grant with Catholic Relief Services, Management Sciences for Health (MSH) began work as the project contractor in 1983.

By January 1985 the project showed signs of imminent failure, said Feller, due mainly to miscommunication among the principal parties, the Ministry of Health, MSH, AID and Yemeni regional officials. "Following a series of meetings and a failure to take corrective actions, AID and MSH gave notice to the Ministry of Health that the project would be phased out by July of

that year," she said.

There was no consensus on the direction of the project, added Hartenberger.

For example, said Feller, one key breakdown concerned participant training. "The Agency requires that the host government pay partial international travel expenses for trainees. The Ministry of Health did not comply, halting the whole training process for over a year," Feller added.

Feller stated that there also were policy problems in that child survival activities were not being emphasized as strongly as intended.

A mid-term evaluation, scheduled for March 1985, was the mission's final effort to save the project. Seven experts made up the evaluation team; four of those individuals were Yemeni.

Hartenberger was emphatic on the

ed that a negotiation team be sent to help resolve the difficulties.

In September 1985, a binational negotiation team was selected to mediate the remaining outstanding issues. The TPM approach was used also with the facilitator of the negotiation process, who was contracted by the mission to help all the parties involved communicate and resolve their concerns.

Feller said the process was extraordinary for developing relationships necessary to reach workable compromises. "The final agreement established formal channels of communication through which team members gradually established a relationship based on trust," she continued.

"Many long-standing problems were resolved by the negotiation process, and project activities were reoriented."

As a result of the accomplishments of the TPM, evaluation and follow-up negotiation meetings, she continued, AID, the contractors and the Ministry of Health have combined efforts to sustain and expand project health services. For example, said Feller, a new \$12 million project has been approved to expand mission support for child survival services to reach 40% of the population.

Furthermore, the AID-sponsored Water and Sanitation for Health project, which provides short-term technical assistance to AID missions and bureaus involved in water and sanitation activities, has hired Training Resources Group to use the same concept with their consultant teams before sending them to the field.

One of the leaders of the Yemeni negotiation team now is working to integrate the TPM method for the World Bank.

**"TPM imposes a discipline on the participants, gearing them to consider in detail the purpose of the team assignment."**

importance of a mixed evaluation team: "For these teams to succeed, country officials must participate fully in the entire process. The Yemeni participants were able to persuade Yemeni constituents and ministries to actively support and buy into the program."

After the TPM session in North Yemen, the evaluation team, in an atmosphere of cooperation and trust, worked to identify project aims and to specify project breakdowns, said Feller.

"The initial approach and attitude that is seen by host country participants is very important," said Hartenberger. "They need to know that no one is looking for a scapegoat when problems arise and that the evaluation is not an audit."

When the evaluation team completed its assignment, it recommend-

Finally, Hartenberger said, two major AID contractors will internalize the TPM concept within their organizations to help prepare consultant teams for field assistance work.

"The more these short-term teams can understand AID policies, regulations and procedures for writing Agency documents, the less precious time is wasted at the mission," Feller said.

The TPM method should be conducted by a professional trainer for all assistance teams, stated Hartenberger. "It is a cost-effective way to get excellent results from evaluation and technical assistance teams and may help to avoid premature project phase-outs."

*Long is a writer/editor in the Office of Publications.*

# AID 'Desk Job' Offers Action, Experience

by Sharon Isralow

**B**eing pulled in a dozen different directions at once can cause even the most seasoned bureaucrat to make a beeline for the aspirin bottle, but for AID's desk officers, it's all in a day's work.

The Agency's 43 desk officers ensure that actions essential to developing and carrying out programs in AID-assisted countries are undertaken effectively and efficiently.

As the major communication link between the field missions and AID/Washington (AID/W), they interpret and relay information from Washington, D.C., and the broader foreign affairs community to the mission and represent the mission's interests at AID/W.

To do this, desk officers must orchestrate a jumbled lot of reports, cables, project documents, phone calls and meetings relating to mission activities, often by working long hours that may stretch into the middle of the night to accommodate time differences overseas.

Although the bulk of the Agency's desk officer positions are filled by foreign service program officers, increasingly personnel from other backstop areas are taking desk assignments, according to William Sigler, director of the Office of Personnel Management (OPM). Sigler points out that a fair number of these positions are filled by civil service employees.

"From OPM's perspective," explains Franz Herder, director of Foreign Service Personnel, "assignment as a desk officer is an excellent opportunity for career development. The job provides an opportunity to work in many substantive areas important to the Agency's work. It also provides broad exposure to the work of other U.S. government agencies, other donor organizations and recipient country embassies in Washington."

Desk officers Sidney Chernenkoff, Ron Nicholson, Frank Young and

Ann Gooch agree that their jobs span the spectrum of Agency activities. Their assignments range from helping design long-term development programs in a particular country to devising policies and procedures necessary to accomplish program objectives.

"As the focal point for contacts with the field, the job is demanding," says Hank Ulrich, chief of the Position Management and Classification Division in the Office of Personnel Management, Bureau for Management. "A high volume of activity is involved. Desk officers are the people who make sure things don't fall through the cracks."

"It's our responsibility to know as much as we can about the country's program and the problems facing it," explains Chernenkoff, officer-in-charge of Kenya and Somalia in the Office of East Africa, Bureau for Africa. "For every aspect of the program connected with the mission, we have to facilitate mission requests, represent the mission in meetings, answer questions on its behalf and anticipate and head off potential problems."

"Desks handle disparate activities of varying degrees of urgency, ranging from major issues that confront a country's future to locating an individual in that country," he notes.

As the resident expert on a particular country, a desk officer's advice often is sought on issues at the program and policy level. The officers are called on to provide quick, informed judgments.

"The job requires sufficient knowledge of how Washington, the international community and, to some degree, private banks operate in order to be a player in the policy process," says Nicholson, officer-in-charge of Costa Rica in the Office for Central America and Panama, Bureau for Latin America and the Caribbean (LAC). "A large portion of a desk officer's effectiveness is the degree to which he or she can affect that process."

"Because the Office for Central America and Panama has such an experienced staff, including five senior foreign service officers, the desk officers tend to function as more than intermediaries or communications links," explains Nicholson, also a member of the Senior Foreign Service with 25 years experience in Central American affairs. "Our advice is sought and heeded by management in AID/Washington and the field."

Nicholson, whose experience combines a master's degree in international relations with substantial course work in economics and, more recently, long-term training at the National War College, works closely with mission leadership to develop the strategy for an effective assistance program in Costa Rica.

"In the last few years, the AID program in Central America has experienced a rapid conversion from the standard development assistance package to one that deals with a whole range of macroeconomic



**Ann Gooch: "I play a coordinating role" between the field and Washington, D.C.**

issues—those fundamental ingredients that make an economy run," he explains. "The desk officer has to be sufficiently versed in economic theory and acquainted with political realities to offer appropriate advice."

An important part of the job includes bringing that expertise to the project review process, where desk officers participate in reviewing country development strategy statements, annual budget submissions and capital and technical assistance projects.

Gooch, officer-in-charge of AID's program in Israel, the West Bank and Gaza and regional cooperation between Israel and Egypt, in the Bureau for Asia and Near East's (ANE) Office of the Middle East, Europe and North Africa, works on programs in areas without missions.

Gooch, a former foreign service officer who joined the Agency in 1978 after serving with the State Department and Peace Corps, coordinates three programs in the Near East region from her Washington office. She is one of 10 women who serve as desk officers.

For the project-oriented West Bank/Gaza program, Gooch coordinates activities that range from reviewing proposals to monitoring the progress of ongoing programs.

"A core group exists in AID/Washington made up of officers from AID and the Department of State," Gooch explains. "This group acts as a mini-mission. It reviews projects and recommends their approval or modification. Once projects are approved, ANE's technical staff monitors their progress through extensive field visits."

"I play a coordinating role, which includes obtaining concurrence on decisions from the American Embassy in Tel Aviv and the Consulate General in Jerusalem," says Gooch.

To assure proper coordination and implementation of the country programs, desk officers often liaise with other government agencies, such as State, as well as with non-

government organizations.

For example, Chernenkoff, who has a master's degree in business administration as well as long-term training in economics at the Foreign Service Institute, meets often with representatives from the World Bank and other donors and interested parties in an effort to find solutions to problems caused by severe foreign exchange shortages in Somalia.

Similarly, in Kenya, where AID provides non-project assistance in exchange for structural adjustment reforms, the desk officer closely monitors the country's economic policy reform process and participates in high-level Consultative Group meetings convened by the World Bank.

Although a desk officer is never idle, an upsurge in interest in a country can propel a frenzy of activity.

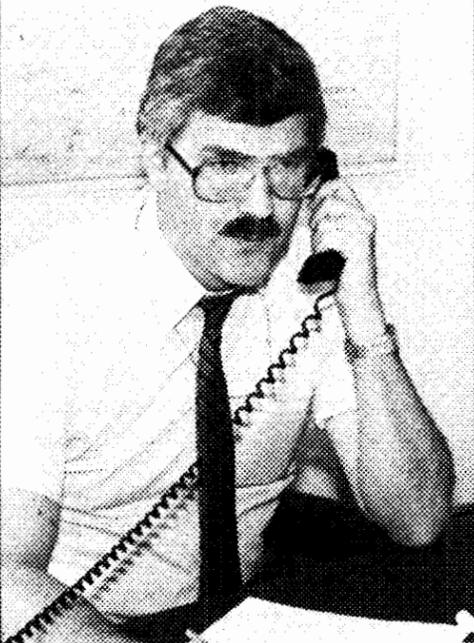
The recent Philippine elections and subsequent change in government and the disclosure of the financial affairs of Ferdinand Marcos, for example, have focused considerable attention on AID's program in that country. As a result, the Philippines desk has kept up a frantic pace in an effort to respond to inpouring requests for information.

"It's so busy, we have to submit annual leave slips for lunch," jokes Young, officer-in-charge of the Philippines in ANE's Office of East Asian Affairs. Young is a 10-year AID employee with a doctorate in comparative politics from the Fletcher School of Law and Diplomacy at Tufts University.

"In the space of four months, we have had to restrict and then rebuild a program and respond to press inquiries and three audits concerning allegations of misuse of funds under the Marcos regime," he says.

After irregularities were reported in the February election, pressure mounted in Congress to review ways to restrict the AID program in the Philippines. Since the Aquino government came to power, Young

*(continued on page 5)*



**Sidney Chernenkoff: "It's our responsibility to know as much as we can about the country's program and the problems facing it."**



**Ron Nicholson: "The desk officer has to be sufficiently versed in economic theory and acquainted with political realities."**

# Meeting Stresses Child Survival Goal

Calling AID's health, nutrition and population officers "a professional team charged with the Agency's most important assistance," Nyle Brady urged them to continue research efforts and to act as a driving force in pushing Agency agendas.

Opening the first AID inter-regional conference on health, population and nutrition programs held in Washington, D.C., June 16-17, the senior assistant administrator of the Bureau for Science and Technology said, "Too often, AID is perceived solely as 'Mr. Money Bags' for other organizations' projects."

"AID has a program," said Brady, "and we want others to help carry it

**"AID's strategy combines health, nutrition and birth-spacing activities to lessen infant and child mortality."**

out. Our prominent role is increasingly visible in the area of health where we are pushing oral rehydration therapy (ORT) and immunization practices."

The two-day conference provided an opportunity for AID representatives from Washington, D.C., and 26 missions to share ideas about how best to develop and deliver Agency assistance in meeting mission needs.

Delivering the keynote address before the AID officers, Administrator Peter McPherson reaffirmed the Agency's commitment to health, population and nutrition programs. "This year," said McPherson, "more

than 25% of our development assistance funds went to these three areas.

"The child survival strategy that AID adopted at the International Conference on ORT last December is one of the Agency's highest priorities. That strategy combines health, nutrition and birth-spacing activities to lessen infant and child mortality."

McPherson also said that the child survival strategy helps to focus the Agency's goals and that those goals can be used as a tool to coordinate donor efforts. "In the long run, more can be accomplished with a directed program," he said.

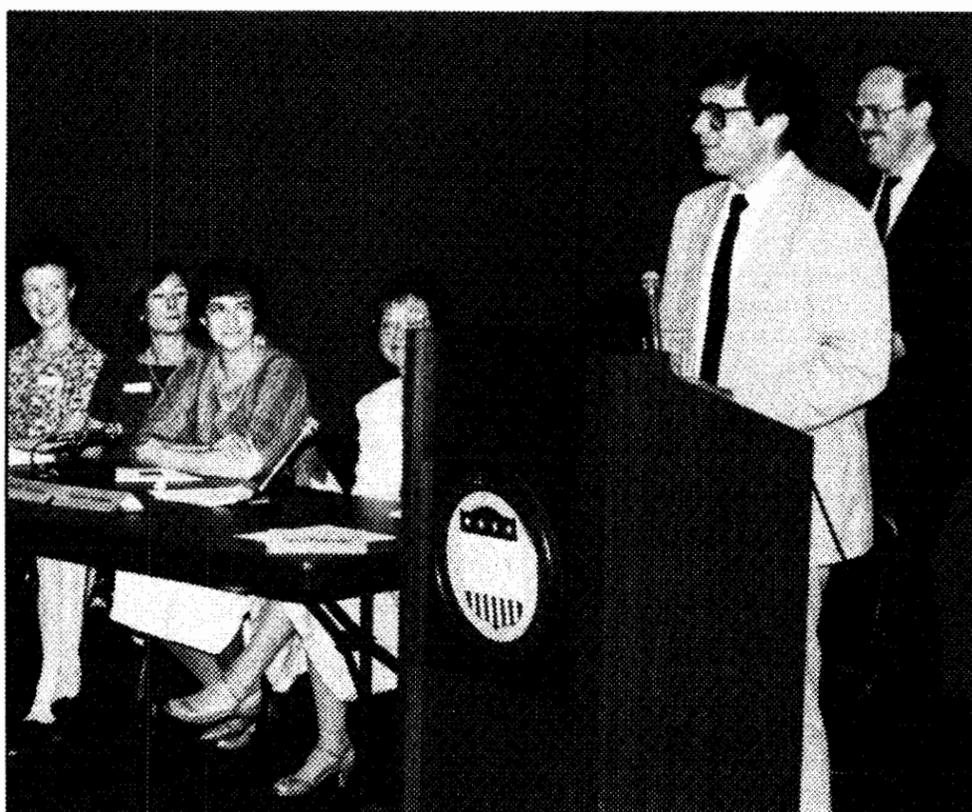
ORT and immunization are the twin engines of the child survival program and can have a dramatic impact on preventing the deaths of young children, he said. "And together, ORT and immunization can be used to develop the delivery systems, which will help make these practices permanent."

Mindful of the staff and budget challenges the health, population and nutrition officers face, McPherson told the audience that AID needs to use indirect supplementary resources for continuing assistance programs. For example, he said, local currency from Economic Support Funds can be considered for use in Agency programs.

"The Agency also will move toward promoting fees for health services," said McPherson. "And, in line with economic democracy, people then will demand higher quality services."

In a panel discussion, health, population and nutrition officers discussed the general policy and program issues of their respective areas.

Panel moderator Katherine Blakeslee, director of the Office of Sector Policy for the Bureau for Program and Policy Coordination, said that the health sector is revising its



**Steven Sinding, director of the Office of Population, outlines program priorities at the Agency's first inter-regional conference on health, nutrition and population programs. Administrator Peter McPherson is at right.**

1982 policy paper to reflect the Agency's new thrust on child survival programs.

About 62% of health funds are divided among the four child survival activities—ORT, immunization, nutrition and birth spacing, she said.

Supporting Blakeslee's remarks, Ann Van Dusen, deputy director of the Office of Health, said that AID expects to have a greater impact by concentrating its efforts in 22 countries. The strategy, she said, is to give priority staffing and funding to those countries where the opportunities to make a difference are greatest.

Panel member Anna Quandt, population policy advisor in the Office of Sector Policy, noted that the budget for voluntary family planning was \$290 million, an all-time high.

Steven Sinding, director of the Office of Population, outlined the Agency's population program priori-

ties, which are to continue biomedical research in the field, establish a market-based distribution approach for contraceptives, improve management of population programs, upgrade the data base system and instruct people in the natural family planning approach.

Nancy Pielemeier, nutrition policy advisor in the Office of Sector Policy, described nutrition assistance, the third priority sector, as central to Agency assistance because malnutrition contributes to poor health, poor school performance and early death.

"Improved infant and child feeding programs combined with monitoring growth are nutrition priorities," she said. "Supporting and promoting breast feeding programs, managing dietary prevention of diarrhea and demonstrating improved weaning methods are part of the nutrition program."

## Desk Officers

From page 4, column 4

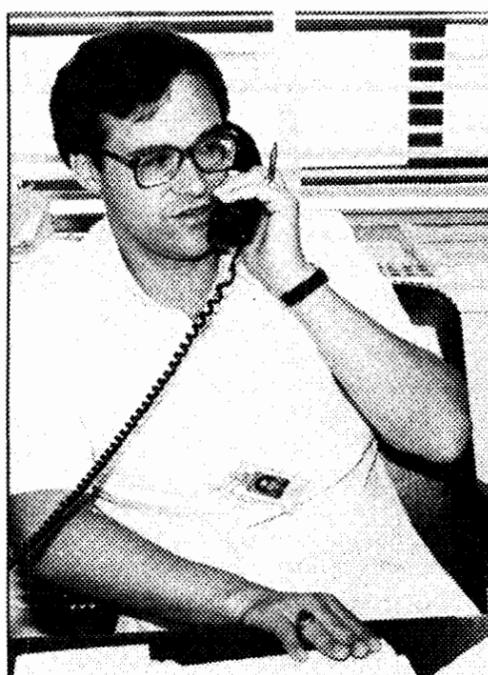
has been working closely with AID and congressional leaders to build a program responsive to the new government.

Gooch also is kept busy responding to inquiries and preparing briefing materials for AID and other government officials because of the high level of attention focused on the Middle East.

Responding to inquiries from AID personnel and non-Agency callers constitutes a large part of the work day for desk officers.

Non-Agency callers request information ranging from reports on weather conditions in a particular country to assistance in preparing term papers. Other calls pertain to security abroad, employment opportunities with AID or availability of AID funding for projects.

"I could easily stay on the phone



**Frank Young: "The job is good preparation for officers aspiring to senior management positions."**

from nine to five," Chernenkoff says. Like many desk officers, however, his day does not always end at 5 p.m. An eight-hour time difference between Washington and Kenya and Somalia sometimes necessitates evening or late-night calls.

Communicating with missions also can be a problem if calls must be operator-assisted or if there is insufficient communications equipment in the host country to handle the phone traffic.

Because of its proximity to the United States, LAC has a communications advantage over other regions.

"In terms of communications, there's no comparison between Central American missions and other AID missions," explains Nicholson, "because communications with Central America are so immediate. We can pick up a phone and talk to the missions like that," he says, snapping his fingers. "It's a great plus."

A "plus" shared by desk officers in all regions is the commitment,

interest and experience they bring to their jobs.

"I think it's one of the most interesting jobs in Washington," says Chernenkoff, "and the best place to be if one wants to know what's going on and be on top of things."

"Every AID officer who works in program or capital development should have this experience," says Young. "The job is good preparation for officers aspiring to senior management positions. It teaches how to order priorities and hone one's instincts for key factors. It's the equivalent of basic training in the Marine Corps."

This training, coupled with the high caliber of professionalism and commitment that the officers bring to the job, helps make Chernenkoff, Gooch, Nicholson and Young and other desk officers valuable links in carrying out the AID program around the world.

*Israelow is editor of Horizons.*

More than 60 researchers from 35 countries working on the Primary Health Care Operations Research (PRICOR) project sponsored by the Bureau for Science and Technology met in Washington, D.C., June 8-10.

Researchers gathered together to discuss how to systematically develop alternative solutions to specific problems hindering primary health care programs.

## **"Many problems impeding delivery cannot be understood without on-site research."**

Addressing the conference, Nyle Brady, senior assistant administrator for the bureau, noted that all too often affordable and highly effective health technologies such as oral rehydration therapy and immunizations do not reach those in need, even when programs are in place.

# PRICOR Studies Delivery Problems

"Many of the problems that impede the delivery of these services cannot be understood without on-site research," said Brady. "We are still learning how to carry out such re-

search as efficiently as possible. It is important to continue to develop practical methods that can be applied widely."

Analysis of the PRICOR studies, perhaps the largest series of operations research studies in primary health care ever conducted, may

suggest patterns in service delivery problems in other programs as well.

A new operations research project, PRICOR-II, will pursue the issues raised at the conference and continue the Agency's efforts to make health programs more effective.

Project staff members will prepare a series of detailed papers on selected studies as well as abstracts of the entire series. They also will develop comparative analyses, drawing general lessons from groups of studies that addressed similar topics. For example, community financing of health services, organizing the community to support health services, use of village health workers, and oral rehydration therapy will be examined together.

Requests for the summaries should be sent to James Heiby, S&T, Office of Health.

## CHILD SURVIVAL TECHNICAL TRAINING COURSE HELD

Approximately 40 field and AID/W officers and as many observers attended the second Technical Training Course in Health, Population and Nutrition: Initiatives for Child Survival.

The June 20-27 course provided participants with state-of-the-art knowledge on high priority Agency programs, including immunization, child feeding, family planning and financing child survival initiatives.

The training course was sponsored by the Office of Training and planned by AID health, population and nutrition officers in cooperation with the Johns Hopkins University's Institute for International Programs.

## Vaccine

From page 1, column 3

were irregularities in stock quantities and order intervals, resulting in periods of stock-outs or excessive quantity; highly variable transport times; and cold chain failure due to

## **"When we talk of universal immunization, we are talking about prevention of disease in children."**

lack of systematic refrigerator maintenance, routing and inventory control.

A number of the papers presented at the conference stressed the importance of social, political and managerial factors in carrying out effective immunization programs. "The harnessing of broad social mobilization with immunization appears to be the only feasible way of controlling vaccine-preventable diseases and achieving universal immunization by 1990," said Richard Reid, UNICEF regional director for the Middle East and North Africa.

The conventional health sector approach to immunization is handicapped because it generally fails to secure the active commitment of the country's political leaders, he said, and does not enlist the support of economic and administrative resources outside the health sector.

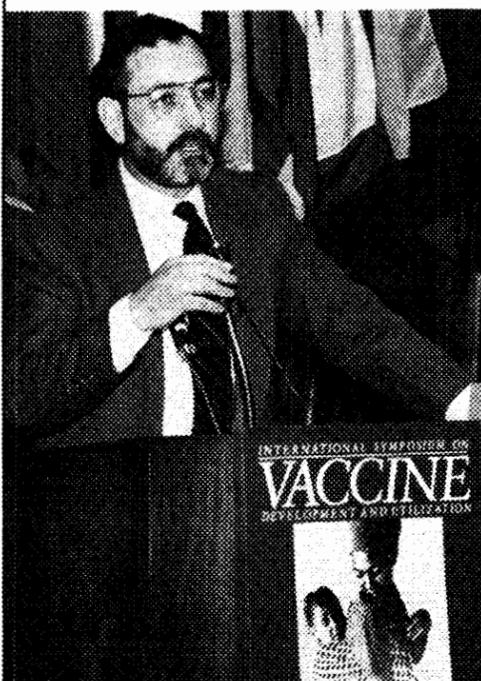
The most crucial outside resource, he said, is the personal involvement of the top political leaders. Countries in which this has happened, such as Colombia, Nigeria and Burkina Faso, have made sizeable immunization gains.

Other outside resources to be used in support of immunization include

the media, local religious and community leaders, non-governmental organizations and individuals, especially celebrities. This broad national base, he said, is indispensable for the control of vaccine-preventable diseases and comprises "a low-cost, elastic, permanently renewable resource base that stands ready to aid health ministries in maintaining immunization coverage."

In a concluding session of the symposium, Dr. William Foege of the Centers for Disease Control and executive director of the Task Force for Child Survival, emphasized that progress has been made despite the immensity of the problem. "Vaccine usage has tripled in the last three years. Immunization levels (third dose DTP) have increased from 10% to over 33%, and studies show that 60% of children are being reached with at least one dose of some immunization. Over the last two and a half decades, infant mortality has gone down, life expectancy at birth is up and birth rates are slowly decreasing," he said.

"The political will on the part of



**Dr. Kenneth Bart: "We need to tailor our technology to what can be delivered in the field."**

developing countries is being generated to make immunizations universally available. However, continuing assistance from the developed world will be required over many years, probably in the range of 20-30% of the cost of the total effort."

Major conclusions of the symposium were outlined by Dr. Alan Hinman of the Centers for Disease Control in the Rapporteur's Summary:

- The outlook is promising for new vaccines to protect against today's major infectious diseases;
- Continued support for vaccine research is warranted, as immunization remains the most cost-effective medical technology, and current research investments promise large health care savings in the future;
- Bringing vaccines from the discovery stage to the production and application stage remains a problem and requires close collaboration between governments, universities and industries as well as public support;
- Because "a vaccine is no good if it remains in the bottle," the expansion of delivery systems must be given increased priority so that no child is without the benefits of immunization;
- Better management, particularly in the areas of training, supervision, monitoring and evaluation, is essential to improved delivery systems; and,
- Increased attention and financial support must be given to research on operational issues, including both equipment and delivery systems of vaccines and organization and administration of services.

In closing Dr. Hinman stressed that children are the focus of most vaccine efforts. "We must serve the needs of today's child even as we work for new and better vaccines to serve tomorrow's child. Our biggest need today is not for new vaccines but for better ways to deliver existing vaccines," he said.

The symposium immediately preceded the annual conference of the National Council for International Health and was organized by the Agency's Office of Health in

cooperation with the Centers for Disease Control; Fogarty International Center; National Institute of Allergy and Infectious Diseases; Pan American Health Organization; and World Health Organization.

—Suzanne Chase

## NCIH

From page 1, column 3

try's national program, which had the direct support of the president, as being successful in saving the lives of 60,000 infants a year. "The future of the nation lies in the health of the children," he declared.

In accepting the award for Turkey, Ambassador Sukru Elekdag thanked NCIH for bringing international awareness for preventing infant mortality and improving children's health.

He said that 80% of 5.1 million children already have been immunized although the program just started in 1985. Because of the success of the immunization program, Turkey is "designing other projects to elevate the health of children."

Drs. Warren and Gretchen Berggren of Save the Children Federation also were honored for their role in promoting children's health. The doctors received the NCIH 1986 International Health Awards for their approach to primary health care and their work to prevent neonatal tetanus.

The awards luncheon culminated a three-day international health conference sponsored by NCIH with support from AID.

It brought together hundreds of professionals and students to consider ways of improving the health of the poor in developing countries with particular emphasis on applications of biomedical and health research.

Sessions were held on the global impact of AIDS, vaccine development and progress in reducing child illness and death.

—Dolores Weiss

# Old, New Methods Joined for Health

by Sally Foster

**O**n the outskirts of Fortaleza in the northeast of Brazil, stretched out between city streets, is one of the country's many shantytowns.

There is nothing pretty about any shantytown. They crop up, sometimes overnight, in many large cities. People desert the "sertao" or hinterland in Brazil's often parched northeast and head for Fortaleza, Salvador, Rio de Janeiro, Sao Paulo or even Brasilia. They think that they will find work and their lives will be easier. Instead, they discover

***"The AID program will involve changes in behavior. It will use oral rehydration therapy and encourage preventive measures. We will be trying to raise the consciousness of the people."***

that jobs are hard to find, food is scarce and crime is rampant.

Working in this impoverished region is a Project HOPE doctor, Jay McAuliffe. Not long ago, Dr. McAuliffe received word that his work would be funded by AID.

In speaking about the health prob-

lems in Fortaleza, McAuliffe explained that for impoverished people, death at an early age is part of life. Children die from diarrhea, pneumonia and other respiratory diseases.

Fighting childhood diseases is a major concern of McAuliffe. Child survival projects, he explained, "use oral rehydration therapy, immunizations and nutrition intervention in an attempt to reduce significantly the high rate of child mortality."

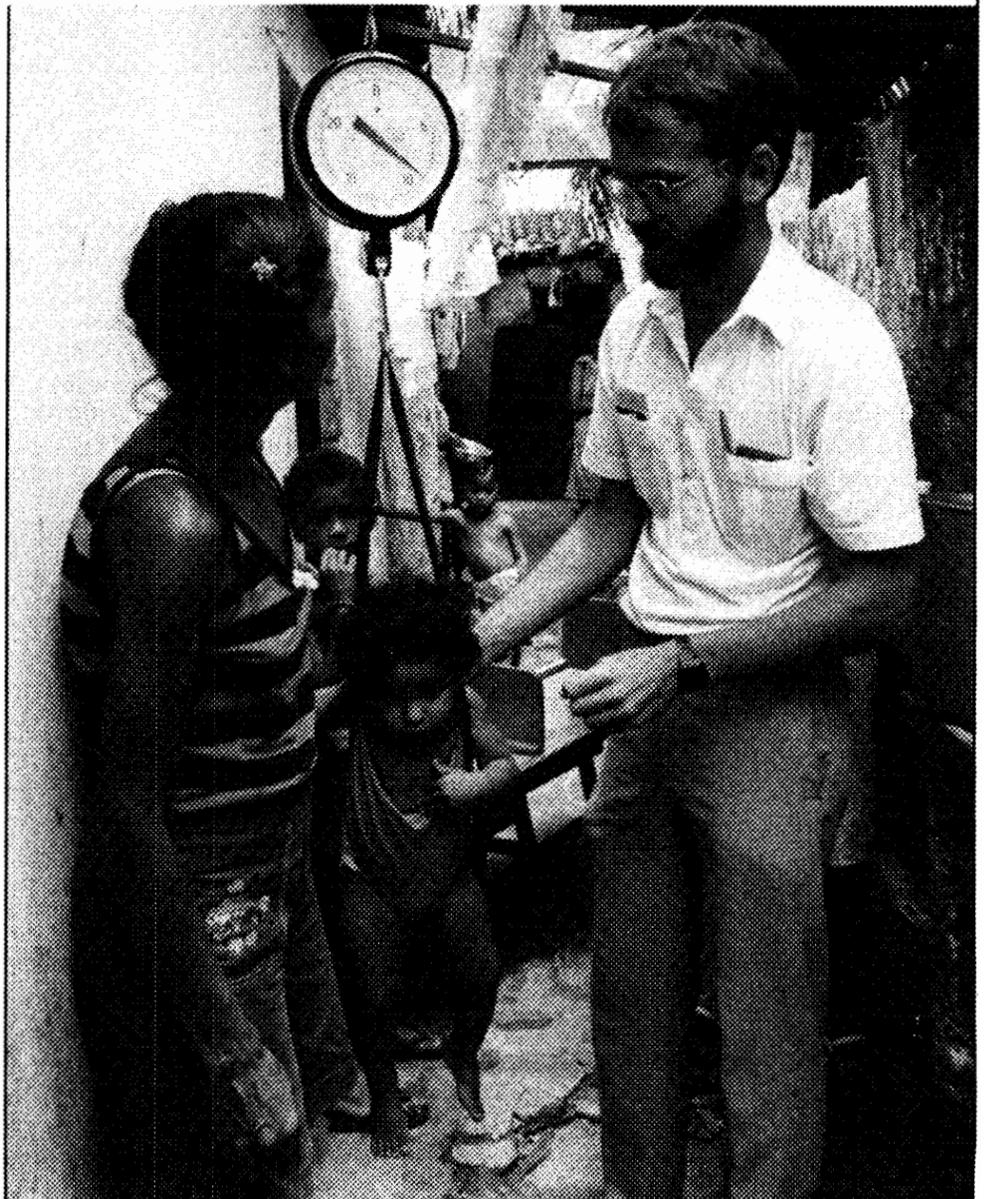
In describing how the AID money would be used, McAuliffe said, "We will work together with different Brazilian institutions such as PROAIS (Primary Health Care Program of the Federal University of Ceara). This group operates mostly in the rural areas around Fortaleza. Then, we will work with various state organizations that are more urban-oriented."

With the help of these institutions, McAuliffe hopes to set up programs using health workers who will leave the health facility and bring supplies and the knowledge of how to use them into the communities. He also plans to involve the traditional healers who already are established in the towns.

In the town of Guaiubu, where a similar program has been under way for two years, there was a major reduction in the rate of mortality due to diarrhea, and it is hoped that the same results will be achieved on a much larger scale through this effort.

The new AID-funded program will operate for three years. It is structured so that local institutions can step in and take over once project support ends. The program, McAuliffe explained, consists of four parts. First, a central team of four or five people, mostly doctors, will supervise and train the workers and evaluate the project's progress.

Second, a group of public health nurses will provide field supervision. Third, community health workers



**Fighting childhood disease is a major concern of Dr. Jay McAuliffe of Project HOPE who works to expand health care programs for the poor in both rural and urban communities in Brazil.**

will be assigned to specific areas. And fourth, the program will make use of the traditional healers who already work in the community. These healers will receive training and supplies.

"The traditional healer is an interesting phenomenon," McAuliffe stated. "The ones who are referred to as 'rezadeiras' are called very early by the parents when a child is suffering from a severe case of diarrhea. In many areas, diarrhea is thought to be caused by an 'evil eye.' The rezadeira performs a praying ritual that the parents believe will bring about a cure."

Dr. Marilyn Nations conducted the original anthropological research on which the current use of rezadeiras is based. She worked with the University of Virginia, the Brazilian Federal University of Ceara and later with Project HOPE and AID in the Ceara area.

McAuliffe pointed out that it makes sense to use traditional healers because they are accepted by the community and are in close contact with sick children. The traditional healer's role will not change radically, he said. The rezadeira will continue to pray, but, in addition, he or she will be asked to provide oral rehydration therapy and to instruct the mother in its use.

If the child does not respond to treatment, the rezadeira can send the child to the nearest clinic. Because diarrhea is the cause of about half the child deaths in northeast Brazil, just this one practice should have a substantial influence.

McAuliffe, who has been working with Project HOPE in Brazil for more than seven years, knows that one of the most difficult problems is getting treatment to the people who need it. "Malnutrition," he said, "is everywhere. Its causes are many. Sometimes it's due to a lack of food. Other times it is related to infections brought on by a short period of breast feeding and the early introduction of the bottle."

A special nutrition program also will be introduced to see if the high rate of malnutrition can be reduced. At the same time, an effort will be made to provide more vaccinations and immunizations.

The program's effectiveness, according to McAuliffe, will be carefully monitored. Community health workers will record how many oral rehydration packets are taken, how many children are weighed and vaccinated and how many children participate in the nutrition programs.

"The AID program will involve changes in behavior," McAuliffe stressed. "It will use oral rehydration therapy and encourage preventive measures such as immunizations. It also might change the way people feed their children—in that mothers might go back to breast feeding or decide to feed one child more than the others because the child is worse off. We will be trying to raise the consciousness of the people."

*Foster is a former AID employee who now is a freelance writer. She recently visited Project HOPE in Brazil.*



**The AID-funded program in Brazil will make use of traditional healers, or "rezadeiras," who are accepted by the community and are often the first called upon by parents when a child is severely ill.**

## MISSION OF THE MONTH

**AID in Somalia**

by Raisa Scriabine

If you go by the names of the streets—Via Roma, Viale del Lido or Corso della Repubblica, you'd think you're in Rome. By a stretch of the imagination, this tree-lined city with worn Mediterranean villas and coral stone buildings lining four miles of ocean could also be in Greece or perhaps on the Italian Riviera.

It is, however, Mogadishu, the capital of the Somali Democratic Republic, on the perimeter of the strategic Horn of Africa.

Mogadishu's somewhat continental veneer blends with its Afro-Arab heritage. Its ancient mosques are a testament to the fact that almost all Somalis belong to the Sunni sect of Islam. The old section of the capital with its labyrinth of narrow alleys and dark, medieval courtyards is a legacy of the Middle Ages. Mogadishu was first settled in the 8th century by Arab and Persian merchants seeking hides, benadir cloth, grains and ivory.

Today, along with the cities of Merca, Brava and Kismayo, Somalia's capital is part of a chain of ports along the coastline—the longest of any African nation. Mogadishu faces the gentle breezes of the Indian Ocean, but just outside the city, scrub vegetation takes over and extends into some 630,000 kilometers of semi-desert.

While only 14% of the land is arable in the Texas-sized country, the majority of the more than five million Somalis earn their livelihood through agriculture. More than half of Somalis involved in agriculture are nomads due in part to the harsh and variable climate in the country. Sorghum and corn are the subsistence crops.

Somalia became independent in 1960 when the former British Somaliland protectorate and the U.N. trust territory of Somalia administered by Italy were joined to form the Somali Republic. Nine years later, a coup led by General Siyad Barre introduced "scientific

socialism," closer relations with the Soviet Union and a rapid economic decline.

Scientific socialism in this traditional Islamic society predominantly meant centralization and the growth of government-owned factories and service industries characterized by poor management and low productivity.

Somalia is distinct among many African nations in its ethnic unity. The Somali tribe contains only ethnic Somalis. Unity, however, is itself the source of conflict. Over a third of Somalis live outside the boundaries of the present day state. Several hundred thousand Somalis live and work in the Arab Peninsula. About 100,000 reside in northern Kenya. Some 50,000 live in Djibouti, formerly French Somalia. By far, the largest group—as many as two million—are located in the Ogaden region of eastern Ethiopia.

Since independence, each Somali government has dedicated itself to rebuilding a greater Somalia—an aim written into the nation's constitution. The five-pointed star on the Somali flag represents the five regions of the Somali nation, three of which lie outside Somalia's present boundaries.

A push toward unity served as the impetus for the hostilities between Somalia and Ethiopia that started in the mid-1970s.

Following the Somali incursion into the Ogaden, Soviet support was withdrawn from Somalia and thrown behind Ethiopia. After Somalia withdrew from Ogaden in 1978, Barre turned to the West for economic assistance.

AID's program, active from 1953, had been discontinued in 1971 due to statutory prohibition against assistance to countries having ships flying their flag in Hanoi. The AID program resumed in 1978. The value of economic and food assistance in 1985 totaled about \$90 million. Somalia now ranks second only to Sudan in terms of the level of U.S. assistance to the 36 countries in sub-Saharan Africa with AID programs.

Today, Somalia is a changing nation. The relics of socialism are being replaced by policies favoring the private sector. In the capital city, new restaurants line the streets. Bazaars are beginning to bulge with foreign goods. Private leasing of land is permitted. Some parastatals have been abolished, and foreign and domestic investment is encouraged. Recently, the government approved, in principle, the establishment of private banks.

Perhaps less apparent is the economic liberalization that has taken place in agriculture. In the last three years, an inefficient state-controlled marketing system has been dismantled, and farmers now are permitted to select markets and set prices.

Louis Cohen, AID mission director in Somalia, notes that this new policy helped increase the amount of farmland under production, making

1985 one of the country's best agricultural years on record.

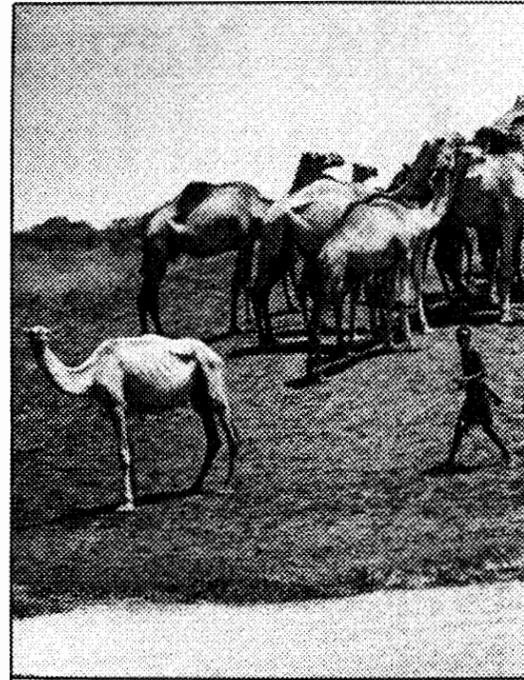
**BUILDING THE PRIVATE SECTOR**

Despite the progress of the past few years, Somalia's economic potential is limited by its lack of non-agricultural resources. With a per capita income of less than \$300 per year, Somalia is one of the poorest nations in the world. More than half of all Somali deaths result from malaria, tuberculosis, shistosomiasis and malnutrition. Fifteen out of every 100 infants die at birth. Life expectancy at birth is 44 years. There is only one doctor for every 20,000 people and one hospital bed per 880 people. One out of three has access to safe water.

In the 1980s, the nation's economic crisis was compounded by drought, a Saudi ban on importing Somali cattle, a Saudi cutoff of an oil grant and the slow pace of stabilization. This has led to a critical shortage of foreign exchange and a substantial government budget deficit.

"AID's program in Somalia has several purposes," Cohen points out. "We are helping achieve short-term economic stabilization through balance-of-payments and budget support. Over the long term, we are working to build a base for productivity and to improve the quality of life in the country. The Somalia program is innovative with several projects that reflect new approaches to solving problems."

In 1981, the government of Somalia began a stabilization program through the efforts of the International Monetary Fund and the donor nations. "The Somali shilling was devalued by 50% to stimulate exports, and the budget deficit was reduced," Cohen stresses. "AID's commodity import and P.L. 480



**Water for people, livestock and irrigation are only two perennial streams in the**

Title I programs are the primary mechanisms for supporting the stabilization program."

"The \$18.5 million Commodity Import Program (CIP) initiated in December 1982 provides needed imports to compensate for the lack of foreign exchange," explains Girard Labombard, commodity management officer. CIP provides dollars required for the import of agricultural goods, manufacturing equipment, raw materials and other general imports.

The CIP program is building up the private sector in a country where almost all productive sectors of the economy were controlled by the government. "About 85% of the current CIP is targeted for the private sector," Labombard says. "It's a unique experiment that's working."

The results of the CIP already are evident in agriculture, industry and education. Through seed imports, Somali farmers increased yields by as much as 50-75%. The food pro-



**Deputy Mission Director Gary Nelson helps run the second largest AID program in sub-Saharan Africa.**



**AID has pioneered the development of primary health care services in Somalia. The 1979 rural health delivery project concentrates on training community health workers to meet the needs of rural villagers and nomads.**



a critical need in Somalia. There y.

duced also is of better quality and quantity, he explains. For example, watermelon seeds imported through CIP produced a superior fruit and provided Somalia with a new export.

In Jelib-Marka, an 800-year-old village south of Mogadishu, a weaving cooperative imported 20 metric tons of acrylic yarn through CIP. As a result, the output as well as employment increased. Today, 900 out of a total of approximately 2,000 villagers work for the cooperative (one of the few independent private cooperatives in Somalia). Before its participation in the CIP, the weaving cooperative employed 100 villagers.

Raw materials imported through CIP are helping the Somali "flip flop" industry almost double production. "The management of the White Dove factory in Mogadishu believes that the production of flip flops will increase to about 72,000 pairs a month," Labombard says. The increased production of "made in Somalia" flip flop sandals has reduced the retail price by 25%. This reduction in costs also represents a savings in foreign exchange since, prior to CIP, all rubber sandals were imported.

Lafoole College, the only teacher training facility in Somalia, also benefits from CIP. Built by AID in 1963, the college now is being renovated with shillings earned from CIP sales.

"When the renovation is completed in July 1986, the 400 students at the school will be able to complete their studies and enter service as secondary school teachers," says local currency program officer Loring Waggoner.

The P.L. 480 program also is working to help stabilize the Somali economy. "The Title I program provides food for sale in Somali markets to help bridge the food gap during the period of foreign exchange restrictions," notes Akim Martinez-Reboyez, supervisory program officer. Title I food assistance since 1978 totals some \$137.5 million. The imported commodities include wheat and wheat flour, rice and vegetable oil.

The government of Somalia auctions nearly half of the P.L. 480 Title I food commodities to private traders

to help them develop food distribution enterprises.

Agriculture holds the greatest promise for Somalia's economic growth. "We are working with the government of Somalia to set up a research base to increase production," points out Joshua Ray Carpenter, supervisory agricultural development officer.

## PRODUCING ON NOMADS' LAND

Irrigation is part of the answer. "We are helping to expand the government's capability in adaptive irrigated crop research," Carpenter says.

Increasing crop and animal production in areas with potential for rainfed agriculture is another part of the solution. Toward this end, AID participates in the multidonor Bay Region Integrated Development.

"We support five specialists, the Bonka Research Station and a laboratory," says Flynn Fuller, agriculture officer. "We are also helping conduct research on soil and moisture management, sorghum improvement, legumes, oilseed and forage crops." The results are already apparent. Trials with maize and sorghum yielded increases of up to 300%.

Livestock production provides a large share of Somalia's foreign exchange earnings, he explains. Yet, the prime livestock grazing area, the Central Highlands, is a region with a hot and arid climate, irregular rainfall and soils highly susceptible to erosion.

"The government of Somalia is determined to maintain the productivity of the rangelands and bring education, health and extension services to the area's pastoralists who represent 80% of the Somali population," says Phil Warren, agricultural

extension officer. "This is a difficult task because the pastoral communities are fragmented and highly mobile. The introduction of range management is the first step to rationalizing the resource use and ultimately reducing the need for long nomadic movements."

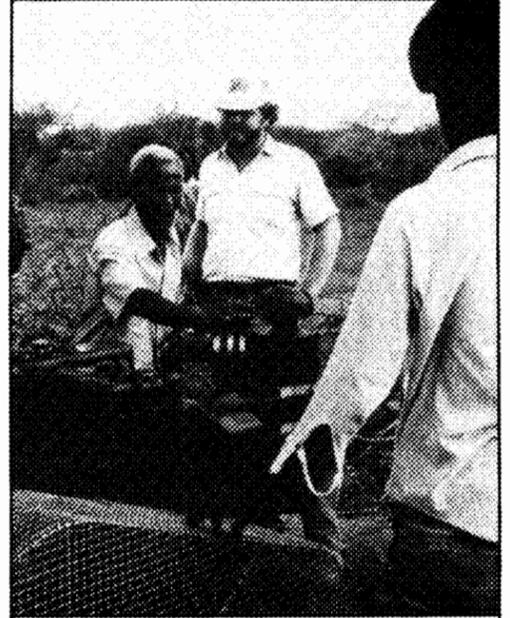
AID and other donors have started a land management program to protect and improve the environment in the rangeland region through management, research, education and the training of livestock producers. Grazing management, soil and water management, sand dune stabilization and shelterbelts around villages are emphasized.

A complete inventory of range resources has identified traditional plants that can have new uses as sources of food and dune stabilization. For example, the plant yicib stays green and edible through the dry season and produces a highly nutritional nut prized by nomads. It may be a well adapted agricultural crop for the area, benefiting both people and livestock, and now is being planted in trial plots under semi-cultivated practices.

The hardy shrub quoroon may help solve devegetation problems and stop the sand dunes movements. "It is easy to plant, seems to live through anything and permits growth of other vegetation," Warren points out.

To help boost livestock production, AID also is assisting the Ministry of Livestock to improve export marketing. A quarantine unit is being set up at the ministry to be staffed by veterinarians and livestock marketing experts. Quarantine stations for cattle will be built near three major ports. All livestock will be vaccinated and certified before export.

AID also is supporting several studies designed to help Somalia improve international and domestic livestock marketing and to gather



Flynn Fuller (in hat), agriculture officer, works to increase production in areas with potential for rainfed agriculture.

socioeconomic data on the subject. Project manager Abdiweli Sheik Ahmed says, "Livestock forms the backbone of the Somali economy. We look to this project to expand our exports of livestock in the future."

Veterinary services have been improved as part of the Bay Region Integrated Development. AID built and equipped a clinic in Baidoa and provided training for its staff. A vaccination campaign against rinderpest and other diseases was launched.

"The Bay Region veterinary service now is able to serve the needs of the livestock owners in the area and can be a model of operations for other regions," says project manager Mohamed Warsame Dualeh.

Water for people, livestock and irrigation is a critical need in Somalia. There are only two perennial streams in the country—the Juba and the Shebelle rivers. AID launched a groundwater development project in September 1979 to help establish a national water resources development plan that would provide water for domestic and livestock use in rural regions.

A production well drilling program was set up. About 116 boreholes have been drilled out of which 60 are production wells. These serve 60,000 rural residents and approximately 200,000 head of cattle and camels. "Additional wells are being drilled, and pumps are being installed and serviced," explains project manager Bill Darkins.

Somalia's Juba River Basin has the agricultural potential to help feed the country and to earn foreign exchange. AID and members of the donor community, working with the Ministry for Juba Valley Development (MJVD), are conducting a series of studies to determine how best to use the land.

"We are working on a soils analysis and land classification study to determine suitability for irrigation. Also under way is a social and environmental analysis to determine the impact of planned and probable development projects in the river basin," says project manager Sally Patton.

To give a boost to the economy of  
(continued on page 10)



The AID program is building up the private sector in a country where most of the productive sectors of the economy have been controlled by the government.

## SFS May Be Eligible for Retroactive Pay

Because of a recent U.S. court ruling on a 1983 litigation case (*Squillacote v. United States*), some foreign service officers will receive back pay for the period Oct. 5, 1980 through Dec. 31, 1981.

The litigation proceeding concerned the legality of a \$50,112.50 pay cap for Senior Executive Service (SES) officers.

The court decided that the pay cap was improper and instructed federal agencies to make retroactive pay adjustments for eligible officers.

Because salaries for Senior Foreign Service (SFS) officers are linked to the SES salaries, foreign affairs agencies also will correct their payroll actions.

To be eligible for the pay adjustments, senior foreign service officers must have been employed between Oct. 5, 1980 and Dec. 31, 1981 in at least one of these categories:

- Class of counselor, minister-counselor or career minister under the SFS pay schedule, Executive Service (ES) levels 1-6;
- Foreign Service Reserve (FSR)-1 or Foreign Service Reserve Limited

(FSRL)-1, steps 1-3; and,

- FSR-2 or FSRL-2, steps 1-7.

Before deductions, the highest amount of back pay for officers paid at the ES-1 level is \$2,797.76; the back pay ceiling for ES levels 2-6 is \$3,317.76.

The Office of Personnel Manage-

ment is identifying active and inactive officers who are eligible for back pay.

Due to the time needed to make these adjustments, most individuals will receive their payment late in the year.

Former AID foreign service officers or spouses of a deceased employee who was employed with AID during the back pay period should complete the form below and send it to SFS Back Pay Coordinator, M/PM/EPM, room 1426, SA-1, Washington, D.C. 20523.

Employee name: _____
Social Security Number: _____
Inclusive dates of employment from Oct. 5, 1980-Dec. 31, 1981: _____
_____
Name _____
Street address _____
_____
City, State and Zip Code _____
Telephone number _____ (Include area code)

## AID Gives Volcano Monitors to Colombia

Administrator Peter McPherson announced June 26 that the Agency has donated volcano monitoring equipment to the government of Colombia.

"This equipment will enable Colombian scientists to monitor the Nevado del Ruiz volcano, which erupted last November, killing nearly 23,000 people," McPherson said.

"The volcano is still very active," he continued. "This equipment will be valuable in providing accurate information at a critical time."

The equipment, which will provide quantitative data required to give early warning of an impending volcanic eruption, is valued at about \$293,500 and was purchased by AID's Office of U.S. Foreign Disaster Assistance from the U.S. Geological Survey.

The Agency previously provided Colombia \$2.6 million in disaster assistance including supplies, personnel and training following the November eruption.

## Somalia

From page 9, column 4

the southern region of the country, AID is rehabilitating the Kismayo port, built some 20 years ago. To complete the project, a total amount of \$36 million and 105 million Somali shillings was made available.

"The demolition phase was initiated in December 1985; reconstruction began in May 1986 and will be completed in 1988," notes supervisory engineer Dan Vincent. "The project will be undertaken in phases which will permit two berths to be continuously in operation to assure that imports and exports continue to flow through the port," he says.

AID also is active in education, health care and family planning. Since 1978, 276 Somalis have been trained outside the country in areas such as agriculture, health, education, hydrology, biology and business administration.

"AID is now working with the Somali National University and the Somali Institute of Development Administration and Management to develop advanced degree courses in the country. The program will provide master's degrees in both business and public administration," explains Ed Tolle, education and human resources officer.

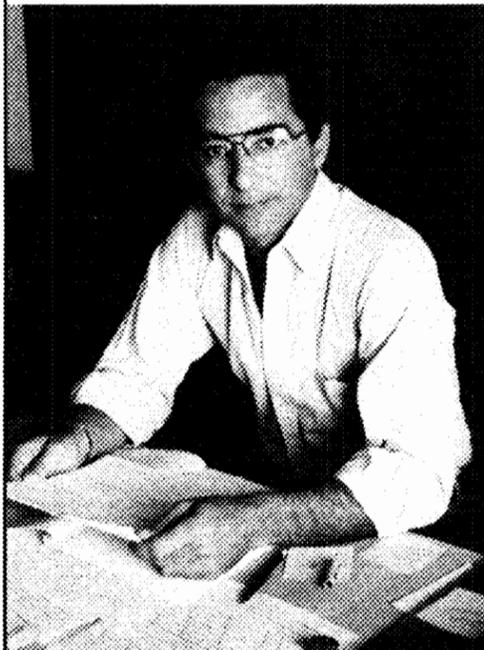
"We have pioneered the development of primary health care services in Somalia," says Marion Warren, health care and general development officer. "The rural health delivery (RHD) project, started in 1979, was the first to concentrate on the training and support of community health

workers to meet the health needs of the rural villagers and nomads."

AID's family health services project provides educational programs in child and maternal care, oral rehydration therapy, immunization and child spacing.

"A number of Somali agencies collaborate in the educational aspects of this project," says population officer Margaret Nueuse. "The Ministry of Education's Curriculum Development Center, for example, is incorporating health education as a part of the curriculum.

"An innovative approach is used to introduce health education games, songs and demonstrations to Somali teachers and school children. As the



**Akim Martinez-Reboyez oversees the P.L. 480 program that helps to stabilize the Somali economy.**

games are developed, the curriculum writers try them out with children in a nearby school. The children's response has been enthusiastic." Future plans call for the use of video as part of this educational process.

"The AID program in Somalia is exciting and stimulating," sums up Cohen. "The government here wants change and asks our advice on how to go about it. Our staff is involved in the policy dialogue side of our effort. In Somali society, there are few barriers to discussion, and doors are always open at all levels."

The mission director points out that AID project managers are likely to be called by a minister requesting suggestions on how to resolve a problem. "Many of the suggestions of our consultants and staff have been put into effect by the government," Cohen stresses. "This is the most rewarding part of our job here."

But getting the job done is not always easy in this eastern African nation. Project implementation is an example.

"We are near the end of all supply lines," he notes. "Many of the best Somali professionals work outside the country, and the agricultural conditions here are difficult even in the best of times."

But on the up side of things, Cohen stresses, "Many AID projects have demonstrated that accomplishments are possible, that targets can be met and that we can make a contribution to development."

The general view at the AID mission in Mogadishu is that Somalia is a pleasant place to live. The capital city enjoys a remarkably fine climate despite being two degrees from the equator. During most of the year,

the steady monsoon winds keep the temperature very pleasant, particularly when the sun goes down.

The international community of some 2,000 families maintains an active social life. Beachcombing is a popular pastime if one keeps a sharp eye out for sharks. Swimming in well protected bays is reported to be "wonderful."

For the more athletically inclined, the International Golf and Tennis Club with its four tennis courts, large swimming pool and nine-hole golf course is the focal point of much of the sports-related activity in the city. Its international and Somali membership makes it a good location for getting to know new friends.

For the younger set, the American school, which goes through grade eight, is one of only two American schools in Africa that is formally accredited with a U.S. school conference. Staff and families agree that the quality of education is "superb" for the international student body. The Recreation and Welfare Association commissary is well stocked with American and European goods. Housing is good and offices are pleasant.

Although Somalia is a one-tour post, over half of the staff has elected to return for at least a one-year extension. As one AID staffer in Mogadishu said, "If you are looking for a challenge, this post offers a lot."

With that challenge comes the reward of knowing that on the Horn of Africa, AID is making a difference.

*Scriabine is the former deputy assistant administrator of the Bureau for External Affairs.*

**MOVED ON**

**Maria Ammerman**, ANE/PD/EA  
**Shawn Tricia Baccus**, ANE/PD/PCS  
**Hannah Boyd**, COMP/CS/DS  
**Virginia Bradford**, LEG/OD  
**Cynthia Burgess**, S&T/POP/R  
**Sara Cohen**, FVA/FFP/II/NE  
**William Hillier**, Costa Rica  
**Raymond Hooker**, ANE/TR/ARD  
**Therese Horvath**, COMP/CS/R  
**Bessie Hughes**, M/SER/AAM/ST/R  
**Brenda Massey**, ANE/E  
**Kathy Signell McCall**, Zimbabwe  
**Augustus McKoy**, M/SER/MO/PA/RM  
**Mark Newton**, COMP/CS/R  
**Kim Pitts**, AFR/EA/STIOS  
**Sara Angela Seims**, Senegal  
**Kim Walker**, COMP/CS/R  
**Sheila White**, COMP/CS/R  
**Phillip Williams**, GC

**PROMOTED**

**James Athanas**, M/SER/AAM/ST/FA, contract specialist  
**Gereda Bolt**, PRE/HUD/PS, secretary typist  
**Allen Eisenberg**, M/SER/AAM/ST/R, contract specialist  
**Judith Fox**, AA/FVA, special assistant  
**Nancy Catherine Hess**, AA/M, secretary typist  
**Joyce Hopkins**, IG/EMS, administrative operations assistant  
**Carla Maria Johnson**, LAC/DR/RR, program operations assistant  
**Victorial Johnson**, PPC/PB/RPA, secretary typist  
**Mary Gilmartin Key**, FVA/PVC, secretary typist

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

**Gary Kinney**, M/SER/AAM/W/MS, contract specialist  
**Steven Kinsley**, M/SER/AAM/CST/S, supervisory international trade specialist  
**Mary Lester**, M/SER/MO/PA/PB, safety/occupational health specialist  
**William Livengood**, M/FM/CAD, supervisory accountant  
**Diane Maxwell**, M/SER/MO/RM/AP, purchasing agent  
**Robin Mills**, ANE/PD/SA, secretary typist  
**Leon Polk**, M/SER/MO/RM/AP, purchasing agent  
**Kellan Quinlan**, AA/XA, special assistant  
**Steven Renz**, M/SER/IRM/TS, supervisory computer specialist  
**Jan Savage**, LAC/DR/EST, clerk typist  
**William Moore Schaffler**, M/SER/IRM/MPS, supervisory computer specialist  
**Juliet Slavin**, ANE/TR/ARD, clerk typist  
**Jerry Suber**, M/SER/MO/CPM/M, mail clerk  
**Gary Winter**, GC/LE, attorney adviser general

**REASSIGNED**  
**Dinsmore Alter**, special project

officer, Pakistan, to rural development officer, ANE/TR/ARD  
**Marie Barnwell**, administrative officer, BIFAD/S/ED, to general services specialist, M/SER/MO/RM/BM  
**Louis Cooke**, supervisory inspector, IG/RIG/II/A, to inspector, IG/RIG/II/W  
**Gilbert Dietz**, financial operations specialist, M/SER/MO/PP, to supervisory executive officer, M/SER/MO/PA/PB  
**Julie Mae Klement**, nutrition officer, Indonesia, to health development officer, LAC/DR/HN  
**John Patterson**, mission director, Zambia, to director, AFR/DP  
**D. Gale Rozell**, agricultural development officer, COMP/FS, to agricultural economics officer, S&T/AGR/EP  
**Eleanor Speh**, clerk typist, M/PM/TD/PCT, to personnel staffing specialist, M/PM/CSP/PSPB

**RETIRED**  
**Ruby Eggleston**, ES/CCS, administrative operations assistant, after 29 years  
**William Brown**, Sudan, mission director, after 2 years  
**Henrietta Towsley**, PPC/PDPR/EP, economist, after 5 years

**Molly Halfon**, PPC/DC/UN, secretary, after 25 years  
**James Horkan**, M/SER/AAM/CST/S, international trade specialist, after 17 years  
**Richard Utecht**, M/SER/AAM/GPR, property utilization officer, after 18 years  
**Robert Cahn**, M/SER/MO, deputy director, after 20 years  
**Anthony Lanza**, COMP/FS/DS, human resources development officer, after 26 years  
**Raymond McGuire**, AFR/TR/ENGR, engineering officer, after 7 years  
**Lenni Kangas**, Egypt/HRDC/POP, population development officer, after 16 years  
**James Hester**, Nepal/ADM, supervisory executive officer, after 28 years  
**Niel Dimick**, India/IM, agricultural engineering officer, after 18 years  
**Allan Furman**, AC/FODAG/Rome, development coordination officer, after 23 years

*Years indicate AID service only.*

**Resources Report Now Available**

**A**n accurate and comprehensive account of world resources now is available for policy-makers around the world," said David Runnalls, vice president of the International Institute for Environment and Development (IIED) at a recently-held seminar at the Agency.

*World Resources 1986*, a report released by IIED and the World Resources Institute (WRI), discusses global environmental and resource conditions, needs, problems, trends and opportunities.

The volume, which will be updated annually, is divided into four sections. The first presents an overview, concentrating on themes that emerged from the study. The next section is an analytical survey of natural resource sectors.

The third, "World Resource Issues," deals with a current issue. The writers disclose new evidence on the causes of deforestation.

The final section provides internationally comparable data on key environmental indicators for many countries.

"*World Resources 1986*," Runnalls added, "provides a tool that national governments, foreign aid agencies and the private sector can use to redirect their policies, if necessary, so that their investments lead toward sustainable use of resources."

Preparation of the report was partially supported by AID. For a copy of *World Resources 1986*, send \$16.95, plus \$2.50 for shipping, to World Resources Institute, Box 620, Holmes, Pa., 19043 or to order by phone, call (202)393-4055.

—John Daly

—Nancy Long

**Collaboration Reaps Results**

 In the 1970s, Latin American countries invested heavily in developing and educating professional researchers. These researchers emerged as technical and scientific experts, helping government and industry leaders determine country goals and policies.

During the 1979 U.N. Conference on Science and Technology for Development, there was increasing concern that the economic problems of the Latin American countries would undermine their academic and technical progress.

Mexico, Brazil and Argentina, previously leaders in scientific and technological research, experienced sharp research budget cuts. In Brazil, for example, the Ministry of Education research budget was cut by 25%.

Fighting this trend, the Program of Scientific and Technological Cooperation (PSTC), administered by the Office of the Science Advisor (SCI), was created in 1980 to carry out an innovative and collaborative program of scientific and technological cooperation with developing countries.

Since SCI created the program, AID has awarded 75 PSTC grants to Latin American and Caribbean researchers scattered among 19 countries and has provided 15 grants to U.S. individuals and organizations conducting critical research for this region.

For example, through the National Academy of Sciences, several grants were made to study grain amaranth, a traditional crop of Latin America believed to have great promise as an arid or semi-arid land crop. In addition, SCI awarded a grant to the Rodale Research Center in Pennsylvania to provide amaranth researchers with technical and material support.

During the most recent annual meeting of amaranth researchers in Cusco, Peru, it was reported that improved varieties of the grain used on Peruvian farms are yielding three tons per hectare, equaling the yields of the best experimental fields of only a few years ago.

The Agency also has funded a cooperative program between the International Potato Center in Peru and Louisiana State University to develop new biotechnological

approaches to improve the protein quality of the potato, one of the world's best known and widely grown crops.

In essence, the project is designed to combine the revolutionary developments in genetic engineering that have taken place in U.S. laboratories with the unique commodity import program in Peru as a way of decreasing delays in engineering more nutritious, cultivated potatoes for developing countries.

AID also sponsored the development of a computerized system to translate English into Spanish for Latin American scientists. The system, which was created by the Pan American Health Organization, was installed for testing on the AID computer in June and should help reduce interpretation costs and make timely research immediately available to Latin American scientists.

These initial efforts of the PSTC demonstrate that the collaborative work of U.S. scientists and researchers in the countries of the developing world can achieve major gains for the future at relatively low costs.

In struggling to overcome economic troubles, Central America is searching for ways to reduce its dependence on costly imported oil.

"To a large extent, the heavy reliance on imported oil is impeding economic growth," said James Hester, chief environmental officer, Bureau for Latin America and the Caribbean.

"For example, Guatemala, El Salvador, Costa Rica and Honduras presently rely on imported oil for between 40-70% of their energy needs," he added. "This means they spend up to 20% of their export earnings on oil."

During the 1960s and 1970s, many Central American economies experienced rapid growth. For the past five to eight years, however, petroleum imports have been a financial drain on the limited capital resources of those governments, resulting in a decline in economic growth.

Through a participating agency service agreement with the Department of Energy, AID is funding a \$10.2 million Central America Energy Resources (CAER) project. The purpose of the project, according to Hester, is to help find ways to reduce the need for imported oil, to locate and develop usable indigenous energy sources and to help Central American countries plan efficient energy strategies.

The CAER project, which began in March 1985, focuses on analyzing energy needs and available options to address the energy crisis. Los Alamos National Laboratory, which is owned by the U.S. Department of Energy and operated by the University of California, is carrying out the project.

Defining the Los Alamos role, Hester said the laboratory provides expert advice, training, feasibility studies and technical equipment to Central American countries.

A major part of the project concentrates on examining the use of geothermal heat as a possible substitute for imported petroleum. "Los Alamos has unparalleled expertise in geothermal energy systems," said Hester.

Because of its location along the Pacific rim, Central America is an area rich in geologic heat. Crustal plates, which make up the surface of the earth, are rubbing together, pulling apart or running past each other. The friction created at the points of contact generates heat.

In areas where these plates are pulling apart, as in Honduras, molten rock from the earth's mantle is close to the surface because the crust has been stretched thin.

Volcanoes and hot springs throughout Central America indicate where a geothermal heat source is relatively close to the surface. By drilling a shallow well, one should find hot rock.

"Investigators drill holes into the earth until they reach rock hot enough to run a turbine," Hester said. "The process relies on a constant supply of water to act as a heat transmitter and pressure medium. A second well is drilled to serve as a way to replenish the water supply or

# Geothermal Energy Shows Promise



By taking water samples from hot springs in Central America and analyzing the chemical content, geothermal specialists can extrapolate the temperature of the rock below for use in generating electricity.

to add water to a dry well. In Central America, ground water is present already."

Under extreme pressure of heavy rocks, he explained, the water remains in a liquid state. But as the drilling process relieves it of pressure, the superheated water moves up the well. It bubbles and boils and changes to its gaseous state, steam.

"The steam gushes up the well at great pressure," he continued. "At the top of the well, pipes transmit the steam to a nearby turbine plant. The high pressured steam blows out, turning the blades of a turbine at the plant and generating electricity." It is similar to the way a windmill works, he added.

The higher the temperature of the superheated water, the greater the pressure is of the converted steam. The more pressure exerted on the blades of the turbine, the faster those blades will turn, generating more electricity.

"For a well to be commercially profitable," Hester said, "the superheated water should be 180 degrees centigrade (356 degrees Fahrenheit). At this temperature, enough electricity is generated to make building the turbine plant worthwhile." Hester said a geothermal field needs at least a half-dozen wells to run the turbines at one geothermal plant.

This project, however, monitors only existing drilled sites, Hester said, because the drilling process is very expensive.

"In monitoring a geothermal well—a process called well logging—project technicians try to determine how good an energy source it is. They measure how deep the well is, how much heat exists, how hot the rock is and what the chemical composition of the water is."

Special high-tech probes and instruments designed by Los Alamos are used for well logging.

Reconnaissance teams in each of the four Central American countries are investigating geothermal sites. Team specialists are pinpointing hot springs and geothermal wells on maps, taking water samples and analyzing the chemical contents.

"There are relationships that exist between water from the hot springs and the rock below," Hester explained. "For example, by studying the temperature and dissolved minerals in the water, analysts can extrapolate the temperature of the rock below."

Another related activity Los Alamos is looking into is direct heat application. "After the steam has generated electricity and has cooled down," Hester said, "it can be used to recharge the well system or, alternatively, it can be used to supply

industries in the surrounding area with heat that is below the economic threshold for steam generation but still sufficiently hot for various industrial purposes."

For example, Hester said that a food processing plant could use heat at 140 degrees centigrade (284 degrees Fahrenheit) to boil tomatoes for canning. Steam from a turbine or from a well too cool to drive a turbine would be put through a heat exchanger. The heat would be transferred by a fluid running through a pipe that would loop around the valley to industries having a need for heat. The fluid would then recirculate to the well site to recharge the system.

"A well engineered processed heat system," said Hester, "can deliver useful heat to industries miles away from the well site with minimal heat loss."

Use of geothermal steam to generate heat and electricity would conserve scarce foreign exchange now spent on imported oil, he said, as well as conserve fuelwood that often is used as a substitute for oil.

In addition to exploratory and development initiatives, Hester said, Los Alamos is building an information and technical framework that will allow host governments to continue assessments of current and future energy needs when the project, which is scheduled to be completed in December, ends.

"Technical and managerial skills are being transferred to country participants through on-the-job experience, workshops and training at Los Alamos and other U.S. sites," he added. "In the first 12 months of implementation, 113 Central Americans received training."

Hester said that government and industry leaders in Central America are enthusiastic about the project. The research results, he concluded, can help diversify energy production in Central America and reduce dependence on capital-intensive hydroelectric facilities and costly imported oil.

—Nancy Long

## AID Employee Publishes Land Acquisition Study

In his recent book, Michael Kitay, chief counsel for the Agency's housing and urban programs, Bureau for Private Enterprise, explores options available for public institutions of developing countries to handle land problems caused by urban growth.

Kitay describes in *Land Acquisition in Developing Countries* methods that developing countries can use to reform existing laws to cope with urbanization and surveys land acquisition practices applied in Ecuador, India, South Korea and Thailand.

"The capacity to acquire land efficiently and effectively," the author states, "is critical to enable cities to

meet immediate and future public needs for lands and to exercise rudimentary land use controls." Kitay also adds that confiscation and forfeiture can be useful land-acquisition tools, particularly when based on misuse of land.

In his book, Kitay covers many topics including how public authorities now acquire and dispose of land, legal issues involved and ways to finance acquisition plans.

*Land Acquisition in Developing Countries*, a Lincoln Institute of Land Policy book, 1985, may be purchased from the publisher, Oelgeschlager, Gunn & Hain, Inc., 131 Clarendon St., Boston, Mass. 02116.

**PRIVATE ENTERPRISE  
DATA COMPILED  
FOR AGENCY USE**

**A** ID and other donor organizations are running full speed ahead to design and implement new private sector initiatives. As a result, over the last few years much effort has been made by the Center for Development Information and Evaluation (CDIE) and others to assess the available information that would be useful to project designers planning private enterprise programs.

CDIE library and research staffs collect and summarize pertinent data for specific inquiries from Agency employees. For example, one mission recently asked for information on the pros and cons of turning over prison operations to the private sector. CDIE provided information on



applicable U.S. pilot programs.

It is often difficult, however, to obtain accurate data on specific industries and individual companies in developing countries. Unlike the United States where reams of information exist because federal agencies and stockholders require uniform, regular disclosure, in countries where the private sector is largely undeveloped, little detailed, updated information is available.

The largest gap in development information now is in the area of privatization concerns. Until recently, development literature virtually

ignored privatization.

Even in regions where the total number of companies can be verified, data on the number of employees, net assets, operating costs, capacity utilization and net revenue are non-existent or incomplete. And, attempting to draw industry profiles from missing or erroneous information can produce misleading conclusions.

CDIE receives an ever-increasing number of inquiries for information on private sector issues. Within the last few months, AID personnel have requested information on privatiza-

tion of seed and fertilizer distribution, management training programs that involve both the public and the private sector, private sector housing programs, privatization of state-controlled education and issues concerning the transfer of traditional public services to the private sector.

Those who need information on private sector issues (or other subjects) should write or cable CDIE's Research and Reference Service, PPC/CDIE/DI, room 209, SA-18 or call (703)235-8936.

In providing its resource services, CDIE also relies on non-published information from a variety of sources. Mission or office findings and suggestions that could be useful to other Agency employees are welcome and should be forwarded to CDIE's Acquisitions Unit at the above address.

—Ruth Mara

**Investigation  
Procedure  
Explained**



Despite Agency procedures and directives instituted to prevent discrimination in the workplace, some allegations of discrimination are warranted or appear to be warranted.

In such instances, the Office of Equal Opportunity Programs (EOP) acts upon a formal complaint by undertaking a complete investigation of the complaint incidents. This article, the third in a series, explains the investigation procedure.

The Equal Employment Opportunity (EEO) officer arranges for an outside contractor to investigate the complaint.

The investigation includes a thorough review of the circumstances of the complaint, the treatment of members of the complainant's minority group by alleged discriminatory officials as opposed to treatment of other similarly-situated employees, and the policies and practices that led to the discrimination charges.

These facts will be reviewed whether or not they have been specifically mentioned by the complainant.

Investigators are authorized by the Agency to interview any individuals who have knowledge of the facts concerning a complaint; to administer oaths when obtaining affidavits and statements (statements are not confidential); and to review files and collect documents relevant to the complaint.

Investigators prepare the investigative file containing case affidavits, records, policy statements, regulations and organizational or statistical charts pertinent to the investigation.

When completed, copies of the investigative file are submitted to EOP for review and acceptance.

If EOP considers the file to be incomplete, a supplemental investigation is requested. If acceptable, a

copy is sent to the complainant and his or her representative for review. The complainant can provide or request that EOP obtain additional material, which, if appropriate, is added to the file.

At this point, the EEO officer meets informally with the complainant, his or her representative and appropriate Agency officials to attempt to reconcile the case. If this is accomplished, a settlement agreement outlining the terms of the adjustment is signed by all parties.

If the parties are unable to reach an agreement, the EEO officer writes a proposed disposition of the complaint based on the evidence contained in the investigative file.

The next article on the EEO Complaint Process discusses legal standards used in writing a disposition.

**NEW EEO COUNSELORS  
SELECTED**

The Office of Equal Opportunity Programs recently selected new Equal Employment Opportunity (EEO) counselors.

During their two-year term, EEO counselors act as a bridge between managers and employees in the complaint process and are responsible for trying to solve problems that are brought to their attention by employees. EEO counselors are not advocates for management or employees.

In the individual discrimination complaint process, EEO counselors, through interviews and inquiries, attempt to resolve employee complaints in 21 calendar days or less.

As part of their preparation, EEO

counselors were briefed on the EEO program at the first training session, May 27-29.

During training, new counselors were informed of the basis for discrimination complaints, the laws, regulations and theories of equal employment opportunity, and the rights of the alleged discriminatory official.

In future training, EEO counselors will gain knowledge in such areas as the general structure and operation of the federal personnel system and the Agency's personnel procedures and regulations.

A list of the new counselors and the procedures for processing individual complaints of discrimination will be circulated in an Agency notice to all employees.

—Voncile Willingham

**BIFAD Sends President World Hunger Agenda**



The Board for International Food and Agricultural Development (BIFAD) has sent President Reagan its agenda entitled "Toward a World Free from Hunger."

The agenda describes the goal of a hunger-free world and prescribes ways to involve U.S. agricultural colleges and universities in AID activities to advance that goal during the next decade.

At the board's May meeting, Chairman E.T. York, Jr., called the agenda "a guide for action for BIFAD, for the university community and for AID."

According to York, the agenda focuses on research, teaching and building institutions that educate and train agricultural personnel and develop or adopt appropriate agricultural technologies.

Administrator Peter McPherson urged BIFAD to continue its efforts and said, "Looking at the next decade is very important because budgets will force the setting of realistic goals."

The agenda report lists six areas

for action: developing agricultural expertise in developing countries; using the skills and knowledge of U.S. agricultural professionals; collaborating with agricultural institutions; selecting contractors; implementing projects; and enhancing public understanding of agricultural assistance.

The document emphasizes AID research programs in Africa, but the recommendations relate to all developing countries, said York.

He emphasized that the Second Decade Agenda continues to support directly three of the four "pillars" underlying current U.S. development assistance programs—institutional development, research and technology transfer and policy reform. It also complements the fourth pillar, private sector development.

**EVALUATION STRATEGY  
APPROVED**

An Information Feedback System is being established by BIFAD as one part of its strategy to take a more active role in monitoring and evaluating Title XII programs.

The new system, part of an evaluation strategy for country projects, will inform universities and other interested parties of major findings, successful results, recurring problems and "lessons learned" from the review of Title XII project evaluations.

The system will offer a complete review of agricultural research projects being conducted by AID-funded universities and colleges. The universities and other interested groups will gain immediate access to the major discoveries, conclusions and problems in research experiments.

Allison Herrick, deputy assistant administrator of the Bureau for Program and Policy Coordination, said that the system would add "the tremendous wealth of expertise among our institutions" to the evaluation process.

Through the new system, universities not only will contribute actively to the AID evaluation process, but also will use the internal monitoring system as a way to review progress on their AID-sponsored projects.

—John Rothberg

## Urgent Supplemental Passes

# Congress Acts Before July 4th Recess

 Prior to adjournment for the July 4 holiday, Congress completed action on two bills which have significant implications for AID—the fiscal 1987 budget resolution and the fiscal 1986 urgent supplemental.

House and Senate budget conferees resolved their differences and passed the fiscal 1987 budget resolution before recess. Prior to the final action, both houses had passed resolutions well below Administration request levels for the International Affairs 150 Account. The following table compares the budget levels for Function 150:

	Fiscal 1987 International Affairs (\$ billions)	
	Budget Authority	Outlays
President	22.6	18.6
Senate	17.9	14.2
House	17.0	13.8
Conference	17.45	14.0

The fiscal 1986 Urgent Supplemental bill contains the following provisions of interest to AID:

- Provides up to \$21.7 million for Haiti, of which up to \$1.7 million (or the equivalent in local currency) may be transferred to the Inter-American Foundation (IAF).

These funds for Haiti are to be derived from any of the accounts in Title II (Bilateral Economic Assistance) of the fiscal 1986 appropriations act. Title II includes, among other accounts, Development Assistance (DA) and Economic Support Fund (ESF). Report language specifies that IAF projects to be funded with local currency would have to be jointly approved by AID and IAF.

- Provides \$150 million in supplemental funds for the Philippines subject to congressional notification before obligation. Of this amount, \$100 million would be in ESF to remain available for obligation until March 31, 1987. An additional \$50 million is provided for the Military Assistance Program (MAP) until March 31, 1987. The conferees dropped a Senate provision that \$29.355 million previously provided to the Philippines as Foreign Military Sales (FMS) loans could be deobligated and reobligated to the Philippines as MAP. The conferees agreed that this provision should be addressed further during consideration of the fiscal 1987 Foreign Assistance Appropriations Bill.

- Also included in the bill was an additional \$2.739 million for anti-terrorism assistance. These additional funds are to be transferred from any of the funds appropriated under the fiscal 1986 appropriations act.

- An amendment introduced by Sen. Dale Bumpers (D-Ark.) in the Senate version of the supplemental was included in the conference report and provides that AID funds cannot be used for improving the production in foreign countries of agricultural commodities for export that would compete with similar commodities grown or produced in the United States. The conferees agreed to report language to clarify that this amendment applies only to (1) projects or activities that are specifically and principally designed to increase agricultural exports in developing countries that can be reasonably expected to cause substantial injury to U.S. exports, and (2) production of agricultural commodities for

export only when such exports are deemed to be in direct competition with U.S. agricultural exports. The Bumpers amendment, by its own terms, excludes activities designed to increase food security in developing countries where the activities will not have a significant impact on the export of agricultural commodities of the United States.

The fiscal 1986 Urgent Supplemental Appropriations also includes \$702 million in additional funding for the Diplomatic Security Bill as requested by the Administration.

The Diplomatic Security and Anti-Terrorism Act of 1985 (S. 2015) was reported out by the Senate Foreign Relations Committee May 14. The committee bill is a substitute offered by Chairman Richard Lugar (R-Ind.) authorizing a total of \$1.109 billion for fiscal 1986 and 1987. The substitute authorizes about half the amount requested by the Administration for these fiscal years. Also included in the substitute is a \$7.9 million additional authorization for the Peace Corps.

Another bill that includes AID-related issues is the fiscal 1987 Omnibus Trade Bill as passed by the House May 22. Included in the legislation is a provision that makes ESF accounts available for mixed credit offers. This would expand the current authority under the Trade Development Enhancement Act of 1983 that limits use of AID's funds for mixed credits to the Commodity Import Program (CIP) portion of the ESF account. The bill also authorizes \$25 million for the Trade and Development Program (TDP) in fiscal 1987 (the request level is \$18 million) and makes it an auto-

nomous part of the International Development Cooperation Agency (IDCA).

The House Appropriations Subcommittee on Foreign Operations is expected to mark up their version of the fiscal 1987 Foreign Assistance Appropriations Bill near the end of this month.

—Peter Thiel

## ANE Calls for Minority Contracts

 The Bureau for Asia and Near East (ANE) "strongly supports subcontracting as a means of expanding the involvement of minority-owned businesses in Asia and Near East projects and programs," ANE Assistant Administrator Charles Greenleaf, Jr., told more than 25 representatives of large U.S. engineering, construction and technical services firms at a recent Agency forum.

Greenleaf invited mostly prime contractors, well established in international business, to engage in a dialogue on subcontracting policies, procedures, regulations and experiences concerning minority enterprises. The focus of the forum was on the bureau's interest in involving minority firms as subcontractors, although subcontracting requirements for AID direct contracts were discussed also.

The bureau's goal, Greenleaf emphasized, is to increase minority participation by individuals, direct contractors and subcontractors in ANE contracting.

Greenleaf highlighted the "Gray Amendment," which requires that at least 10% of all Development Assistance Funds be directed to socially and economically disadvantaged businesses. He stated that every opportunity for minority contracting is being considered for Development Assistance and Economic Support Funds.

The forum provided an opportunity for the business community and ANE staff to share past experiences in involving minority enterprises in subcontracting ventures with AID-financing and to explore activities that will encourage direct contractors to subcontract with minority-owned firms on a routine basis.

In his closing remarks, Greenleaf asked for continued dialogue on minority subcontracting matters and invited the business representatives to contact ANE concerning any future questions.

—Dorothy Kemp

## Researchers Accept Inventors Awards

 King Carl XVI Gustaf of Sweden presented International Inventors Awards to AID's Mike Bengé and other AID-connected recipients on June 13 in Stockholm.

James Brewbaker of the University of Hawaii and Mark Hutton of Australia shared the honor with Bengé. Brewbaker's research activities over the past several years have been linked with AID-sponsored programs. Also, a portion of Hutton's research was conducted at the International Center for Tropical Agriculture (CIAT) that receives major funding from AID.

Bengé, Brewbaker and Hutton were major panel members for the AID-funded National Academy of Sciences publication on *Leucaena* which brought about the international

and scientific recognition of the value of *Leucaena* for developing countries.



**AID's Mike Bengé (right) accepts the forestry award from the King of Sweden.**

Bengé, who won his forestry award for promoting the *Leucaena*, will use his portion of the prize money to start a research and reforestation foundation in Haiti.

AID also was connected to the International Inventors Award for Industry. Amir Khan of the International Rice Research Institute (IRRI) won that award for his work in the AID-funded IRRI Machinery Development program.

Khan's invention—the Axial Flow Thresher—has had a profound impact in reducing post-harvest food losses throughout the tropics. Its commercial success led to major development of the south and south-east Asian farm machinery industry.

"I firmly believe that without the direct and long-range support from USAID, it would not have been possible for IRRI to make the contributions in the mechanization of tropical agriculture for which we are being recognized now," Khan wrote in a recent letter to Nyle Brady, senior assistant administrator of the Bureau for Science and Technology.

## Zarr to Head Haiti Mission

**G**erald Zarr, a career foreign service officer with 24 years experience, was sworn in as mission director for Haiti June 9.

U.S. economic assistance in Haiti includes reforestation, soil conservation, agricultural research and extension and other rural development programs. The program Zarr will oversee also concentrates on health and population projects.

From 1975-80, Zarr was the Agency's legal advisor in Pakistan and Tunisia, and from 1980-82 he was AID director in Ghana and later associate director in Egypt.

Before coming to AID, Zarr worked for a Wall Street law firm and was a law professor at the University of Liberia and at Case Western Reserve University in Cleveland.

After graduating from Clark University, Mass., in 1959, Zarr earned a law degree as a Rout-Tilden scholar from the New York University School of Law.

## Video Offers Advice for Trips Abroad

**T**ips for Travelers, a new videotape for foreign service personnel and others who travel abroad, is a visual presentation intended to help travelers prepare for trips overseas.

The video covers everything from predeparture tasks to what precautionary steps to take at airports and what to do or not do in the case of airport and airline emergencies.

The fourth video in "The Human Side of Crisis Management" series, it was produced jointly by the Department of State's Bureau of Diplomatic Security and Family Liaison Office.

The series is available at all overseas posts and at the Overseas Briefing Center of the Foreign Service Institute.

## IN MEMORIAM

RAJINDER CHANDA

**F**oreign service officer Rajinder N. Chanda died of cancer May 17. He was 44.

Chanda joined AID in 1979 and served as housing officer in the Bureau for Private Enterprise. In 1981 he served in Nairobi as an assistant regional housing officer. When he returned to AID/Washington in 1984, he was assigned to the Bureau for Private Enterprise as a housing and urban development officer.

Born and educated in India, Chanda received master's degrees from the University of Rhode Island and Brown University.

Chanda is survived by his wife Jay and two sons. Condolences may be sent to the family at 1621 Golden Court, McLean, Va. 22101.

# AID BRIEFS



Uruguay President Julio Sanguinetti (seated center) looks on as Administrator McPherson (right) and Uruguayan Finance Minister Ricardo Zerbino sign a \$14 million agreement for AID assistance to the private sector in Uruguay. U.S. Ambassador to Uruguay Malcolm Wilkey (seated, far right) also attended the ceremony.

## Uruguay Receives Funding

**T**he United States and Uruguay signed an agreement June 17 that will provide \$14 million in American assistance to help rebuild the economy of the South American country.

The funds will be used for private sector imports. As part of the agreement with AID, Uruguay will provide another \$14 million in local currency for high priority development activities such as microenterprises and agro-industrial expansion.

Administrator Peter McPherson and Uruguayan Finance Minister Ricardo Zerbino signed the agreement in Washington, D.C., following

a meeting between McPherson and Uruguayan President Julio Sanguinetti. Sanguinetti's visit to the United States was the first by a Uruguayan head of state in 30 years.

The United States will provide an additional \$350,000 for technical assistance and training through a separate agreement.

Uruguay, after 12 years of military rule, conducted democratic elections last year. The new government is taking steps to stabilize and reactivate the economy by stimulating growth, cutting inflation and reducing the public sector deficit.

AID will assign a full-time representative to Uruguay.



Deputy Administrator Jay F. Morris (left) congratulates Thomas Hubbard, supervisor, mail and motor pool, Office of the Executive Secretary, for being honored by the District of Columbia Hospital Association as a 1986 Distinguished Service Award recipient for his 32 years of "exemplary, caring and dedicated" service to Providence Hospital patients. Hubbard, a 25-year AID employee who first worked as a volunteer at the hospital and currently is a part-time nursing assistant, was selected from among approximately 600 Providence employees for the award.

## Bork Named Director to South Africa

**T**aking the oath of office June 17 in a ceremony at the State Department, Timothy Bork was sworn in as AID's mission director for South Africa.

Bork, a career foreign service officer with 12 years experience as a development lawyer, will direct a program designed to demonstrate U.S. support for individuals and groups striving for an end to apartheid.

Over the next two years AID expects to provide \$45 million of economic assistance to South Africa.

The program includes scholarships for disadvantaged South Africans, community-based education activities and human rights and trade union activities.

Bork has been the assistant general counsel for Africa since 1981 and has been involved actively in the South African program since it began.

Before joining AID, Bork served as the assistant chief counsel for interpretation for the U.S. Office of Foreign Direct Investments in Washington, D.C. He also has been involved in community legal services programs and private law practice.

Bork received a master of laws degree from Georgetown University, a juris doctorate from the University of Georgia School of Law and a bachelor's degree from Lake Forest College, Ill.

## Morse Directs AID's Mission in Zambia

**T**ed Morse, a career foreign service officer with 24 years of experience in international economic development, was sworn in as mission director for Zambia June 19.

The \$25 million annual program budget in Zambia he will oversee is concentrated in agriculture projects. In addition, for the past two years, the Agency has given considerable support to the country in the area of policy reform, including the adoption of a foreign exchange auction system.

Since joining the Agency in 1962, Morse, a native of Sacramento, Calif., has served in Thailand, Indonesia, Pakistan, Ethiopia, Nigeria, Swaziland, Zimbabwe and Barbados.

Morse's most recent Washington assignment was as deputy director of the U.S. Interagency Task Force on African Emergency Relief and later as director of the Africa Drought Coordination Staff.

Morse earned a master's degree in international relations from George Washington University and a bachelor's degree from California State University, Sacramento.