

AID REPORTS: DEVELOPMENT MANAGEMENT

Presented below are abstracts of recent AID reports on the subject of development management. Copies of these reports and other current research studies, sector analyses, special evaluations, and state-of-the-art reports describing a broad spectrum of international development experience are available from AID's Center for Development Information and Evaluation (CDIE). A complete listing of citations and abstracts of reports available from CDIE can be found in the quarterly CDIE journal "AID Research and Development Abstracts" or "ARDA." The goal of ARDA is to transfer development and technical information to active practitioners of development assistance. To obtain copies of the reports listed below or of the most recent issue of ARDA, contact PPC/CDIE/PI/ARDA, SA-18, room 209, (703) 235-2753.

Doc. number: PN-AAL-71

Managing development programs: management strategies and project interventions in six African agricultural projects

White, Louise G.

U.S. Agency for International Development, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C.

AID evaluation special study, no. 38, Jan 1986, vi, 50p.

Management strategies used to carry out six agricultural development projects in Africa and corresponding interventions for improving indigenous management capacity are assessed using a matrix that relates management actors (i.e., the project unit, program agency or a unit whose management capacities are being upgraded) to five specific activities: leadership, policy, organizational design, internal system and relations with the larger environment (resources and constraint).

A total of 51 lessons learned are presented. Recommended strategies for project managers are to use informal means of persuasion before formal action and to delegate management so as to provide room for leadership. The manager should recognize tradeoffs between simple, clear project goals and more general and flexible ones and adapt goals to new information or local conditions.

Program agencies (i.e., in the projects examined, Ministries of Agriculture) should set up autonomous units to manage projects, establish broad and multiple goals to facilitate coordination, provide services to local units, adopt a planning/control system that decentralizes some planning functions without losing control, experiment with computerized monitoring and regular reports, approach planning as a series of steps and channel data directly to decision makers.

Finally, efforts to improve host institutions'

capacities to design and manage development projects should analyze existing management strengths and weaknesses, anticipate how the project will affect these, design an appropriate management strategy (if enough information is available to do so), encourage managers to learn and adapt (allowing a long timeframe) and encourage the institutions to plan for long-term project sustainability.

Doc. number: PN-AAV-87

Signposts in development management: a computer-based analysis of 277 projects in Africa

Rosenthal, Irving; Tuthill, Janet; et al.

U.S. Agency for International Development, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C. AID evaluation paper, no. 10, May 1986, vi, 49p. + appendices: statistical tables.

A computer-based study of 277 mostly agricultural projects in Africa was conducted using project documentation in AID's Development Information system. The following project characteristics were examined: (1) the level of organizational direction; (2) development management enhancement interventions; (3) enhancement training components; (4) level of success; and (5) development management problems.

Key findings were: projects in Africa are still being directed from the national rather than rural level; local administrative support directly influence project success; technical assistance should be viewed as a means of increasing indigenous management capacity; formal schooling remains the primary form of training, although more management training would be beneficial.

The study's statistical findings are presented in 32 tables.

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

OCTOBER 1986

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

PN-ACZ-535



AID IN THE PHILIPPINES

Southern Africa Focus of Fact-Finding Trip Conference Highlights World Cooperation

AID Prepares for Annual CFC Drive

To everything there is an appointed time for every purpose under heaven." For government employees, October marks a time to "Make A Dream Come True" by giving through the 1987 Combined Federal Campaign (CFC).

The government-wide campaign, which had its kickoff rally Sept. 25, represents the "spirit of volunteerism—a way of life for this country," said Secretary of Labor William Brock, President Reagan's campaign chairman for the National Capitol Area.

"AID employees have first-hand experience improving the lives of thousands of men, women and children in the developing world. By contributing to the CFC fund, they help the less fortunate people at home too," Administrator Peter McPherson said.

McPherson is a campaign vice chairman for this year's \$22.1 million fund-raising campaign and was also a member of the campaign team last year when for the first time in CFC history over \$20 million was raised nationwide.

AID's campaign will run from Oct. 27 through Nov. 7, according to Mary Power Ryan, coordinator for information applications in the Center for Development Information and Evaluation and the Agency's CFC coordinator. "This year the Agency goal is set at \$271,000," she noted.

She also reported that for the past two years, contributions from overseas mission personnel and retirees enabled AID to reach and surpass its goals.

CFC contributions can be made through payroll deductions, explained Ryan, and contributors can select which charity organizations they prefer to support. "All donations are tax deductible," she added.

CFC contributions assist a wide range of organizations, including Hospice of Northern Virginia, Downtown Clusters Geriatric Day Care Center and the McKenna House, a relatively new effort organized by Catholic Charities.

As examples of how donation dollars are used, a deduction of \$3.50 per pay period will fund one week of care for a recovering alcoholic at a halfway house, and a deduction of \$13.50 per pay period can support one fatherless child in Thailand, Taiwan, the Philippines, Korea or Okinawa for one year.

"For the last three years, AID has exceeded both its goal and the previous year's record in the annual drive. Last year, the Agency earned the President's CFC Award, the campaign's highest honor," said Tom Rollis, Jr., assistant to the administrator for management and the Agency CFC vice chairman for the past two years.

Rollis noted that last year 15 overseas missions met 100% of the CFC goal. Those missions included



Administrator Peter McPherson and Mary Power Ryan, coordinator for the Agency's combined federal campaign (CFC), are optimistic that AID employees will surpass this year's CFC goal.

Guinea, Paraguay, Ghana, Guinea-Bissau, Senegal, Malawi, Ethiopia, Belize, Panama, Brazil, Ecuador, Morocco, Tunisia, Italy and Portugal.

Funds Focus on Child Survival

The success of the Child Survival Initiative, coupled with its continuing critical need, has prompted the Agency to extend the term of the program and add \$42 million in new funds.

By approving the additional money, Administrator Peter McPherson increased the total program funding to \$89 million. He also extended the program, originally approved for funding in 1981, through 1991.

According to McPherson, the Child Survival Initiative has been highly successful and has saved the lives of countless African children. "In Zaire's operational areas we have achieved a 24% average annual increase in child immunization," he said. "In those areas, the use of oral rehydration therapy has increased to 60% in African clinics.

The program provides technical assistance from the Centers for Disease Control in Atlanta to 13 sub-Saharan countries, thereby strengthening their ability to reduce children's deaths caused by communicable diseases, diarrheal dehydration and malaria.

One of the new beneficiaries of the increased child survival funding will be Nigeria.

McPherson and James Grant, director of UNICEF, signed a \$6 million AID grant to supplement UNICEF's child health activities in Nigeria in a ceremony on Capitol Hill Sept. 25.

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Cover Photo: In the Philippines, AID tailors U.S. economic assistance to meet the needs of the country's very poor. See Mission of the Month on page 8.



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Southern African Economies Examined

by Bill Outlaw

Southern African Development Coordination Conference (SADCC) offers an important vehicle to improve co-operation among Southern Africans and to improve their chances for sustained, balanced economic growth in the region.

That is the assessment Administrator Peter McPherson made following his four-country, 10-day trip to southern Africa in August.

McPherson embarked on the trip Aug. 14 as the result of President Reagan's July speech on South Africa. In that speech, the President directed Secretary of State George Shultz and the Administrator to study the SADCC countries and look at ways in which their economies might be strengthened in the areas of transport, regional trade, investment and the private sector.

On his first stop in Lusaka, Zambia, McPherson met with numerous Zambian officials and was the guest of honor at a dinner hosted by President Kenneth Kaunda.

"(The United States) has been of tremendous support to our economic programs," Kaunda told McPherson.

Zambian officials outlined the landlocked southern African country's progress in solving its transportation woes and reducing economic dependence on copper.

McPherson was told that Zambia has been trying to diversify, and agriculture has become the key resource of the country to achieve self-reliance.

Through policy dialogue, AID has assisted the government in developing marketing incentives and strategies. McPherson encouraged the Zambian officials to provide greater incentives to small farmers to make possible their entry into the market.

The Zambians also outlined some of the problems their country faces in increasing agricultural production, providing incentives to help develop the private sector and in meeting the demands of its creditors.

McPherson praised the progress Zambia has made and assured President Kaunda that the United States would continue to support Zambia's efforts to achieve self-reliance.

McPherson also traveled to the Mount Makulu Central Agricultural Research Station where he was briefed on Zambia's agricultural program, inspected fields at the station and noted the increases in Zambia's maize production.

The Administrator also talked with Bernadette Lubozhya of the National Oil Seed Development Program about sunflower seed farming in the region. The research facility is developing new hybrids of soybean and sunflower for higher crop yield and increased oil production.

"The majority of sunflower growers are small-scale farmers," she said. "Only about 5% of commercial farmers are making contributions on sunflower production." Because of this fact, small-scale farmers need technology appropriate to them, she added.

At the farm of Roster Chindindindi, McPherson was told about the problems facing the farmers, including lack of capital to buy sufficient seed and imported fertilizer, old and failing cultivation equipment and a 30% crop spoilage after harvesting because farmers such as Chindindindi cannot get the produce out of the fields and into the market fast enough.

At the conclusion of the Zambian leg of the journey, McPherson announced Zambia would receive more than \$5 million in new assistance.

"The money will go to provide spare parts for repairing railroad locomotives, to provide additional funding for agricultural activities and to combat a pending locust threat," McPherson said.

In Lilongwe, Malawi, McPherson met with Dalton Katopola, minister of finance, and the two signed a \$15.5 million grant to support the government's plans for the divestiture of some of the holdings of the Agricultural Development and Marketing Corporation (ADMARC).

In signing the grant, McPherson pointed out that Malawi and other countries in SADCC can cooperate more among themselves.

"It is clear the transportation systems within the region need to be strengthened," McPherson said. Malawi has a special sensitivity because of its inability to move through Mozambique as it would like.

McPherson visited President Kamuzu Banda, discussing with him, among other things, the importance of the northern corridor of Malawi as a possible answer to the country's transportation problems.

The Administrator also dedicated an AID-funded science building, Malawi Polytechnic in Blantyre.

"I've traveled all over this world and found that in countries where they don't have trained and educated people, those countries stagnate," McPherson said at the ceremony.

"It doesn't matter how many



(From left) Administrator McPherson, Zambian Prime Minister Kebby S.K. Musokotwane and other Zambian officials discuss how AID will help fund fuel for helicopters such as this one that will be used to spray for locust infestation in Zambia.

minerals or diamonds or gold or whatever else a country has, if that country doesn't have people who know how to do things, then real progress will never take place. Going on into the next century, there's no question but that people with technical skills will be at the very core of progress."

McPherson also visited a rural health center outside of Blantyre where oral rehydration therapy has been made an important part of the health program.

In a quick 24-hour trip to strategically important Mozambique, McPherson was briefed on the significance of the Beira corridor and that work being done on the corridor—such as harbor dredging, railroad repair, transport and storage—would help private sector development. He also was briefed on the country's current economic activity and on the potential for private sector development.

In Maputo, Mozambique, McPherson met with Aranda da Silva, minister of commerce, and held a 90-minute discussion on economic policies.

The Administrator said he was pleased to hear that food and economic assistance programs had such a positive impact on Mozambique in alleviating malnutrition, stimulating the private sector and increasing agricultural production.

While walking through the central market in Maputo, McPherson pointed out that on a previous trip to the same location, the stalls were nearly empty. This time the market was crowded with people, and fresh fruits and vegetables were abundant.

Picking up a large head of fresh cabbage, he said, "You couldn't find a head of cabbage like this the last time I was here." He attributed the improvement in the market to the government's decisions to support the private sector, liberalize prices

and participate in AID's CIP.

In Botswana, the Administrator announced that AID would provide the government with additional food assistance under Title II. This assistance would be in addition to the \$8 million provided this year for the emergency drought relief program, manpower training, agricultural technology improvement and primary education projects.

McPherson also received a briefing on Botswana's locust threat.

"There is no more pressing concern in Botswana than the locusts," he said, noting that brown locusts already are in the country.

McPherson pointed out that locusts quickly multiply because the female may lay eggs up to 100 times (in a three-month lifespan). As a result, the locusts can move quickly across one country and into another.

The Administrator announced that the United States would provide \$500,000 to Botswana in new assistance to pay for transportation expenses and pesticides to combat the locust threat.

During his African visit, McPherson also met with private sector officials from each country.

"There's a tremendous opportunity for private sector development in the region," McPherson said. "In order to take advantage of that, SADCC countries must provide incentives and change some of their policies to show they will support free enterprise.

"The region as a whole is ripe for economic growth and development," the Administrator concluded. "What is needed is for the countries to pull together and plan positive, constructive ways to improve transportation links, increase trade among themselves and provide incentives to the private sector."

Outlaw is senior writer-editor in the Office of Publications.



AID has helped immunization and oral rehydration therapy become a major part of the program administered at a rural health center located outside of Blantyre, Malawi.

Conference

From page 1, column 4

now facing Africa, Brady insisted that farmers must have access to new technologies that will help them surmount barriers and increase productivity.

He said that AID emphasizes three major methods of creating improved technologies in Africa:

- AID supports the International Agricultural Research Centers. Five have permanent locations in Africa and five others operate significant programs on that continent.

AID supports Collaborative Research Support Programs on eight specific food crops, involving 40 U.S. research institutions in 30 developing countries.

- AID has research projects financed by its missions in individual countries.

Brady said that through these channels, work on creating improved crop varieties, removing constraints to animal production and improving soil and crop management is continuing.

For example, cereals research at institutes in the Philippines and in Mexico has yielded significant results for Africa. In Zimbabwe where some of the research is being applied, a newly introduced hybrid maize is producing even more than first estimated possible by the government of Zimbabwe. "The government underestimated the amount of harvest because it assumed that small-scale

farmers would not want to use the technology," Brady said.

Small landowners, however, did adopt the technology because their livelihood was at stake, explained Brady.

Research on cowpeas has resulted in the development of cowpea varieties with short growth periods from 50 to 60 days instead of 90 to 100 days, said Brady. "That automatically opens up the possibility of two crops where they've been growing only one."

Researchers also try to breed-in resistance to viruses, insects and other diseases, he continued. "The proof that they have been successful is the fact that farmers steal seeds from the trial plots and take them home," Brady said.



Farmers must have access to new technologies to increase productivity.

Referring to the new drought-tolerant variety of sorghum, he said, "It's the result of a truly collaborative effort between one of the international centers and Purdue University. The new sorghum tolerates drought conditions in the Sudan and will yield two to three times what the old varieties produce."

Efforts directed at the health of livestock animals also are part of AID's technological research and work. In Kenya, researchers have vaccinated cattle against East Coast Fever, and a goat arthritis disease has been eradicated.

Another disease that is prevalent in Africa, trypanosomiasis (sleeping sickness), is causing problems for researchers in their quest for a cure, according to Brady.

"The organism is very adaptable and keeps changing its form. Each time researchers think they have found a vaccine, the organism sends out another structural unit that makes it resistant, making the vaccine useless," he said.

"But scientists at the International Livestock Center for Africa have uncovered a degree of tolerance among some of the native cattle. They are now trying to discover what causes that tolerance and how it can be cross-bred into disease-susceptible native cattle."

In another section of the conference, Margaret Sarles, agricultural technology specialist in the Bureau for Latin America and the Caribbean, participated in a panel session addressing institutional development within developing countries. She

outlined the necessity for developing bilateral and regional long-term plans to meet the agricultural research needs in Latin America.

Sarles noted that for over 20 years AID has supported agricultural research and has helped create and strengthen indigenous research institutions in Latin America.

The need for generating new agricultural technologies to increase productivity is apparent, she continued. "First, the growing demand for certain crops has led to increased food imports, requiring foreign exchange."

"Second, the number of people living in rural areas in Latin America and relying on agriculture for their livelihood is increasing. New crops and technologies are the chief means for providing a living for this population and solving food supply problems."

"There seems to be great potential for new crops—especially fruits and vegetables." But research is an essential component of successfully growing new varieties and crops.

Sarles stated that developing a successful national agricultural research program requires establishing a sustainable system of introducing technological change, incorporating agricultural technologies from other countries, encouraging national governments to take overall responsibility for setting national research priorities and organizing direct links between agricultural producers and researchers.

Long is a writer-editor in the Office of Publications.

Agroforestry

From page 1, column 2

During the African drought in 1985, the private voluntary organization (PVO) community organized and transported American goods and food to the continent's starving victims.

"PVO's can harness that same spirit of generosity to support the Greening of Africa," added McPherson.

During the conference, participants met to discuss ways to increase cooperation in environmental activities, with an emphasis on plans for community-based tree planting efforts and agroforestry initiatives in Sub-Saharan Africa.

The planting efforts are meant to meet both production and protection objectives—fuelwood, poles and fodder as well as soil and water conservation in support of sustainable agriculture. The conference members also addressed the issue of how to use AID's Food-for-Peace resources in promoting tree-planting by African farmers.

Concurring with McPherson's main theme, Ray Love, deputy assistant administrator in the Bureau for Africa, said that integrating technology and agriculture issues with environmental aspects of AID programs is the key to looking for a comprehensive answer.

"It is a tremendous job of

analysis," continued Love, "to search out the best approach to take for land reclamation and forestry development projects."

Because funding for Africa programs is being limited by the recent budget cuts, Love said that it is necessary to study all of the resource options available. "Food resources will be easier to come by than economic support funds," he added.

Wrapping up the opening session, Beryl Levinger, assistant executive director of CARE, defined challenges to consider in designing an environmental strategy for Africa. "Tree planting should not be an end in itself," she said. "Instead, tree planting should be seen as integrated with other income generation schemes."

Levinger especially was concerned about the potential abuse of using food aid as an incentive in tree

planting projects.

Food aid can't be packaged as a reward for planting, insisted Levinger. "We need to devise a way to separate food aid from the activity without extinguishing planting efforts."

Agroforestry projects are aimed at working with landowners, which is in contrast with most other projects aimed at assisting the very poor. Because of this, she said, individual incentives need to be built into the overall plan.

There are many examples of AID-sponsored forestry work in Africa that are administered by PVO's, said Tom Catterson, senior forestry advisor in the Bureau for Africa. Since 1974, CARE has been engaged with the Forest Service of Niger on an agroforestry project in the Majjia Valley of South-Central Niger. Years of continuous cultiva-

tion on the comparatively rich soil led to declining soil fertility and falling crop productivity, he said.

To thwart this trend, continued Catterson, double rows of wind-breaking Neem trees were planted over more than half of the 6,000 hectares in the project area. "Studies have documented the positive impact on cereal production in the fields protected by the windbreak trees."

As another example, he said, refugee camps in the Gedo region of Somalia are "greening" with leucaena trees, which were spread through the area by a women's cottage industry sponsored by Interchurch Response. "The women tend 10 to 15 seedlings for the local nursery at a fraction of the cost of nursery-grown seedlings—with modest cash returns for their family's needs," added Catterson.

In an AID effort in Senegal, local currency generated through the Food for Peace program assisted the government to organize stabilizing sand dunes along its north coast, he stated.

"The dunes threatened the gardens and wells of small farmers," Catterson explained. "Australian Pines have been planted on 150 miles of these dunes. Extending from Dakar to St. Louis, the pines protect the very productive horticultural areas called 'Niayes' where most of Senegal's vegetable production takes place."

—Nancy Long



Ray Love: "Integrating technology and agriculture issues with environmental aspects of AID programs is the key to looking for a comprehensive answer."

Lion to Direct \$96.2 Million AID Program

Donor Lion, a career minister with the Senior Foreign Service, was sworn in as mission director to Peru Sept. 2.

The \$96.2 million program he will administer includes programs for distributing Food for Peace commodities, improving the Peruvian judiciary, increasing private sector involvement in agricultural production and improving health services, especially for children.

During Lion's 23-year career with AID he has held positions as mission director to Jamaica, Guyana and Pakistan. He also held various positions in Brazil and in AID/Washington's Latin America and the Caribbean Bureau.

Prior to his appointment to Peru, Lion was the deputy assistant administrator and chief economist of the Bureau for Program and Policy Coordination.

Lion received his bachelor's and doctorate degrees in economics from Harvard and a master's degree in economics from the University of Buffalo.

IN MEMORIAM

RICHARD NORTON

Richard Norton, education project manager with the Cameroon mission since 1982, died as a result of a heart attack Sept. 1. He was 62.

In 1967 Norton joined AID and, subsequently, was assigned to the mission in Vietnam. From 1969 to 1972, he served in Nigeria and in AID/Washington. He left the Agency in 1975.

When Norton returned to AID in 1979, he was posted to the Yemen mission and later served again in Washington. Prior to joining AID, he taught English in Cameroon.

Norton is survived by his wife Frances and four children. Condolences may be sent to Mrs. Norton in care of her daughter, Jeanne Hammet, Star Route, Box 60R, St. Inigoes, Md. 20684.

HENRY BRANDT

Henry Brandt, retired foreign service officer, died of cancer Sept. 6. He was 65.

Brandt joined AID's predecessor organization in 1955 and was assigned to Ethiopia as an accounting systems supervisor.

His other foreign assignments included Costa Rica, Guyana, Guatemala, Honduras, Colombia and Kenya where he served as executive officer. At AID/Washington Brandt worked as a supervisory personnel management specialist. He retired in 1978.

Brandt is survived by his wife, Doris, and two children. Expressions of sympathy may be sent to Mrs. Brandt at 2770 St. Andrews Blvd., Tarpan Springs, Fla. 33589.

AID BRIEFS



President Corazon Aquino of the Philippines and Administrator Peter McPherson meet and discuss budget assistance aimed to support the Aquino government's efforts to make structural reforms necessary for economic recovery. During her September visit to the United States, President Aquino received an additional \$100 million in Economic Support Funds to help the Philippine government continue financing basic services in education, health and agriculture.

Manager Indicted for Bribery

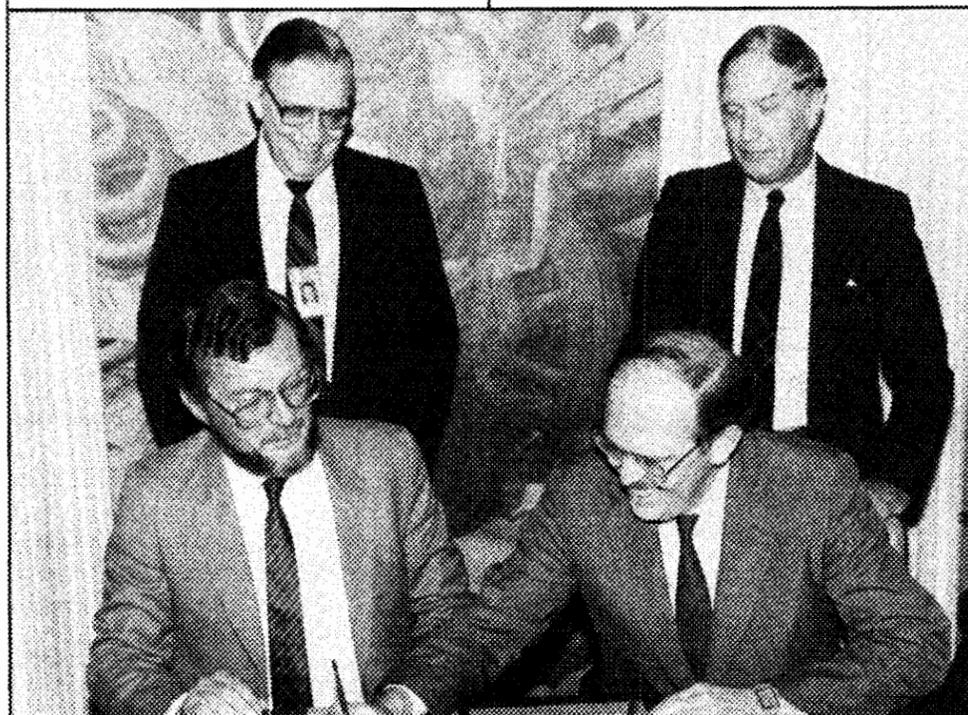
John De Leon Jr., 43, a general manager of SESLON, a firm providing security guards and other services to the U.S. Embassy and AID mission in Honduras, recently was indicted in New Orleans on charges of trying to bribe an AID auditor.

De Leon, a U.S. citizen residing in Tegucigalpa, Honduras, was charged with paying AID auditor Santiago Valladares 8,000 Honduran lempiras (about \$4,000) to submit an AID

audit favorable to his company. A federal grand jury returned the sealed indictment July 31.

The firm's multimillion dollar contract expired last June and had been renewed on a month-to-month basis. De Leon was preparing to apply for a renewal at the time of the audit.

He is being held on \$100,000 bond and is expected to be moved to Miami for trial later this year. If convicted, De Leon faces a possible 20-year jail sentence.



Bjorn Lundgren of Sweden (left), director of the International Council for Research and Agroforestry (ICRAF) in Nairobi, Kenya, and Administrator Peter McPherson sign a \$4 million, five-year project that is intended to help Kenya, Rwanda, Burundi and Uganda grow more trees. Nyle Brady (standing left), senior assistant administrator of the Bureau for Science and Technology, and Ray Love, deputy assistant administrator of the Bureau for Africa, look on during the ceremony.

Miller Named to Administer Burundi Office

Donald Miller has been sworn in as the new AID Representative in Burundi.

A career foreign service officer with the rank of counselor, Miller has served in a variety of jobs in Washington, D.C., Nigeria, Ethiopia and the Ivory Coast since joining AID in 1961.

Most recently, he served as the AID mission director in Mauritania.

Miller is the recipient of Meritorious Honor Awards for designing and helping to implement policy reform in agriculture in Ethiopia in 1973 and for his work in helping prepare a regional development strategy for the Sahel in 1980.

He obtained his bachelor's and master's degrees in international affairs from the State University of New York at Albany.

Agency Set to Celebrate

Activities to celebrate the Agency's 25th anniversary are already on the calendar. Administrator Peter McPherson will mark the beginning of the festivities by speaking at the National Press Club luncheon on Nov. 12.

Dec. 3-4, McPherson is scheduled to visit Harvard University where he will address the Harvard Forum and meet with President Derek Bok.

To commemorate AID's work over the years, there will be a special issue of *Horizons* due out in November, and an anniversary edition of *Front Lines* is planned for December.

Official anniversary events will continue through April.

The cost of the luncheon is \$18, and Agency employees interested in attending should contact John Metelsky or Betty Snead, 647-4274.

Investigation Gets Results

A Bolivian AID employee in La Paz has been sentenced to two years in prison and fined \$25,000 for receiving kickbacks on Agency purchases, according to AID Inspector General Herbert Beckington and U.S. Attorney for the Southern District of Florida Leon Kellner.

AID's investigation revealed that Oscar Sarmiento, a procurement supervisor, had received more than \$250,000 in kickbacks in connection with the Agency's award of contracts between 1982 and 1985. The contracts were for purchase of medical and other supplies for a rural education project and materials for road construction in Bolivia.

Sarmiento was ordered to serve six months in jail. The remainder of the sentence was suspended, and he was placed on three years' probation.

by Sharon Isralow

Do you remember life before work? Working is so ingrained in the daily routine that many of us only vaguely recollect our first work experience. But our first jobs taught us the meaning of work and may have helped us decide what we wanted or didn't want to be down the road. Front Lines wondered how some of AID's managers got started and asked several to dust off those memories about their first jobs.

Peter McPherson

Old habits die hard. Administrator Peter McPherson started his habit of working hard while growing up on a dairy farm in Lowell, Mich.—working from sunrise until sunset—and he hasn't broken the habit yet.

"The first regular job I had was helping my father milk cows," recalls McPherson. "I milked those cows every day, morning and night, until I went to college. Dairy farmers didn't take vacations."

McPherson took his first permanent assignment at age five. By the time he was about 12 years old, he was driving a tractor, cultivating corn, spraying apples, and of course, milking the cows.

What did McPherson earn for his labor?

"Nothing," he says. "On the other hand, it wasn't like living in the city where there were places to buy things.

"When I did something well, my father would say, 'I'll double your pay.' But my pay was zero, so the extra money didn't make much of an impact," he quips.

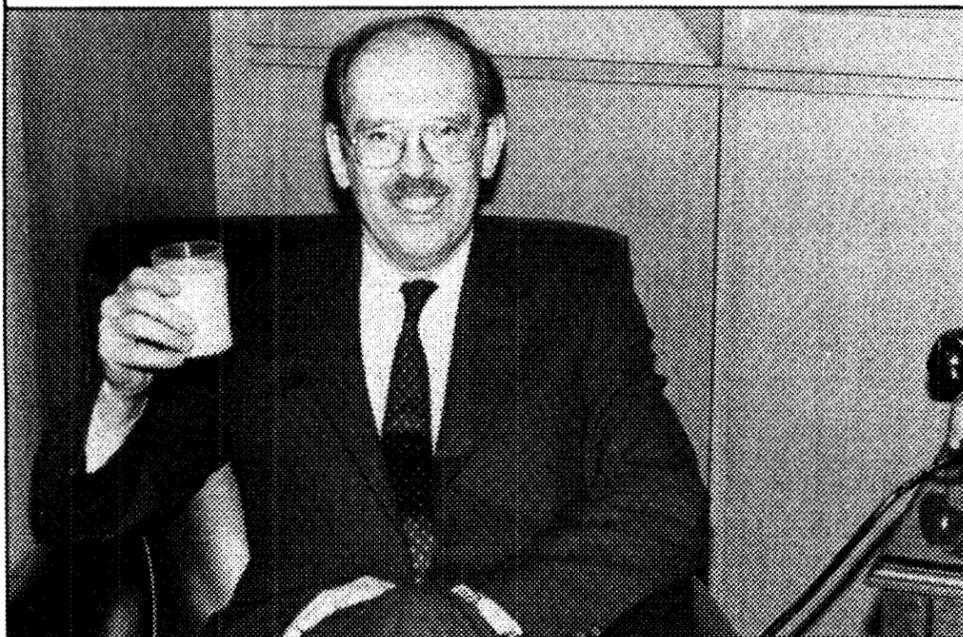
In addition to his parents, the work force consisted of seven brothers and sisters. "We had a working farm, and everybody worked," he notes.

"There is no question that my growing up in rural America has given me a certain perspective about development. There's clear value to a farm background, given AID's work in addressing problems related to agriculture around the world."

McPherson's early experience on the farm also helped shape his view on the importance of the local community in bringing about development.

"All eight of us were very active in the 4-H club, the farm bureau and county fairs, which, along with the local township political structure, were very important. I appreciate the role community-based organizations play in a democratic process and know what can be accomplished when people are involved."

McPherson says his first paying job was as a waiter while attending college, but recalls "the really hard jobs were on the farm."



Peter McPherson milked cows on the family farm.

Janet Ballantyne

Some things never change. The same sense of responsibility, go-getter spirit and company loyalty with which Janet Ballantyne dispatches her duties as AID's deputy mission director in Morocco, also characterized her performance as a Stokley pickle girl.

Ballantyne applied for her first job by responding to an advertisement the Stokley company placed in a local Dayton, Ohio, newspaper for five high school-aged girls to act as demonstrators in various supermarkets. Dayton had been selected for a massive public relations campaign to promote a new line of containers.

"Because employment opportunities were so limited, dozens of girls showed up. It was my first job interview and I was terrified," Ballantyne recalls. "I was so excited when they called the next day and said I had been chosen to be a Stokley pickle girl!"

Armed with a plate of free pickle chip samples, the pickle girls would entice supermarket customers to buy various pickle products by promoting the new jars, designed to be re-used as a canister set.

"We even wore little green dresses that made us look picklish," she says.

AID Officials Describe

Mary Love

Because the local library in Farmington, Conn., was Mary Love's "home away from home" since early childhood, it was only natural that it became the site of her first job.

"We'd play house under the steepled French reading tables in the children's room when I was a child," says Love, director of the Executive Management Staff in the Bureau for Program and Policy Coordination. "The library was a welcome environment from the time I could walk."

At age 14, Love began working there, where she remained employed—working during summers and holidays—until she was graduated from college.

"I started off by shelving and repairing books. As I got older, I clerked at the front desk. As I got brighter, I assisted customers. By the time I graduated from high school, I was entrusted with running the library for short periods of time. By college, I had a set of keys," she says.

"At one point," Love recalls, "the board of directors offered to fund my college education providing I would return to the library as librarian, but I couldn't see myself as a caretaker of books in a small town for the rest of my life."

Though she is quick to point out the fallacy of the stereotypical image of a librarian, in hindsight she does not regret her decision.

Love initially earned 35 cents an hour. She did not collect her paycheck each week, however.

"My father asked the board of directors to pay me by check at the end of summer. He insisted I deposit and not withdraw the money until I finished college, which my family financed. My father didn't want me to start out at that point with empty pockets."

Love considers her tenure at the library a unique opportunity.

"The library opened up a world to me. It gave me exposure to people and books I otherwise wouldn't have had," she says. One type of book she gained exposure to was the "risque" novel.

"I was very naive as a youngster—my husband Ray would probably say I am still naive. When I started working at the front desk at age 16, one of my first customers was an older, inebriated woman, who asked me to recommend a 'good juicy novel.' I didn't know what that meant and had to refer her to the librarian."

Later, however, Love would disappear in the stalls to read, a page at a time, books such as *Peyton Place*.

"I never understood the big deal," she notes. "There was more nonsense going on in the town than in the book."

Love is still an avid reader only she has long since passed over the juicy novels for more substantive material.



Mary Love began her career at the local library.

"I took my job very seriously. I really wanted shoppers to buy Stokley pickles," she recalls. "I was very defensive if my mother went to buy any other brand."

"At age 16, I felt I was a part of the Stokley company family."

"Receiving a paycheck with a company name on it meant a lot to me. Although I had worked as a babysitter and caddy, I had never earned a real paycheck before. My parents agreed to let me spend half my earnings if I promised to save the other half." Ballantyne earned \$1.10 an hour for her labor.

The Stokley company also had an incentive program, offering the girl who handed out the most pickles by the end of the summer a \$100 bonus.

Ballantyne won the award.

"Stokley determined the highest distributor by recording the number of empty jars at the end of each day. As it turned out, I got more customers to try the pickles than anyone else," says Ballantyne, who admits to having sampled a few herself.

To this day Ballantyne remembers the pitch she gave, and yes, she still likes pickles—Stokley pickles, that is.

Their First Jobs

Dolores Weiss

While inducements such as "dine out free every night," "meet interesting people" and "get plenty of exercise" conjure up holiday fantasies for many people, to Dolores Weiss they bring back memories describing the realities of her first job.

As a water girl in a seafood restaurant, Weiss, director of the Office of Publications, Bureau for External Affairs, did indeed receive free meals, meet many people and get more than her share of exercise, but it wasn't a vacation.

Weiss and one other water girl were responsible for pouring water from 6 p.m. until midnight for 500 to 800 diners seated in three large dining rooms.

"All we had to do was keep customers' glasses filled with water, but you could probably float the QE2 with the amount of water we poured," she laughs. "We would run back and forth between the rooms and the kitchen all evening carrying large metal pitchers filled with ice and water. By the end of the night, we'd have real sore arms. I was left handed, but because I used to switch hands to alleviate the constant strain, my right arm is now as strong as my left."

She also developed a strong stomach for bad jokes.

"I can't tell you how many times people would call 'Gunga Din, Gunga Din' when they wanted my attention. It killed me because though each person preened over his originality, I heard it about 50 times a week."

Weiss, who began working at the restaurant at age 14, was paid about \$1 an hour, plus meals. The job also provided a ready market of potential dates.

"Families would come in and chat. When they came back, they'd bring their son with them," says Weiss. "We also dated the busboys," she divulges laughingly.

From water girl, Weiss worked her way up to hatcheck girl, then waitress. Being a waitress compared favorably to checking coats because as a waitress, she didn't have to turn tips over to management.

"Waitressing was hard work but fast money. I could take home \$10 on a weekday night, and \$20 on a weekend night," she recalls. Weiss used her earnings to help finance college and buy clothes and other personal items.

When Weiss left the restaurant eight years after joining its staff, she hadn't finished her college degree yet, but she did have a new husband.

"I still think about the restaurant every year," she quips. "It's where we held our wedding reception!"



Dolores Weiss worked as a water girl.

Tom Stukel

Even at age 11, to survive in a competitive field where earnings are tied directly to sales volume, it is important to know the tricks of the trade.

Tom Stukel, deputy director for the Office of Central America in the Bureau for Latin America and the Caribbean, picked up a lot of tricks while making his daily rounds on an ice cream cart in Chicago, Ill.

"The business was run out of some guy's garage," says Stukel. "A bunch of kids would assemble in the morning to pick up our ice cream carts and inventory. The cart consisted of a tricycle front-loaded with a box containing popsicles and bars packed in dry ice. We'd pedal all over town, returning to the garage once or twice a day to reload.

"Our first rule of thumb was 'never run out of ice cream on the other side of town from the garage.' That way," he explains, "you wouldn't have a dry run on your return across town for more stock."

The second rule of thumb was "don't eat your inventory."

"I couldn't afford to," exclaims Stukel. "It was too expensive! I earned one cent for each popsicle I sold, but had to pay the retail price for each one I ate.

"That summer, I sold ice cream 12 hours a day—from 9 a.m. to 9 p.m. On a good day we would make \$3.50 or \$4, tax free, which wasn't bad in those days.

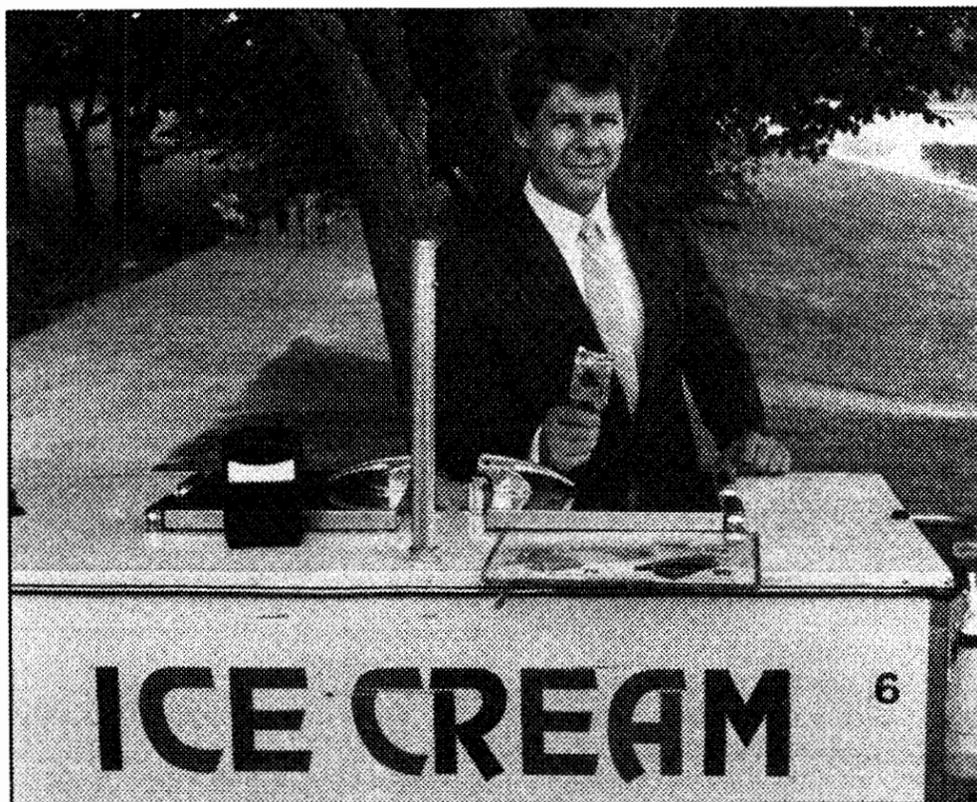
"In hindsight I probably could have earned a lot more if I had rung the bells more often. But 12 hours of bells was just too much. It got to the point where I couldn't stand the sound of them. I am sure I pedaled silently past a lot of ready but unaware customers," says Stukel. "I still cringe at the sound of an ice cream truck," he adds.

Experience gained as an ice cream vendor may have provided valuable tips for earning, but it offered little in the way of savings and investment strategies.

"Didn't save a dime," says Stukel. "I blew the money on hot rod magazines and pinball machines."

What did he learn from this early experience?

"Nothing profound, only that I probably didn't have a bright future in sales."



Tom Stukel earned his first paycheck as an ice cream man.

Tom Rollis

A manager needs to read rapidly to keep up with the volume of paperwork that crosses his desk each day.

Tom Rollis, assistant to the administrator for management, has been practicing the skill of reading quickly since he was a teenager. One of his first paying jobs was reading for a blind attorney, and speed was the only performance factor.

Twice a week, an attorney would listen to Rollis' rapid-fire delivery of legal announcements, courthouse news and other items of interest to lawyers.

"I became fluent in legalese," says Rollis, who was 16 at the time.

During each two-hour session, for which he earned \$1, Rollis first would read transcripts, case summaries and depositions, followed by the Ingham County News, a local newspaper that recorded all legal activity for Michigan's Ingham County.

Although reading for the barrister made a lasting impression on Rollis, it did not lead to a long-standing relationship.

"The attorney wasn't interested in conversation, just the news," he notes. During one of their rare conversations, however, the lawyer did describe his first case, in which he defended a man accused of passing bad checks. "The lawyer won an acquittal, and his client paid him with a bum check!"



Janet Ballantyne was a Stokley pickle girl.



Tom Rollis read the daily newspapers to a blind attorney.

MISSION OF THE MONTH

AID in the Philippines

by Dolores Weiss

Walking along fume-shrouded city streets in the Philippines one has to move quickly to avoid the uniquely Filipino *calesa*, a two-wheeled, horse-drawn carriage laden with people and produce, as well as the numerous *jeepneys*—originally surplus U.S. military jeeps that were transformed and now are manufactured locally as privately-owned commercial mini-buses with polished chrome, a rainbow of paint and plastic streamers.

But if one gets a chance to look up, the intricate wrought iron of Spanish-style apartments and haciendas make one imagine this country's location must be somewhere in Latin America. Around another corner, pagoda roofs, brightly painted foo dogs and acupuncture clinics make it appear that no, for sure this must be Asia—after all, the atlas shows that the country sits less than 150 miles from Taiwan. Then continuing, one drives into a shopping center parking lot and thinks this could be somewhere in the United States—the stores look just like the ones in suburban Washington, D.C.

However, the abundance of makeshift shanties fashioned from scrap materials and woven through alleys and into walls surrounding the mansions and factories leave little to the imagination and jar one back to the reality of the Philippines. Thousands of squatters and street vendors also attest to the country's extreme poverty.

PROUD TO BE DIFFERENT

Though influenced by centuries of Chinese, Indian and Arabic trading excursions, 400 years of Spanish rule and 88 years of U.S. presence, Filipinos, whose Malayo-Polynesian origin dates back to 22,000 BC, are a warm, spirited, undaunted, proud people.

"Philippine spirit was renewed and a new sense of purpose was clearly evident following the 'miracle' revolution in February," points out Executive Officer David Mein. "It was really something to see people guarding ballot boxes with only their lives and crowds stopping tanks without using weapons."

The new nationalism, spurred on by Corazon Aquino's "people power," reiterates that solutions to the country's problems—massive unemployment and underemployment, a 2.8% annual population growth rate and low agricultural productivity—must come from the Filipinos themselves.

To help Filipinos find solutions, the AID staff in Manila provides technical assistance and tailors U.S. economic assistance to meet the needs of the country's very poor.

AID's strategy, according to Mission Director Fred Schieck, is to encourage improved policies and

strengthen institutions to increase rural productivity; develop the private sector; stress family planning; improve access to cost-effective services for maternal and child survival; and provide P.L. 480 Title II foodstuffs to combat malnutrition.

"This basic strategy, which was developed before the revolution, remains valid today although the United States also has undertaken to provide budget support in the short run to help the new government over a difficult period," he says.

"Although a lot of emphasis is on the military bases here, AID would still be striving toward the same goals even if the country had no bases that could be used by the United States," says Tom Oliver, chief of the Program Office. "The bases are tied to the strategic interests of the United States, but a democratic and prosperous Philippines is the best insurance for safeguarding U.S. strategic interests in this part of the world."

COOPERATIVE EFFORT

Oliver, who acts as deputy director while John Blackton is on leave or in Washington, D.C., stresses the importance of understanding that many nondevelopment forces act on the Philippine program. "Due in large part to the cooperation and efforts of the U.S. ambassador and the mission director, AID is woven into the fabric of the whole American effort here. For every action taken, we have to be very conscious of U.S. strategic and political interests in this part of the world."

Schieck points out that American support for the Philippines is based on long-standing U.S. foreign policy objectives that include mutual security, economic development and promotion of a democratic system of government.

Schieck notes that the historic ties between the two countries facilitate a



Filipinos, whose Malayo-Polynesian origin dates back to 22,000 BC, are a warm, undaunted people.

strong and wide ranging policy dialogue. "Because of the fact that AID is a key player on the country team," he says, "policy dialogue is central to the AID program. Supported by AID and other donors, the government has embarked on a program of divestiture of public sector corporations, implemented major tax reform and abolished controls on agricultural commodity marketing, among other key policy changes."

"Because we have an impact, we also take an activist role with other donors in encouraging additional assistance," Schieck adds.

The biggest change in AID's program following the February revolution is the use of economic support funds (ESF) to provide budgetary support to the indebted Philippine government, according to Acting Program Officer Dominic D'Antonio.

The original intention of ESF was to enhance economic and social development around Clark Air Base and Subic Naval Base, according to Keith Brown, chief of the Office of Capital Development. "ESF now also works to develop the country's infrastructure on a nationwide basis."

D'Antonio sees other differences, but he points out that many people in the Aquino government are the same ones mission staff dealt with before



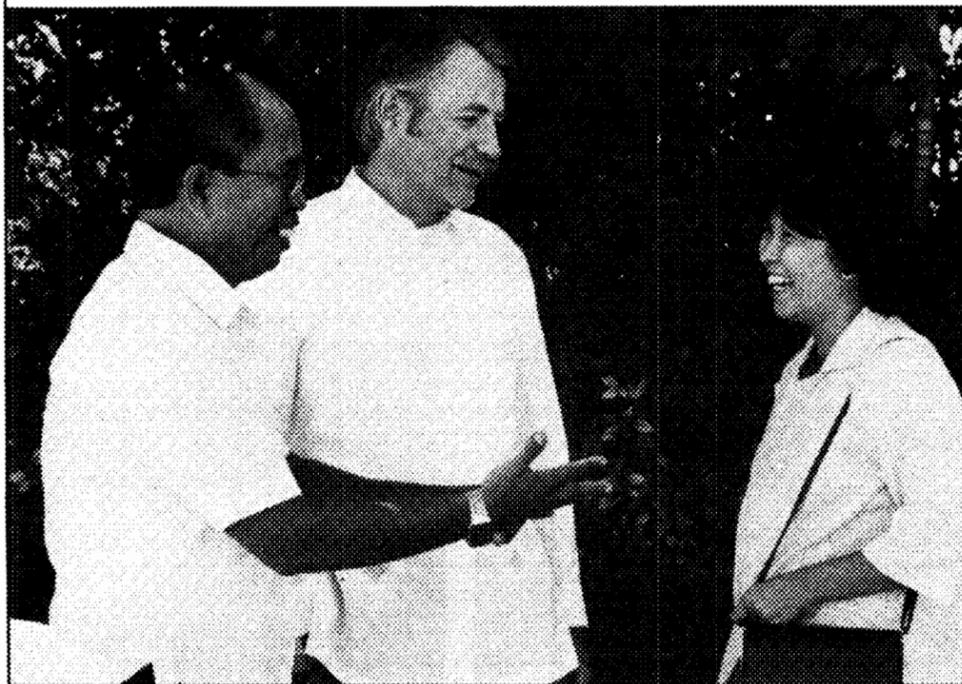
AID provides P.L. 480 food through PVOs to help alleviate second and third degree malnutrition.

the revolution. In most cases, only those in high positions have been replaced. "For example, at the National Economic Development Authority (NEDA) most of the personnel are the same as before, and they are working very closely with us," he says. "In fact, the NEDA staff today seems more receptive to ideas on how to use ESF and overall may even be easier to work with than before the revolution."

Since the beginning of the program in 1980, AID has made available approximately \$260 million in grants to the government to support over 3,000 projects, explains Merritt Broady, program advisor in the Angeles Regional Office. Projects include school and road construction, rural development activities, infrastructure and public markets development, assistance in baseland areas returned to the Philippines and rural energy development.

Besides providing funding for projects, Brown explains that ESF is providing balance of payment support and budget support in the priority areas of agriculture, education and health to support the government of the Philippines (GOP).

To decide how ESF will be used, says Brown, AID agrees first on the broad strategy. Local government units demonstrate a need and collaborate with the national government to designate priorities. He says when the ministry decides on specific projects, AID becomes involved in reviewing the projects feasibility and design and



Mission Director Fred Schieck (center) meets with Population Center Foundation grantees Dr. Melanio Sanchez of the College of Medicine in Cebu and Joy Kintanar of San Carlos University.

monitoring the projects.

For instance, the Regional Development Fund is an \$86.9 million grant project that includes a \$50 million schools and roads component, Program Specialist Maribelle Zonaga explains. It is expected that by the project's completion in December 1988 over 2,000 roads and typhoon-resistant schools will have been constructed.

Another example is the \$9 million markets project, says Broady, which assists the Philippine government in improving public market operations and building new market facilities. The plan to provide technical assistance, credit and training as well as modern sanitary facilities is expected to contribute to more efficient market facilities.

DEVELOPMENT ASSISTANCE

AID's development assistance (DA) funds also are working to improve infrastructure throughout the country and increase productivity.

DA supports a rural growth strategy that is focusing on agriculture and light industries, increasing productivity and reducing the population growth rate, says Brown. Examples of major DA activities include rural financial services, local government planning and management of financial and other resources, small and medium enterprise development, improved local management and delivery of primary health care, family planning, and construction and operation of village water systems.

"Water is one of the highest priorities of the Philippine government," explains Brown. "But inability to collect fees and to maintain water systems has hindered making water available to many localities."

AID is providing a grant of \$9.67 million for a rural water and sanitation project. Brown says, "The mission is helping organize associations, in a bottom-up approach, that will decide what type of water system their community should have. The association also will operate and maintain the system and collect fees.

This project aims to "shore up"

local governments by providing management and maintenance training and by streamlining procedures. It also will include a sanitation component, he adds.

Another priority of the Philippine government and AID is rural development to increase productivity.

During the Marcos era, the agriculture sector was greatly disadvantaged, says Doug Clark, chief of the Office of Rural and Agricultural Development.

"Government control of markets, prices and tariffs and non-support of agricultural research contributed to a marked decline in rural productivity," explains Clark.

The new government, on the other hand, is working with AID to reverse the downward spiral. Clark finds AID's priorities are consistent with the policy direction of the Aquino government. "The Ministry of Agriculture and Food is very supportive," he says. "The ministry requested a divestiture study and is taking actions to eliminate policies that discourage farm production."

Those actions include removing the milled rice price ceiling, ending the wheat import and flour distribution monopolies, establishing an effective rice and corn stabilization program, returning fertilizer distribution to the private sector and moving the agricultural credit system toward market-oriented interest rates.

Deputy Minister of Agriculture and Food Carlos Dominquez points out that since the change in policy, "fertilizer use is up 64% while cost is down 27%. Urea use also is up 70% while its cost is down 37%." Clark says that the mission is providing grants to foster policy studies and institutional development to support renewed growth in the agricultural sector.

The Bicol Integrated Area Development II project, he explains, provides a combination of land consolidation and irrigation activities covering 2,300 hectares and 1,230 farm families. Through construction of community buildings, improved water supply facilities, organization of farmer associations and training for those living in the project area, the project aims to improve the quality of life of the rural poor.

The Rainfed Resources Development project, scheduled for completion in 1989, contains six subproject elements to increase farmer productivity. It will support a community-based approach to land and water resources management in settled upland forests, rainfed agricultural areas and coastal zones.

"AID has continuously funded agricultural research since the early '70s," adds Clark. "We are in the third project with the Philippine Council for Agriculture Resources Research and Development, and we are providing substantial resources through P.L. 480 Title I and the DA program to support policy and institutional change for renewed growth in the agricultural sector."

Another primary concern of the mission is helping the Aquino government provide health care to all the people throughout the 7,000 islands that comprise the country. However, "AID's health portfolio is in a state



In a hospital on the island of Los Negros, Bryant George, chief of Food for Peace and Voluntary Cooperation, talks with a mother whose child was suffering from second degree malnutrition.

of transition," says Bill Johnson, chief of the Office of Population, Health and Nutrition.

"The mission has worked to institute a cost-effective primary health care program, but the restrained relationship with the former Ministry of Health limited activities," explains Johnson. "Now the new minister is turning things around. New leaders have management backgrounds and want to improve effectiveness."

AID's \$16 million Primary Health Care (PHC) Financing project is designed as a response to the growing realization that the government cannot afford to provide free health care for the majority of the population.

The PHC financing project aims to strengthen the Ministry of Health's ability to provide services necessary for a good primary health care system and to offer ways beneficiaries can begin to pay for health services. Its components include funding for studies, technical assistance, training for health workers and midwives, improving the national village pharmacy program and strengthening the oral rehydration therapy (ORT) program.

"The most easily preventable mortality is infant and child mortality," says Johnson. Because the mission focuses its resources on actions that bring the highest results in reducing mortality, child survival programs are a high priority.

To support Aquino's emphasis on child survival, the mission is planning seminars on immunization and ORT. "AID is providing \$4 million to shift from clinically administered intravenous therapy to home use of ORT by mothers," he says. Funding will provide promotional and informational materials directed to doctors as well as the public. The mission hopes to raise the use rate from 33 to 70% and have at least 90% of mothers able to use ORT.

"The ministry is currently producing the salt packets, but we hope to phase that out and have the private sector produce and distribute the packets," says Johnson. "We would like to see the packets sold in sari-

sari stores as medicinal food."

When Marcos first became president 20 years ago, the country's population was 32 million. It is now 57 million.

This country has one of the highest birth rates in Asia, adds Johnson. "Even though AID has provided population assistance since 1967, progress has been inadequate. AID's population program presents somewhat of a development dilemma. Reducing the population growth rate would facilitate the achievement of economic goals, but efforts to date have been hindered by factors largely beyond the control of any donor.

"The new era leaders recognize population is an issue the government must deal with, but what the

(continued on page 10)



Lisa Magno, program specialist, talks with a vendor at a market in the Angeles area. The public market was financed with an ESF grant.



David Mein (left), executive officer, examines equipment used at the AID-funded Don Bosco Rehabilitation Center for jail inmates in Cebu.

Mission

From page 9, column 4

GOP is going to do is still unknown," he adds. "We are trying to stimulate the thinking of the Ministry of Social Services and Development. We have a \$38 million project that actively supports natural family planning. However, to have success, family planning must be supported by the government."

"Providing the mortar between the bricks of the AID program, private voluntary organizations (PVOs) work with the mission to pinpoint the needs of poor Filipinos and to find ways to succeed in helping the poor," according to Bryant George, chief of the Office of Food for Peace and Voluntary Cooperation. He points out that AID funneled much of its resources through PVOs during the Marcos era and plans to increase those resources under the Aquino government.

He says that AID works with many indigenous PVOs such as the Philippine Businesses for Social Progress (PBSP), which provides loans and training to entrepreneurs, as well as U.S.-based organizations such as Catholic Relief Services (CRS), which administer the P.L. 480 Title II commodities to help reduce the incidence of malnutrition. During 1986, for example, AID provided CARE and CRS with about \$16 million for maternal child health and school feeding programs.

In Cebu, the most densely populated province in the country, over 75% of the approximate 2.5 million people living there earn less than

6,000 pesos (\$300) a year. The chief causes of death—pneumonia, respiratory tuberculosis, enteritis and other diarrheal diseases—are linked to the malnutrition so prevalent in the province. AID provides P.L. 480 food, including dry milk, to the PVOs to help alleviate second and third degree malnutrition.

George points out that PVOs have a good record with income generation activities and food distribution. "They fit in vital missing parts of assistance—they reach the very poor people—that the government is unable to do," he says.

George says he enjoys working with the PVOs and likes living in Manila. "It's an exciting city that boasts of many fine restaurants, concerts, theater and ballet performances," he adds.

"The Filipinos are exciting, too. They are friendly, speak English and understand Americans. Some of the TV advertisements that work here are the same as the ones shown in the United States."

Judy Eckersley, the mission's housing officer and wife of the mission's controller, says, "Although we all had 'cabin fever' during the revolution—the kids missed about 12 days of school—normally, you don't think about missing home. Living here is what you make of it... It only costs 50 cents to rent a video. Outdoor sports can be enjoyed all year long, and the islands provide a natural aquarium and great locations for snorkeling and scuba."

It is easy to form friendships with Filipinos, she says, and most Americans enjoy their assignment in Manila. There are a lot of activities



Loc Eckersley, controller, his wife Judy (standing) and children, Parc (right) and Kira, enjoy a picnic at Rizal Park where millions of people gathered for the political rallies of Marcos and Aquino before the elections.

for dependents and the schools are up to U.S. standards.

However, the pollution in the city and the constant stress mission personnel experience do fray nerves. To help combat the stress, the mission has set up a crisis line that tries to provide assistance to those who call.

Mein points out that a phone pyramid network was set up to combat the feeling of uncertainty and to help keep mission families informed during the election and revolution.

The mission also has a newsletter that keeps families informed about activities and new staff members, as

well as an employee association that sponsors an employee "store" and frequently holds "get togethers."

Another asset the mission has is an outstanding sponsor program for incoming personnel, according to Jane Nandy, rural development officer. "When you arrive, you feel welcome—the house is ready, the refrigerator is stocked and a 'nanny' is available, if needed."

The Community Liaison Office, headed by Rosemary Mills, wife of one of the mission's auditors, also helps get families settled. "We provide an information resource center—everything you can't find elsewhere—information about cultural events, shopping, schools."

"The Philippines grows on you," says Pamela Edison, human resources development program specialist. "Visitors don't normally see how special this place really is."

The end of the 20-year Marcos era and the rise of a new nationalism among Filipinos will not alter U.S. interests in the Philippines, says Mission Director Schieck, but "new challenges will require a realignment of policies to focus on key themes, including democracy, economic opportunity and the compatibility of self-reliance and partnership."

The restoration of democracy through the inauguration of President Corazon Aquino provides the Philippines with an opportunity to rebuild the social and economic institutions necessary to achieve growth, prosperity and stability.

Schieck points out that although up till now agricultural development has lagged, much industrial development has been inappropriate and employment opportunities have been grossly inadequate for a swiftly growing and educated population, the determined spirit of the Filipinos endures. That spirit enables the nation to continue to push forward optimistically and inspires the mission staff to strive for ways to help the Filipinos find solutions to their problems.

Weiss is director of the Office of Publications.

Commodities Provided for Compensation



Last spring, President Reagan made a commitment to sugar exporting countries to provide compensation for foreign exchange losses, resulting from a three-month extension of the 1985-1986 quota imposed on sugar exports to the United States.

The creation of the Sugar Quota Compensation program is not a precedent for U.S. compensation to countries whose market share is diminished through U.S. government actions. It is administered on a one-time basis.

In order to limit the budgetary impact of the pledge, the decision was made to use in-kind commodity assistance. Section 416 of the Agricultural Act of 1949, which AID administers on behalf of the U.S. Department of Agriculture, establishes a surplus grain and dairy donation program and was selected as the main vehicle for this assistance. Commodities provided under the program will be additional to any regular and emergency food aid.

A total of \$101.3 million is available to 30 countries in Latin America, Africa and Asia. Coun-

tries will be compensated on the basis of legitimate requirements up to the level of the dollar value of the estimated lost revenue. Food for Peace, in conjunction with the Department of Agriculture, has negotiated sugar quota agreements with Haiti, Guatemala, Jamaica, Peru, Mauritius and Zimbabwe.

To date, the United States has shipped 94,591 metric tons of grain and dairy products valued at \$18.9 million (including freight) to these countries. Another 24 agreements are expected to be concluded early in the first quarter of fiscal 1987.

—Kate Bishop



Tom Reese (left), coordinator of Food for Peace, signs a sugar quota agreement with Ambassador Jesseramsing of Mauritius. Under the Mauritius agreement, AID, through the Department of Agriculture, will provide 7,485 metric tons of wheat flour valued at \$2.5 million in compensation for loss of foreign exchange through the sugar quota extension.

New Team To Study Policy, Budget Ideas



In a Gramm-Rudman era of fiscal restraint, the Bureau for Program and Policy Coordination (PPC) faces its greatest management challenge yet. The bureau is mandated by Administrator Peter McPherson to help formulate a development agenda that relates policy ideas to the new budget environment and takes stock of experience in charting a more effective course for the future.

Leading the effort will be PPC's management team led by Assistant Administrator Richard Bissell and his two new deputies—Ambassador Ernest Preeg and Martin Dagata.

Warren Weinstein will be special assistant to Bissell.

Ambassador Preeg is both deputy

assistant administrator in PPC and chief economist for the Agency.

He holds a doctorate degree in economics and has been a State Department foreign service officer for 23 years, serving largely in economic functions including deputy assistant secretary for International Finance and Development in the Bureau for Economic Affairs.

He was also deputy chief of mission in Peru and U.S. Ambassador to Haiti.

Most recently, he served as senior economic advisor for the Philippines at the State Department. He is the author of several books and monographs in the field of foreign economic policy.

Ambassador Preeg's principal responsibilities within the bureau involve donor coordination, including

AID's relationship with the development banks and functional activities such as trade, debt and other aid-related policies. As senior economist of AID, he will advise the Administrator on economic issues.

Martin Dagata joined AID in 1964 as a management intern. He brings a wealth of field and AID/Washington experience to his new post.

Prior to joining PPC, he headed the LAC Office of Caribbean Affairs. He also held a number of senior management positions overseas including mission director in El Salvador and Tunisia, acting mission director in Jamaica and assistant director in Honduras. Early in his career, Dagata was also a program economist in Panama.

He earned his master's degree in international relations and has had

long-term training at Harvard University's Center for International Affairs.

Warren Weinstein, a former Fulbright scholar, holds a doctorate from Columbia University in international law and international affairs. He comes to PPC from the Africa Bureau where he was chief of the East Africa Projects Division.

Prior to joining AID, he was a Peace Corps country director in the Ivory Coast and in Togo. Before that, Weinstein had worked with a number of private development organizations. He was also a tenured associate professor at the State University of New York.

Document Identifies Pakistan Coal Potential



Despite reserves that exceed 800 million tons, coal contributes only 5% of Pakistan's total energy requirements. More extensive use of this important indigenous resource would help Pakistan cope with its growing energy crisis and provide some security in a world of rapidly fluctuating energy prices, according to Jim Bever at AID's mission in Islamabad.

Major constraints to more rapid coal development include a cumbersome bureaucracy, subsidized pricing of other fuels that discriminates against coal, and quality control, said Bever. Environmental concerns also are a consideration. For instance, much of Pakistan's coal is high-sulphur lignite, and its emissions must be controlled when the coal is used for industry.

The recently published volume, *Coal Development Potential in Pakistan*, sponsored by the mission in Islamabad and the Ministries of Planning and Petroleum and Natural Resources, includes 47 papers presented during Pakistan's "First National Coal Conference" held in Karachi last February.

The 626-page document identifies and discusses many of the major problems impeding more rapid coal development.

A range of technical papers on such subjects as power generation and environmental concerns also is included. In many instances the papers suggest technical possibilities and procedures not currently available in Pakistan.

A number of papers discuss areas in which the mission in Pakistan is directly involved. These include the Lakhra coal-fired power generation project, private commercialization of coal briquetting and national coal resource assessment.

Perhaps the greatest contribution of the conference was to provide a

forum for public officials and private businessmen in Pakistan to meet and discuss issues related to coal development, said Bever. He pointed out that although the coal industry is dominated by the private sector, many entrepreneurs feel the government has been unsympathetic to their needs in areas such as financing and leasing arrangements.

The published volume provides a permanent record of some of these concerns and includes a policy agenda for further discussion and action that now is being considered at the senior level of the government of Pakistan.

More than 600 people from 23 countries attended the AID-funded conference, including representatives from industry, government, and financial and educational institutions. *Limited copies of Coal Development Potential in Pakistan will be provided to other AID missions on request. Please write or cable Charles Bliss, Office of Energy, room 508, SA-18, AID/S&T/EY.*

TUNISIANS DISCUSS EFFORTS FOR SOCIAL SECTOR

Mayor Zakaria Ben Mustapha and David Olinger, the director of AID's Regional Housing and Urban Development Office in Tunisia, recently met at Town Hall in Tunis to evaluate past projects and plan new efforts in the town's social sector.

Plans to construct new housing units for needy citizens in the Mellassine area and a secondary rain water drainage system were among the topics discussed at the meeting. The mayor and Olinger also reviewed the progress of the completed Mellassine Up-Grading project.

Mayor Ben Mustapha recognized the contribution AID has made to Tunis' social sector, particularly in the area of housing. He called special attention to the need for speeding up cost recovery efforts through the use of computer technology. In addition, Ben Mustapha stated that loan applications from eligible citizens should be processed more quickly by the municipality.

—USAID/Islamabad

Hill Briefing Cites Impact of Title XII



Marking the 10th anniversary of Title XII, Senate Foreign Relations Committee Chairman Richard Lugar (R-Ind.) and House Foreign Relations Committee Chairman Dante Fascell (D-Fla.) recently sponsored a briefing at the Capitol.

The former chairman of the Board for International Food and Agricultural Development (BIFAD), E. T. York, reviewed some of the board's major accomplishments in institution building and agricultural research. York also cited the progress made in techniques involving universities in development work.

Title XII legislation links U.S. agricultural colleges and universities with AID programs in agricultural development as a way to solve the nutrition and food problems facing developing nations.

In describing the concept of the first program under Title XII, the Collaborative Research Support Program (CRSP), Woods Thomas of Purdue University stressed the importance of agricultural research and development in supporting economic growth in developing countries.

Addressing congressional staff members, Sens. Lugar and the ranking minority member of the committee, Claiborne Pell (D-R.I.), praised the Title XII program and called attention to the contributions universities are making in foreign assistance.

For example, in Lugar's home state, Purdue University is working on two CRSPs. One deals with sorghum millet research and the other CRSP focuses on nutrition concerns. In Rhode Island, Pell stated that there is an ongoing CRSP fisheries stock assessment at the University of Rhode Island.

Each of the eight CRSPs was represented by an exhibit and scientists who answered questions about their specific research work.

—John Stovall



U.S. and Tunisian representatives sign a \$10 million loan agreement for upgrading sewer networks in low income neighborhoods and for developing serviced housing sites. Participating in the ceremony are (from left) Christopher Hogg, representing Goldman Sachs and Company; Neal Peden, assistant administrator of the Bureau for Private Enterprise (PRE); Barton Veret, PRE's general counsel; and Tunisian Ambassador Habib Ben Yahia.

Salvadoran Students Study Own Homeland



Many university students spent this past summer tanning, earning a little extra money and relaxing. But for a group of Salvadoran university students, summer was a bit different.

An innovative program of the Salvadoran Foundation for Economic and Social Development (FUSADES), an AID-funded private sector development association, was organized last year to help Salvadoran university students spend

"We hope students will envision themselves using the skills they have learned abroad to better the lives of their countrymen."

part of their vacation studying their own country.

The program provides exposure to the latest developments in El Salvador's economic, military, political and social climate. This past summer, 45 students from universities in the United States, Europe and El Salvador spent three weeks attending lectures and taking field trips designed to enable them to speak knowledgeably about their country.

"The program began last summer after the niece of a FUSADES offi-

cial was interviewed by her campus newspaper. She didn't know what to say when asked about El Salvador and realized she was unaware of the economic, political and social situation in her own country," explained Greg Huger, AID's director of the private sector program in El Salvador. "She asked for help, and FUSADES got involved."

Speaking about the session, David Hagen, deputy director of the Bureau for Private Enterprise, said, "It's really a grueling program. For example, one day they started at 7:15 a.m. with a lecture on economic infrastructure. Then, they boarded buses for visits to the receiving and storage facilities at the Port of Acajutla, a petroleum refinery and the telecommunication satellite earth station."

The students also learn about FUSADES' activities in developing the private sector in El Salvador, including its programs in marketing, loan assistance and agricultural diversification.

In a question and answer session with Ambassador Edwin Corr, and Acting Mission Director Bastiaan Schouten, the students had the opportunity to explore the involvement of the United States and the Agency in El Salvador.

"With this exposure, we hope the students will be able to envision themselves in El Salvador in the future, using the skills they have learned abroad to better the lives of their countrymen," said Ernesto Altschul, project manager for AID's Export and Investment Promotion.

"Last year, several students changed their majors to courses that



Through the program, students are exposed to the latest developments in El Salvador's economic, military, political and social climate.

would be more beneficial to them when they come back," said Huger. "Prior to the summer program, they had not even planned to return to El Salvador."

The program is self-supporting—students pay \$100 and local companies subsidize the program by providing transportation and lunch for participants.

Jose Prudencio, an industrial engineering student at Texas A&M University, summed up his participation in the program saying, "You need to know what's going on in your own country—the consequences and what happens in war. You get disconnected at school. The laws have

changed, the economy is changing, and the war, of course, is also changing. Now I feel I am incorporated into my country."

Another FUSADES Program, the Association Strengthening Activities (FORTAS), fosters the organization of business associations with the two-fold objective of improving the effectiveness of services provided to its members and encouraging investment and exports. FORTAS was responsible for organizing the summer program.

—Lucy Shepard, information officer at the AID mission in El Salvador



Nominations are being accepted for the 1987 Roger W. Jones Award for Executive Leadership.

The award is given annually to two federal career executives, government-wide, whose superior leadership has resulted in outstanding organizational achievement and who have fostered the development of managers and executives for the career service. Career executives currently holding Presidential appointments also are eligible for consideration.

The executive leadership award, which is sponsored by the College of Public and International Affairs of the American University, consists of an engraved bronze plaque and will be presented to the 1987 winners on May 16, 1987, at a special ceremony at American University.

Nominations for the Jones award must be reviewed by the Bureau/Office Awards Committee and endorsed by the bureau assistant administrator or office head, then forwarded to the executive secretary, AID Special Awards Committee, room 1130, SA-1.

Nominations must be received by the executive secretary no later than

Due Dates for Awards Nominations Draw Near

Nov. 17. Prior to this date, however, bureaus and offices may wish to submit a list of potential candidates, with a one paragraph summary of each individual's accomplishments. This will enable the AID Special Awards Committee to decide whether the individual meets basic nomination requirements.

The Committee then will contact the bureau or office with recommendations on which candidates should be formally nominated.

Nominations approved by the AID Special Awards Committee will be submitted to the Deputy Administrator for final approval prior to being forwarded to the Jones Award Committee.

Criteria and nominating format details are explained in AID/W notice issued Sept. 5.

PUBLIC SERVICE AWARDS NOMINATIONS DUE

Nov. 5 is the deadline for nomin-

ations for the fifth National Public Service Awards, sponsored by the American Society for Public Administration (ASPA).

The ASPA awards program honors up to five individuals who have made outstanding contributions on a sustained basis in the public service at local, state or federal government levels or for international or nonprofit organizations.

Nominees either may be currently working in public service or have devoted the greater part of their careers to public service.

Nominations for this award must be endorsed by the Bureau/Office Awards Committee and the regional bureau assistant administrator or office head, then forwarded to the executive secretary, AID Special Awards Committee, SA-1, room 1130. Nominations approved by the committee will be submitted to the Administrator for final approval.

Background, objectives, criteria and nominating format are outlined

in an AID/W Notice dated Aug. 22.

SFS BACK PAY PAYMENTS BEING MADE

The July issue of *Front Lines* announced that some senior foreign service (SFS) officers are eligible for back pay for employment during the period Oct. 5, 1980 through Dec. 31, 1981.

Some SFS back-pay payments have already been made. Remaining checks will be issued before the end of the tax year.

Because of the magnitude of this task and the complexity of manual computations required to determine the amount of back-pay for each eligible officer, the Office of Personnel Management requests that eligible individuals not contact the Office of Financial Management regarding the status of their checks.

Eligible individuals now employed by AID will receive separate checks distributed in the same manner as their bi-weekly salary checks. Those no longer employed by AID will receive checks at their current address.

—Marge Nannes

Scientists Assess Options for Africa



Several agricultural technologies that hold promise for increasing agricultural production in Africa appear ready to be introduced on the continent.

The new technologies were the focus of discussion at a recent meeting of biological and social scientists of African agriculture, sponsored by the Bureau for Science and Technology (S&T). The scientists met to develop a method of evaluating the suitability of various technologies in diverse African environments.

Once appropriate technologies are pinpointed, they will be publicized throughout Africa through an S&T social marketing project, Communications for Technology Transfer in Agriculture (CTTA). Administered by the Academy for Educational Development (AED), the project aims to encourage African farmers to adopt new methods and crops.

At the meeting, scientists agreed that because much of Africa lacks irrigation and is subject to serious drought risk, many of the technolo-

gies that formed the basis of Asia's Green Revolution are not appropriate. The dramatic successes experienced in Asia were due to high yielding crops suited for irrigated and highly fertilized areas.

gies that formed the basis of Asia's Green Revolution are not appropriate. The dramatic successes experienced in Asia were due to high yielding crops suited for irrigated and highly fertilized areas.

Furthermore, it was acknowledged that technologies for the African continent will need to increase the stability of yield in drought-prone, marginal areas by combining improved soil and water management, timely planting and better crop choices with tougher seed strains.

Although these technologies may not show the same dramatic results achieved in Asia, they will lead to gradual and substantial changes in production.

"Despite conventional wisdom, sustainable yield differences of an even 10% could encourage farmers to adopt new farming methods," said Howard Ray, AED's director of the project.

Ian Stewart, an agro-climatologist in the Bureau for Asia and Near East, asserted that simply reducing the number of years of crop failure without increasing yields in good years is enough to make a major impact on both overall production and the willingness of farmers to adopt new technology.

For the most part, discussions during the meeting highlighted three technologies—drought-resistant crops, response farming and alley cropping—as having the most poten-

tial for increased crop production in Africa.

"Drought-resistant crops are most productive when their cultivation can be combined with complementary farming practices to retain soil moisture and nutrients," said Ray Meyer, soil scientist for S&T.

Describing his 20 years of research on response farming in Africa, Asia and the Near East, Stewart explained that the technology involves choosing the crop to be planted according to the amount of rainfall predicted for a growing season.

"Seasonal rainfall now can be predicted accurately based upon the start of the rainy season," said Stewart. "Response farming allows farmers to make better crop choices by providing them with more accurate estimates of seasonal rainfall.

Alley cropping is a system where rows of trees or shrubs are interspersed with annual crops to conserve and restore soil fertility, explained Calvin Martin, assistant director in the Office of Technical Resources, Bureau for Africa. "In addition, the trees can provide

animal fodder."

Comparing the adoption of alley cropping to the introduction of shelter belts in the United States several decades ago, Martin surmised that African farmers will adapt alley cropping methods to their own needs.

However, according to David Thurston of Cornell University and Kathy Parker in the Congressional Office of Technology Assessment, alley cropping needs more entomological, economic and agronomic investigation before it is ready for diffusion in Africa.

CTTA Consultants Robert and Douglas Porter emphasized the need to understand the farmer and his situation in order to identify and assess suitable farming innovations.

Ray noted that farming techniques do not need to be 100% proven before they can be introduced because the goal of social marketing is only to broaden the choices available to farmers.

John Axtell, of Purdue University and director of an S&T Collaborative Research Support project in Burkina Faso, urged that social marketing approaches be tried in areas where strong national research systems already exist and can provide solid information on the suitability of particular technologies.

In the next several months, these and other technologies will be studied carefully and identified for extensive social marketing efforts

through the CTTA project. The participants confirmed that a number of existing technologies can be applied to increase African food production.

They also agreed, however, that in Africa there are no magic technologies that can lead to enormous production increases in a short period of time.

Increased food production will require the introduction of available technologies and a sustained effort to continue the development of the human and institutional resources in agricultural research and communication, according to the scientists.

Persons who would like more information about the CTTA project should contact Ken Swanberg (703) 235-8910, or Anthony Meyer (703) 235-9006.

MORINGA TREES OFFER EVERYTHING EXCEPT MUSIC

The Moringa tree is making news. A slender tree that grows to a height of about 10 meters, the Moringa seems to offer something for everyone.

Improving the water quality and health in rural communities of tropical developing countries may be the most valuable aspect of the tree. Powder suspensions from the seeds of the *Moringaceae oleifera* Lam or "Horseshoe tree" can be used to clarify water—even highly turbid water like the Nile River.

The seeds contain primary coagulants similar to coagulant alum. Different types of tropical surface waters with low, medium and high turbidities can be clarified to tap-water quality within one to two hours after using the seeds.

But the tree has nutritional value too. A cupful of leaves from the Moringa's slender, drooping branches provide more than the

recommended daily allowance of vitamins A and C. The leaves are very rich in calcium and iron, provide a good source of phosphorus and have the general characteristics of a leafy vegetable.

The calcium and iron content are especially valuable in developing countries where natural sources of these essential nutrients are scarce. The young fruits are high in protein and phosphorus and are also a source of calcium and iron.

Almost every part of the Moringa is said to be of value. The green seed and seed pod can be cooked and eaten like okra, the mature seed can be eaten like a peanut and the thickened root is used as a substitute for horseradish.

The leaves are eaten as greens in vegetable curries and the leaves and flowers are used in salads. Pounded up, the leaves also can be used to scrub utensils, tables and floors. Because the trees flower every day of the year, the blooms are especially good for honey production.

Finally, the seeds of the tree yield a non-drying, clear, sweet and odorless edible oil, known as Ben Oil, which is used commercially for lubricating watches and other delicate machinery.

Native to India, the Moringa is cultivated in Africa, Sri Lanka, Mexico, Malabar, Malaysia, the Philippines, Arabia and the East Indies. The tree grows best in dry, sandy soil and tolerates a wide range of temperatures and moisture levels.

In Africa, the tree is planted as a living fence. The wood is low in density and suitable as a raw material for producing high alpha-cellulose pulps for use in cellophane and textiles.

For more information about the Moringa tree, contact Mike Benge (703) 235-2245, S&T/FNR, room 515D, SA-18.

—Marcia Packer



CDIE DEVELOPMENT REVIEW

INDEFINITE QUANTITY CONTRACTS AWARDED FOR DEVELOPMENT SERVICES

Five Indefinite Quantity Contracts (IQCs) were recently awarded to provide AID with technical services in development information and evaluation.

Cecchi and Company/Louis Berger International, Inc., Development Associates, Inc., Devres, Inc., Management Systems International, and TVT Associates will supply a wide range of services including evaluating, monitoring and appraising the effectiveness and efficiency of AID and developing country policies, programs and projects.

IQCs are special AID contracts made with firms to provide an indefinite quantity of short-term technical services in specific areas such as agriculture, education or energy.

The Center for Development Information and Evaluation (CDIE) in the Bureau for Program and Policy Coordination handles IQCs dealing with development information and evaluation.

CDIE is available to consult with bureaus and missions on their evaluation and monitoring needs as well as services available under the IQCs. In selected cases, CDIE also provides direct technical assistance.

Services available under IQCs may be obtained through Delivery Orders issued by the responsible AID/Washington contracting officer.

A complete list of the Agency's Indefinite Quantity Contracts by functional area may be obtained from the Support Services Branch of the Office of Procurement, Twin Towers II, room 1472, (703) 875-1270.

—Sandra Malone Gilmer

Program Encourages Sharing of Expertise

3 This is just sand and Israel has a lot of it," says Yoel Demalach as he points to the parched Negev desert. "Yet, this is what we have made of it," he smiles indicating the lush green fields, vineyards and orchards of the Ramat HaNegev Agricultural Experimental Station.

Demalach, winner of this year's prestigious Israel Prize for Contributions to Arid Land Agriculture, saw his nation's potential in the bleak, inhospitable dry land.

"These have made the difference," he explains pointing to two large valves at his feet. One controls fresh water piped from the Sea of Galilee far to the north. The other controls brackish (salty) water from a large prehistoric aquifer deposited under the Negev and Sinai deserts during the last Ice Age.

The valves are part of a saline drip irrigation system used by the Ramat

"Israeli technical expertise may make a difference in areas plagued by drought and famine."

HaNegev Agricultural Experimental Station. In Israel's desert, where evaporation makes conventional irrigation too wasteful, the system has proven to be effective. Barley, asparagus and melons grow well as do high quality tomatoes. Cotton yields actually have been higher by using salty water instead of fresh water.

The system works because fresh water is provided at critical early phases of growth, with a gradual increase of salinity later. Even salt sensitive plants like maize are beginning to respond, and efforts are underway to increase their yields.

This technology is just one example of Israeli technical expertise that is being shared with developing nations. The successful Israeli arid land agricultural experience may make a difference in those areas of the developing world plagued by drought and famine.

AID's U.S.-Israel Cooperative Development Research (CDR) program encourages and strengthens cooperation between Israeli scientists and their colleagues in developing countries. CDR provides up to \$250,000 spread over five years for joint programs to strengthen the research capability of scientists in the developing world.

In Peru, for example, the Jerusalem College of Technology is working with the Universidad Nacional Agraria to develop methods for growing plants in sand dunes with salty water. The high

porosity of the Peruvian sand may prove to be an advantage in the effort. The water percolates so fast that potentially harmful salt accumulations are carried below the plants' root zone.

In Kenya, Israeli scientists are helping to design systems for harnessing heavy, if infrequent, desert rains for raising livestock. Such attempts are nothing new. Over 2,000 years ago, field crops and fruit trees flourished in Israel's arid Northern Negev due to the remarkable water management techniques of the ancient Nabateans.

Rediscovering and refining these age-old farming practices, modern Israelis "harvest" water from entire hillsides to supply their experimental farms near the ancient city of Avdat. Once again olives, almonds, apricots, barley and wheat grow in the desert without supplementary irrigation. The barren steppes on the road from Ramat HaNegev to Sde Boquer are dotted with self-sustaining, man-made oases, each tree surrounded by its own mini-catchment basin.

At Sde Boquer's Blaustein International Center for Desert Studies, agriculturalists from about 15 developing countries are learning these and other techniques. Graduates from the program already have established experimental run-off farms in five African countries.

The CDR program is encouraging research for more drought- and salt-resistant cultivars. In Israel, for example, some forage salt-bushes at the Eilat Experimental Station are being grown with pure seawater. Also, scientists at Ben Gurion University have joined forces with specialists at Thusano Lefatsheng Botswana, a private agricultural research organization, to test a wide variety of perennial desert forage species and new fruit and nut crops. Their aim is to open up the potential treasure house of underexploited



Israeli researcher Yoel Demalach checks the valves in control of the saline drip irrigation system, which provides fresh and salt water to nearby fields.

species of Botswana's Kalahari Desert.

The mongongo fruit is one plant that may become more important from the collaboration. It grows under highly adverse arid conditions, and its nut is highly prized by the Kalahari bushmen as a source of protein-rich food. On the West African coast, natives of the Namibian Desert often consume 100-300 mongongo nuts a day. Yet, to date, little has been done to develop the plant's full agronomic and commercial potential.

CDR program collaboration extends to areas beyond arid land agriculture and includes plant biotechnology, biotechnology related to human and animal health, biological pest control, engineering, aquaculture

and hydrology.

Scientists in developing countries have shown great interest in joint research with Israeli scientists. Over 500 proposals were received in the first year of the program's existence.

CDR now is receiving two-page preproposals for its Nov. 14 deadline for the fiscal 1988 funding cycle.

Interested investigators from developing countries should forward their preproposals through the local AID missions. Israeli investigators should submit directly to CDR. Further information and guidelines for submission can be obtained from the U.S.-Israel CDR Program, SA-18, room 720, Washington, D.C. 20523.

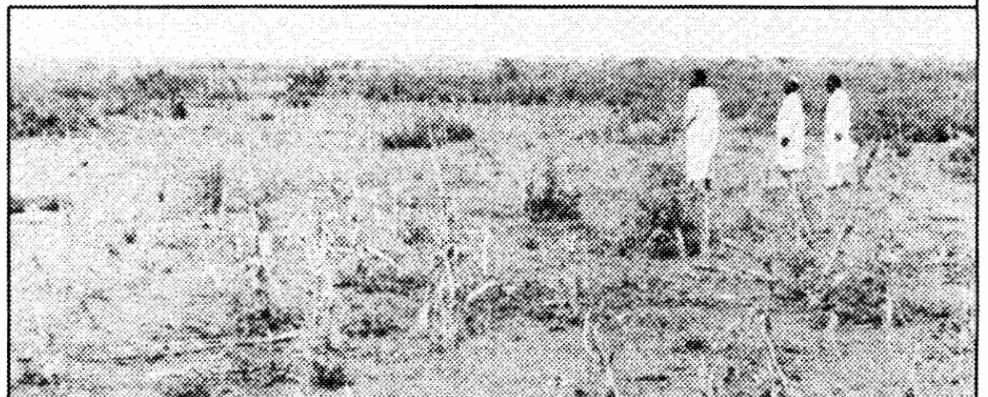
—Irvin Asher

U.S. Planes Used to Spray Grasshoppers

4 Four DC-7 spray planes have been provided to Senegal by AID's Office of U.S. Foreign Disaster Assistance (OFDA) to help control one of the largest grasshopper outbreaks to occur in West Africa.

The planes will apply more than 570,000 pounds of insecticide to some 900,000 hectares of land in the most heavily infested northern region of the country. In some areas along the Senegal River, grasshopper numbers have reached 330 insects per square yard as of early August.

The U.S. DC-7's are part of a three-pronged spraying operation that includes small aircraft provided by the French, Canadians and Dutch to complement ground spraying by the Senegalese government.



In some areas along the Senegal River, grasshopper numbers have reached 330 insects per square yard as of early August.

Residents in affected areas are advised through radio and television announcements as to when the spraying will take place and what precautions to take.

The United States has so far provided \$6.4 million for air and ground spraying, insecticides, fuel, equipment and technical support for control efforts.

RETIRED

Clifford Belcher, population development officer, Guatemala/Health, after 27 years
Robert Chandler, auditor, RIG/A/Nairobi, after 7 years
Trenita Davis, voucher examining supervisor, M/FM/SSD/FS, after 20 years
Raymond DeBruce, controller, Dhaka/CONT, after 21 years
Muriel Gomes, secretary, COMP/FS/M, after 21 years
Robert Layton, program operations specialist, S&T/POP/FPS, after 7 years
James Shea, project development officer, Egypt/IS/PS, after 28 years
Mary Threadgill, secretary, Egypt/DPPE, after 8 years
Guinevere Tjossem, secretary stenographer, S&T/AGR, after 16 years
Ruth Zagorin, Agency director of human resources, S&T/HR, after 6 years

Years indicate AID service only.

REASSIGNED

Gary Adams, program officer, LAC/CAP, to project development officer, LAC/DR/CEN
Stafford Baker, engineering officer, COMP, to project development officer, AFR/PD/SA
Barry Burnett, supervisory project development officer, Haiti, to project development officer, AFR/PD/SWA
Joyce Burton, program officer, Jamaica, to education development officer, ANE/TR/HR
Roberto Castro, agricultural development officer, Dominican Republic, to agricultural economics officer, S&T/AGR/EP
Thomas Fenelon Cornell, supervisory project development officer, Sudan, to program officer, LAC/CAP
Martin Dagata, supervisory regional development officer, LAC/CAR, to deputy assistant administrator, AA/PPC
Lovie Davis, supervisory executive officer, Liberia, to executive officer, M/PM/FSP/CD
Angel Diaz, project development officer, LAC/DR/SA, to supervisory project development officer, Bolivia
Elmer Fales, supervisory development training officer, Egypt, to development training officer, M/PM/TD/PCT
Charles Gladson, mission director, Kenya, to deputy assistant administrator, AA/PRE
Frederick Holmes, agricultural development officer, COMP/FS/DS, to agricultural development officer, COMP
Robert Huddleston, supervisory general development officer, Mali, to program officer, LAC/CAR
Clark Joel, supervisory program economics officer, PPC/EA, to program economics officer, Bolivia
Henry Johnson, supervisory program officer, LAC/DP, to foreign affairs officer, M/PM/TD/PMT
George Jones, general develop-

WHERE? IN THE WORLD ARE AID EMPLOYEES

ment officer, REDSO/W&C, to program officer, AFR/SWA/NBFCV

Hjalmar Kolar, deputy mission director, Guatemala, to program officer, LAC/CAR

Larry Laird, agricultural development officer, COMP/FS/DS, to supervisory agricultural development officer, RDO/Caribbean

Luke Malabad, supervisory executive officer, IG/EMS, to executive officer, Costa Rica

Jeffery Malick, supervisory project development officer, Pakistan, to program officer, ANE/SA/Afghan

Edwin McKeithen III, population development officer, S&T/POP/FPS, to supervisory health/population development officer, Thailand

Elias Padilla, program officer, LAC/CAR, to development training officer, LAC/DR/EST

Robert Queener, supervisory regional development officer, LAC/CAP, to deputy director, LAC/DP

Barry Riley, deputy mission director, Kenya, to director, FVA/PPE/POE

Gale Rozell, agricultural economics officer, S&T/AGR/EP, to program officer, AFR/SA/SARMSA

James Shepperd, health development officer physician, REDSO/W&C, to health population development officer, AFR/TR/HPN

Steven Sinding, supervisory population development officer, S&T/POP, to mission director, Kenya

Lyle Weiss, supervisory commodity management officer, M/SER/OP/COMS/T, to supervisory engineering officer, Jordan

MOVED ON

Kathleen Ann Babiak, IG/II
Angelia Bell, AFR/SWA/NBFCV

Reynold Bloom, ROCAP
Jeannette Carter, SAA/S&T
Margaret Cooperman, LAC/DR/CEN

Scot Covert, Kenya
Edna Decker, PPC/DC/MFI
Helen Desaulniers, LAC/DR
Joseph Desousa, M/FM/LMD
Daniel Devito, Guatemala
Nancy Ellison, ANE/TR/HR
Tony Faulkner, M/SER/MO/RM/AP

Janna Freedle, S&T/FNR
Jennie George, LAC/SAM
Fred Glickman, COMP/FS
Edith Grigsby, M/PM/ADM
Barbara Ann Hall, PPC/PDPR/RP

Frank Hanrahan, M/SER/OP/COMS/M

Wesley Hawley, ANE/MENA

Johnnie Huffman, S&T/AGR/RNRM

Edward Lee II, IG/SEC

Orlando Llenza, Ecuador

Keith McLaughlin, S&T/IT/RS

Eric Melby, COMP/FS/DS

Robin Mills, ANE/PD/SA

Camilla Mitchell, COMP/CS/R

Abraham Piceno, M/SER/OP/W/FA

Anya Sebastien, OFDA/LAC

Kim Joy Silver, S&T/EY

Maria Steiner, COMP/CS/DS

Anne Marie Stoner, COMP/CS/R

Lula Thomas, M/PM/FSP/A/A

Audrey Waters, IG/PPO

Jewel Wheeler, COMP/CS/DS

PROMOTED

Lillie Barnes, AFR/TR/ENG, secretary typist

Joan Benson, M/SER/MO/RM/PD, supervisory space management specialist

Jane Jarosick Bise, M/SER/IRM/AS/ST, computer systems programmer

Sheila Blackman, ANE/PD/PCS, program operations assistant

Robin Brinkley, LAC/DR, secretary stenographer

Duc Tai Butcher, M/FM/CAD/FA, operating accountant

Doris Byrd, IG/SEC/PSI, personnel security specialist

Carolyn Carroll, M/PM/LMR, clerk typist

Marion Castagna, ES/CCS, administrative operations assistant

Patricia Cleveland, ANE/PD/ME, secretary typist

Craig Craven, M/PM/R, clerk typist

Sheila Cunningham, M/PM/TD/AST, employee development specialist

Blondell Darby, S&T/N, secretary typist

Molly Donlon, XA/PL, public affairs specialist

Tajuana Dorsey, PRE/ADM, administrative operations assistant typist

Phyllis Vernell Free, M/SER/IRM/MPS, clerk typist

Karen Freeman, LAC/CAP, program analyst

Joseph Gueron, M/SER/IRM/MPS, computer specialist

Tawana Hall, PRE/PR, secretary typist

Raymond Hogan, M/SER/OP/PS/OCC, contract specialist

Richard Jones, PPC/EMS, administrative operations assistant

Vickie Jones, PPC/PDPR/SP, secretary typist

Kathy Lewis, M/SER/MO/PA/RM, administrative operations assistant typist

Marcie Lofgren, OFDA/OD, secretary stenographer

Morris McDaniel, M/SER/OP/COMS, supervisory international trade specialist

Kevin Rafferty, M/FM/PAFD/NPA, operating accountant

Marcus Rarick, M/FM/BUD, supervisory budget analyst

Ethel Redfearn, M/SER/MO/RM, secretary typist

Gerald John Sajewski, M/SER/IRM/WS, computer system analyst

Jean Stevens, M/PM/TD/PMT, employee development specialist

Cynthia Tucker, AA/XA, secretary stenographer

Katty Twanmo, M/FM/PAFD/PA, operating accountant

Ronnie Ward, M/PM/CSP, personnel staffing specialist

Mabel Weston, M/SER/MO/PA/RM, management analyst

Yvonne Williams, P/PM/TD/AST, employee development specialist

College Seminar Set for Foreign Service Dependents



Every fall, high school seniors across the country begin the application process for entrance to colleges and universities.

To help parents and high school dependents make decisions about undergraduate education options, the Family Liaison Office (FLO) and the Overseas Briefing Center (OBC) will sponsor a seminar, "The College Admissions Process for Foreign Service Families" from 9:15 a.m. to 3 p.m., Nov. 10.

FLO Educational Counselor Judith Livingston will present the program along with a financial aid specialist and representatives from the Association of Collegiate Registrars and Admissions Officers, the International Division of the College Board and the State Depart-

ment's Office of Overseas Schools.

Topics will include planning ahead for college, testing, completing the application form, interviewing, campus visits, the early decision plan and criteria for selecting a school.

In addition, speakers will discuss competition as it applies to overseas students and what a college admissions officer looks for in candidates for highly selective, moderately selective and less selective colleges or universities. The afternoon session will focus on financial aid options for foreign service families.

Persons interested in attending the session should call OBC at (703) 235-8784/5. Participants need their social security number, date of birth and mailing address to register.

—Sarah Hyams