

Earthquake Update - El Salvador

(Oct. 17 Situation Report)

Date: Oct. 10—11:49 a.m. local time

Areas Affected: Mainly a 20-square block area in downtown San Salvador; major structural damage also reported to the southeast of the capital including residential neighborhoods.

Dead: Official death toll 976 (unconfirmed)

Injured: Estimated 9,000-10,000

Homeless: Estimated 150,000 or 31,000 families

Damage: Heavy damage was reported in the center of San Salvador; eight major buildings, a GOES ministry building and the U.S. Embassy suffered severe damage; two of seven San Salvador hospitals reported destroyed, one evacuated and the remaining four damaged to varying degrees.

Preliminary damage assessment: Virtually every sector suffered major damage and reconstruction costs are expected to top \$600 million. Many structures are beyond repair and will have to be demolished and rebuilt.

General Situation

- Two strong earthquakes struck El Salvador Oct. 10. The first tremor registered 5.4 on the Richter scale at 11:49 a.m. local time and was centered about 10 miles northwest of the capital; the second tremor registered 4.5 at 12:04 p.m., centered near the same site. The quakes were felt in neighboring Honduras and Guatemala.
- Aftershocks continued through Oct. 13.
- Search and rescue operations were carried out by the Salvadoran Red Cross and U.S., Mexican, Japanese, French, British, Guatemalan, Italian, and Swiss rescue workers among others.
- Electricity and water distribution were disrupted; phone communications were intermittently interrupted.

Assistance Provided by the U.S. Government

- U.S. Ambassador Edwin Corr declared a disaster on Oct. 10. His \$25,000 Disaster Assistance Authority was applied toward the local purchase of several thousand water jugs and unspecified medical supplies.
- On Oct. 10, AID's Office of U.S. Foreign Disaster Assistance (OFDA) convened a 24-hour El Salvador Earthquake Working Group to coordinate USG assistance to host country disaster victims. Simultaneously, the State Department established a Task Force to respond to the needs of U.S. Embassy and AID personnel in El Salvador as well as respond to inquiries about U.S. citizens from concerned relatives.
- OFDA dispatched a five-member assessment team from Costa Rica to the disaster site via a DOD C-130 from Panama. The team arrived Oct. 11 with 10 cases of radio equipment

- A 15-member Emergency Medical Response Team with a truck and supplies, donated by DOD, and 360 blankets from OFDA's stockpile were sent Oct. 11 via the same flight from Panama.

- A second relief flight from Panama also arrived Oct. 11 carrying 740 blankets, 50 tents, and 100 folding litters.

- OFDA provided a search and rescue team of four dogs and four handlers plus two coordinators. They arrived Oct. 11 via a DOD C-141 from Andrews AFB.

- A five-member fire rescue team from Dade County, Fla., was flown in on Oct. 11 with five sets of "jaws of life" rescue equipment.

- OFDA provided 12 water tanks, (3,000-gallon capacity), 309 rolls of plastic sheeting, and 1,500 wool blankets, which arrived from Panama Oct. 11.

- OFDA sent an additional 210 rolls of plastic sheeting and 200 body bags on a DOD C-130 from Panama on Oct. 12.

- OFDA sent a U.S. Geological Survey seismologist to accompany a team from the Earthquake Engineering Research Institute.

- OFDA sent an additional 236 rolls of plastic sheeting from its Panama stockpiles on Oct. 13.

- OFDA funded the transport of 13.4 MT of medical supplies provided by MAP International, a U.S. voluntary organization.

- OFDA also sent USAID/Lima housing expert Kraig Baier to assess reconstruction needs.

- OFDA dispatched additional supplies on a DOD C-130: 87 tents, 24 3,000-gallon water tanks, and 110 rolls of plastic sheeting Oct. 15.

- To further donor coordination, OFDA arranged the transport of 10 relief personnel and 30 MT of relief supplies from Zurich to San Salvador aboard a USAF C-141 Oct. 16.

- On Oct. 16, Secretary of State George Shultz, Undersecretary Spiers, Administrator Peter McPherson, and OFDA Director Julia Taft, accompanied by other State Department and AID officials, the U.K. and Japanese Ambassadors to the U.S., IDB President Ortiz, Congressional Representatives Fiedler and Murtha, and others visited the disaster site to review earthquake damage and relief operations. President Duarte briefed the group and led them on a tour of damaged neighborhoods.

- OFDA's Latin America and Caribbean Division Chief Alan Swan also traveled to San Salvador to evaluate the USG relief effort and assess the need for further assistance.

- **Total USG assistance to date (does not include Congressional Appropriation) \$2,036,602.**

- **Congress has appropriated \$50 million for the relief and reconstruction effort.**

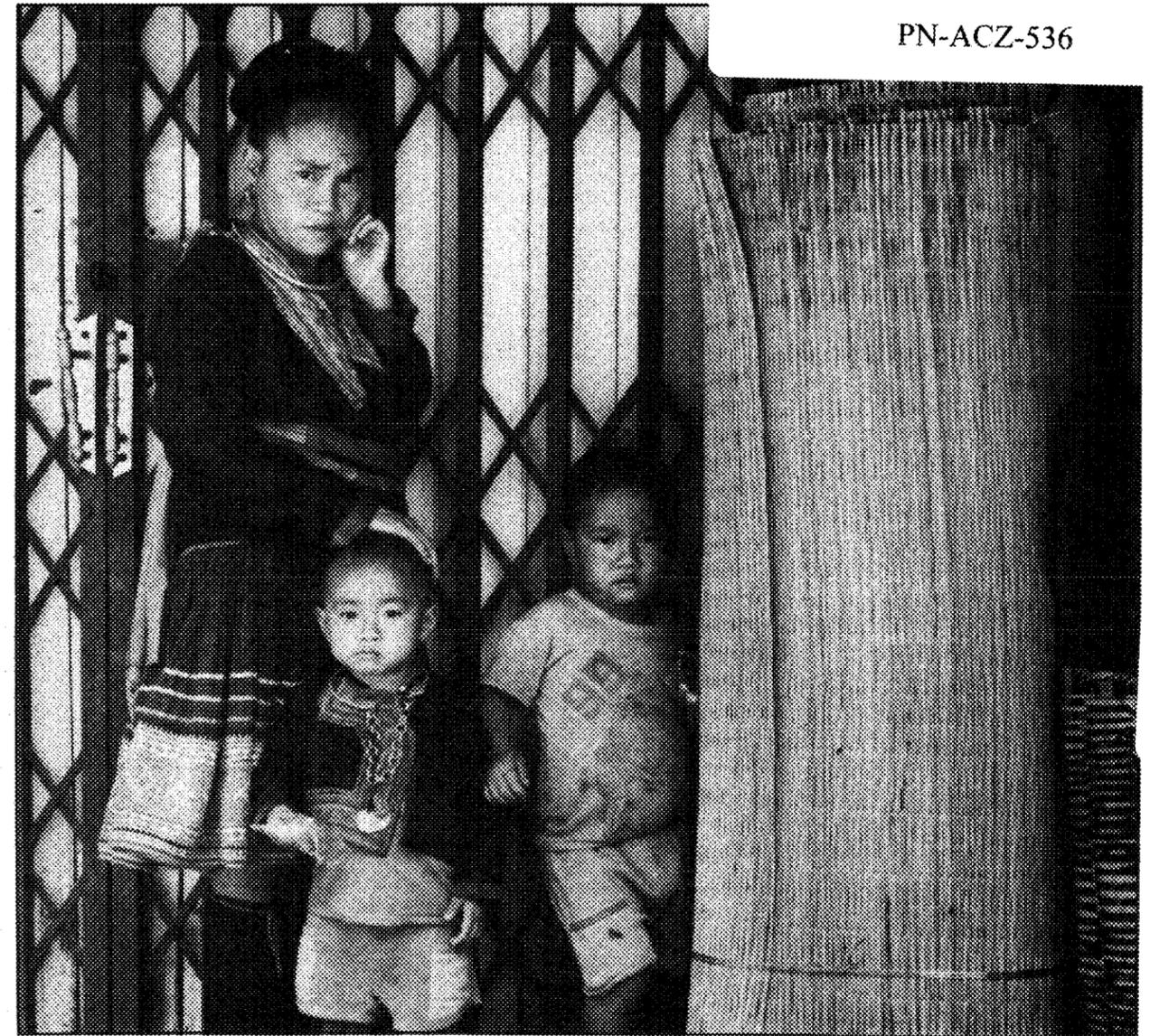
FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

NOVEMBER 1986

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

PN-ACZ-536



AID IN THAILAND

Presidential Awards Presented

Education Bolstering Democracy

Awards Recognize Efforts to End Hunger

by Bill Outlaw

Famine relief efforts by AID and others helped save millions of lives in Africa over the past few years, but efforts must continue and should include child survival health programs in order to make a real difference in Third World countries, Administrator Peter McPherson said at AID's World Food Day activities last month.

"Child Survival: Together We Are Making a Difference" was the theme of AID's World Food Day celebration Oct. 15. The event was the setting for presentation of the Fourth Annual Presidential End Hunger Awards, sponsored by AID with the assistance of the End Hunger Network, a non-partisan, non-sectarian coalition of more than 100 national and international organizations committed to ending world hunger.

"The message of the Presidential End Hunger Awards and World Food Day is written in the eyes of

the children of the Third World where nearly 14 million of them die every year from illness and malnutrition," said Administrator McPherson.

McPherson pointed out that only 20 years ago, India was plagued with a famine similar to that which struck Africa over the past few years.

Scientists, educators and relief agencies around the world worked together, convinced that hunger was a problem that could be solved. And, their work paid off.

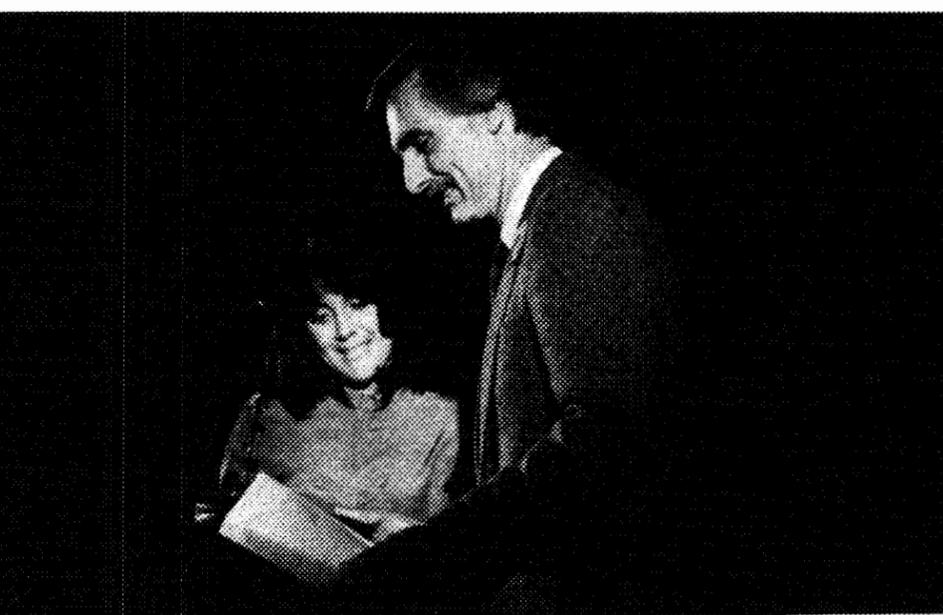
The development and widespread use of high-yield varieties of wheat and rice changed India from a region of chronic hunger to one of self-reliance in grain production. The same thing can happen in Africa, McPherson said.

"Africa needs its own 'Green Revolution,' and we are working on long-term development so that Africa can become self-reliant," he said.

In addition to fighting hunger, universal child survival techniques such as immunization programs and oral rehydration therapy are working to save children's lives from dreaded childhood killers such as polio, tetanus, measles and dehydration.

McPherson said the purpose of the awards is twofold. The award ceremony promotes greater public understanding of the problem of hunger and its solution and honors the people and institutions that have made significant contributions to the alleviation of world hunger.

Congressmen Silvio O. Conte



At AID's Fourth Annual Presidential End Hunger Awards ceremony, award recipient Dennis Weaver and actress Joyce DeWitt explain their commitment to LIFE—Love is Feeding Everyone.

(R-Mass.), Dante Fascell (D-Fla.) and Mickey Leland (D-Texas) were honored in the government/legislative category.

Rep. Fascell was recognized for his role as chairman of the House Committee on Foreign Affairs, including support for the "New Directions" provision of the Foreign Assistance Act and the revision of Public Law 480, which provides food aid to developing countries.

"During his years in Congress, Rep. Fascell has provided extraordinary leadership," Deputy Adminis-

trator Jay F. Morris said. "He has consistently supported measures to encourage constructive assistance to developing countries with an emphasis on helping the world's poorest people."

Because of a critical congressional vote taking place at the time, Rep. Fascell could not attend the ceremony.

Morris said Rep. Conte's role as ranking minority member on the House Appropriations Committee was instrumental in securing nearly
(continued on page 3)

AID Grant Promotes Technology

The Agency has provided a \$7 million grant to the government of India to procure computers and associated technology from Control Data Corporation of Arden Hills, Minn.

Administrator Peter McPherson and India Ambassador to the United States P.K. Kaul signed the agreement for the respective governments in a ceremony Sept. 29.

"This is the first sale financed by AID in conjunction with the Export-Import Bank under AID's mixed credit program established by the Trade and Development Enhancement Act," McPherson said.

The \$7 million grant will be used in conjunction with a \$20 million loan from the Export-Import Bank. The Ex-Im credit is under negotiation, with signatures expected soon.

The mixed credit is one of 12 such offers made so far by the Export-Import Bank as part of President Reagan's attack on unfair trade practices by foreign nations.

"We are pleased to have a part in enabling an American company to compete successfully and win," McPherson said. "We believe this is a major step toward furthering the transfer of important technologies between the United States and India."

"Future procurements resulting from this initial contract may run as high as \$500 million."

The procurement will provide India with the capacity to manufacture mainframe computers, thereby laying the foundation for a new industry with substantial employment opportunities and wider use of computers in the public and private sectors.

Education Bolsters Freedom

Democracy Gains in the Americas

by Nancy Long

Today, democracy is sweeping this hemisphere," announced Deputy Administrator Jay F. Morris, speaking to representatives of 40 public policy institutions from 14 democratic nations in the Western Hemisphere.

The representatives participated in a four-day conference, "Educating for Freedom and Democracy in the Americas," sponsored by the Center for International Relations and the Heritage Foundation, two Washington-based public policy institutions.

"Nine out of 10 Latin Americans now live under democratically elected governments," said Morris. "And, 10 years ago the ratio was only one in three."

"The United States enthusiastically supports the Latin American efforts to forge viable, lasting democratic institutions," he said. "Free institutions allow citizens to choose their leaders, write their laws, meet their basic needs and resolve their grievances peaceably."

"Yet, such institutions cannot function without a literate and informed citizenry. Educating for freedom and democracy means not only basic literacy and primary edu-

cation for the general population, but also training and continuing education for those serving in democratic institutions."

Morris focused on education efforts aimed at bolstering democratic principles underlying judicial, legislative and electoral processes in Latin America and on formal undergraduate and graduate training opportunities in the United States.

Citing the necessity for an independent judiciary in a democracy, Morris said, "Citizens must be able to enforce their rights in court and have disputes resolved in a fair and timely manner. Otherwise, laws become meaningless, and the public loses confidence in the democratic process."

"With the upsurge in democracy, Latin Americans are showing a renewed interest in improving the status of the judiciary. This interest is welcome and needs concrete support, and AID is providing it," he said.

Morris also described an AID grant to the U.N. Latin American Institute for the Prevention of Crime and Treatment of Offenders (ILANUD), a regional institution based in Costa Rica. Under the grant, AID supports a broad program to strengthen the administration of

justice. ILANUD conducts courses for judges, prosecutors and public defenders taught by experts from Latin America.

"After only one year, over 700 professors, jurists and attorneys have participated in the program," he added.

Under another AID program, 22 recruits of Salvadoran security forces received a six-week course on basic investigative skills such as collection and preservation of crime scene evidence, interviewing witnesses and ballistics and fingerprint analysis.

"Today," said Morris, "this unit is handling the most difficult, notorious cases in Salvador. Their professionalism has gained wide public support and the respect of other security agencies."

AID also transferred funds to the Department of Justice to carry out training of judicial, prosecution and law enforcement officials responsible for the collection, analysis and presentation of evidence throughout Latin America and the Caribbean. Under this program, 80 Central American investigative personnel recently completed a five-week course in basic investigation and instructor development.

The electoral system represents
(continued on page 2)

End Hunger

From page 1, column 4

\$800 million for emergency famine and disaster relief for Africa.

"Congressman Conte has worked tirelessly to sponsor and support legislation to address such problems as desertification, destruction of the environment, child survival and primary health care programs," the Deputy Administrator added.

Conte said the awards ceremony heightens the awareness of what still needs to be done. "Until hunger is eliminated, the task is not complete," he said.

Rep. Leland was praised for his role in co-authoring legislation to establish the House Select Committee on Hunger.

"Congressman Leland has shown extraordinary leadership in calling attention to the urgent problems of chronic hunger and malnutrition in the world," Morris said.

"It is the poor and disenfranchised who are hungry," Leland said. "To end hunger we must see an end to repressive regimes and tyrants who put the wealth of nations into private bank accounts or armaments instead of putting food in the stomachs of the people."

Morris also recognized the International Minerals and Chemicals Corporation (IMC) for its work through agricultural research projects, extensive training programs and technical assistance to help developing countries increase their agricultural production.

"IMC's most innovative contribution has been a unique series of world food production conferences, which have taken place in 23 countries around the world since 1965," Morris said. "International Minerals and Chemicals Corporation represents an outstanding example of corporate responsibility and action."

Billie Turner, president of the fertilizer group and senior vice president at IMC, said the company is aiming to provide a forum for the exchange of information and ideas on how to improve not only food productivity, but also the distribution of that food.

"Our primary objective now has to be to find a way to share the world's food supply and to try to balance in a much better equation the 'haves' and the 'have-nots,'" Turner said.

Morris also paid tribute to the winner of the Educator-Scientist category, Dr. Robert Chandler, for his role as the first director of the International Rice Research Institute in the Philippines, which developed the high-yield varieties of rice that have been adopted around the world.

"Nowhere is the contribution of science more evident than in agriculture," the Deputy Administrator said. "And, no one better exemplifies the remarkable accomplishments of agricultural scientists than this year's winner."

In accepting his award, Chandler said it is important to transfer technical know-how to developing countries.

"You have to first find out what works, and finding out what works



Individual Achievement Award recipient Mary Barden Keegan discusses her efforts to end hunger following her introduction by Administrator Peter McPherson during a press conference held before the Presidential Awards Ceremony.

has to be done in the country, not over here in the USA," he said.

Tom McKay, director of AID's Office of Private and Voluntary Cooperation, presented Lutheran World Relief an award for its work in 43 countries worldwide.

"During the Ethiopian famine, Lutheran World Relief was the only PVO aiding victims on both sides of the conflict," McKay said.

"While it is able to act quickly and effectively in emergencies, most of the organization's efforts are aimed at long-term self-reliance through private initiative and private enterprise. Through its relief and development programs and through development education, Lutheran World Relief represents a significant force in the fight to end hunger."

Norman Barth, executive director of Lutheran World Relief, said the organization works to provide people in developing countries with what they need to start on their own.

"We work through indigenous staff," Barth said. "They know the language, they know the culture, they know the customs. We think they do an excellent job."

Actress Joyce DeWitt presented actor Dennis Weaver with the Presidential award in the Celebrity category.

"Dennis Weaver's dedication and continuous advocacy has touched millions," DeWitt said. "Together

with actress Valerie Harper and others, Dennis founded LIFE—Love Is Feeding Everyone. This community-based organization feeds over 20,000 people in Los Angeles every month.

"Dennis Weaver is known, loved and respected not just as an actor but as a man tirelessly committed to helping the world's hungry," DeWitt said. "Dennis donates his time and talent to educate people about the problems of world hunger and to inspire support in addressing these problems."

In accepting the award, Weaver pointed out that hunger is everybody's problem.

"One of the things the human species has to learn is that we are part of each other, and whenever there is hunger, that pain will be felt in some way all over the world," said Weaver.

In the Individual Achievement category, Mary Barden Keegan, founder and president of the Houston chapter of the End Hunger Network, was honored.

"Mrs. Keegan has developed programs which reflect her international experience and involvement with the issue by communicating the concept of 'working locally, thinking globally,'" said Weaver.

The Lifetime Achievement award was presented to former AID Administrator John Hannah, Ph.D.

"As president of Michigan State University, he moved the U.S. university system toward assisting agricultural development throughout the world," McPherson said.

"As administrator of AID for five years, Hannah led the Agency to commit to sustained support of the international agricultural research centers.

"As executive director of the World Food Council, he was instrumental in launching the International Fund for Agricultural Development.

"As an educator, policy-maker and implementer of diverse programs, Hannah's contributions represent an outstanding example of lifetime achievement," the Administrator concluded.

"I believe that the most difficult problem the world faces is how we are going to feed the hungry people, particularly those in countries where they can't produce enough food to feed their own," Hannah said.

"What the world is going to be like, what it's going to be like in the United States, what it's going to be like wherever you live, will be determined by how we try to overcome that basic problem."

Dr. Larry Ward, founder of Food for the Hungry, one of the first organizations to offer both disaster relief and long-term self-help assistance to the hungry on a person-to-person basis, was given one of two special awards.

In 1984, Ward was designated by President Reagan as the "Honorary Ambassador to the Hungry World."

"For over 30 years, Dr. Ward has traveled the globe in search of what can be done to help those suffering from hunger and malnutrition," McPherson said.

"Dr. Ward personally directed relief efforts in Bangladesh, Ethiopia, Kenya, Nicaragua, Honduras, Guatemala and other areas in which disaster has struck the people of our world."

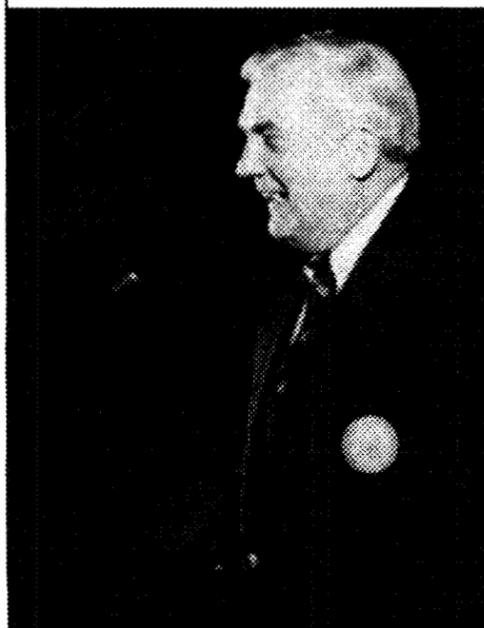
In accepting his award, Ward said, "There are, of course, complex factors in the world which are the real root causes of hunger. But the hungry can't wait while we solve the basic problems of the world. The victims in the world of hunger die one at a time, so we can help them one at a time.

"We also need to realize that the solutions only come as people get involved one at a time. It has to start with an individual understanding and individual commitment and, beyond that, the absolute determination to solve this thing for the sake of our world and our children and our children's children."

The Peace Corps volunteers, numbering more than 120,000, also were honored with a special award. In recognizing the volunteers' contributions over the past 25 years, McPherson said, "These individuals embody the generosity and highest aspirations of the American people as they work in partnership with citizens of the Third World."

Also participating in the event were actor-comedian Harvey Korman, former Washington Redskins place-kicker Mark Moseley and Cliff Robertson who emceed the ceremony.

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



Legislator award winner Rep. Silvio Conte (R-Mass.) says, "Until hunger is eliminated, the task is not complete."

by Nancy Long

Law plays a silent but integral role in the story of development.

By acting as legal advisors drafting rules within government ministries, as negotiators plotting strategies at the bargaining table and as private practitioners working in economic development, lawyers create an atmosphere that can facilitate or impede development efforts.

Four years ago, the bureaus for Africa and the Near East provided \$635,000 in seed money to support the establishment of the International Development Law Institute (IDLI), a unique continuing education program based in Rome, Italy, and devoted primarily to training lawyers and legal advisors involved in the field of development.

The AID grant, made through the America-Mideast Education and Training Service, Inc., financed the first 18 months of the project.

More recently, the Bureau for Asia and Near East also has supported the program with a three-year \$989,000 grant, which will be used to finance fellowships as well as to help fund the institute's administrative costs.

The institute's founders, two American lawyers, Michael Hager

"Negotiations proceed more efficiently and the chances for bureaucratic misunderstandings are reduced because lawyers are able to ensure that set rules are followed."

and William Loris, and Gilles Blanchi, a French lawyer, saw the need for a continuing education program for practicing lawyers in developing countries.

Hager first noticed the need for such a program in 1963 when he worked in Liberia for two years as a teacher after graduating from law school.

"Law schools in Liberia were preparing students to argue cases in the courtroom," explained Hager. "This was helpful in improving the quality of justice, but lawyers were not playing any role in economic development.

"These lawyers never had any exposure to in-house legal advising and counsel. They lacked experience in negotiating, drafting and other legal skills that persons advising government ministries need."

Loris reached a similar conclusion based on his overseas experiences and found that countries were disadvantaged because the lawyers representing them were unfamiliar with negotiating rules and strategies.

Based on these kinds of experi-

Development Education Available to Lawyers

ences, Hager and Loris, joined by Blanchi, decided in 1980 to map out a plan to establish a training center for developing country lawyers. They decided that because of the sensitive nature of law, the program should be international in scope.

The institute's curriculum would, in part, be geared to defining internationally accepted procedures and rules, Hager explained. "Negotiations would proceed more efficiently and the chances for bureaucratic misunderstandings would be reduced because lawyers would be able to ensure that set rules were followed."

But also, legal advisors and lawyers would become more aware of their role, enabling them to make a greater contribution to development, he continued.

After determining that no other institution was focusing exclusively on the problems of law as related to economic development, Hager visited Ibrahim Shihata, who was then the director general of the Organization of Petroleum Exporting Countries Fund in Vienna, and received his endorsement of the program.

An Egyptian lawyer, Shihata enlisted the support of people throughout the world, including the former foreign minister of Sweden and the planning minister of Jordan.

During the time of its initial organization and curriculum development, the institute was established as a non-governmental organization, and, after setting up a board of directors, the institute's organizers began a broad fund-raising appeal.

"This effort led to financial support from several other countries—Canada, Kuwait and Italy—with the promise of others," said Hager. "And, the consensus was that this program was long overdue."

The International Development Research Center in Ottawa, Canada, provided the institute with funds to conduct a curriculum planning workshop. Held in Rome in May 1983, the workshop brought together 19 legal and training experts who advised on program priorities, course content and classroom logistics.

That fall, the institute announced its first program seminar.

Today, with a 17-person staff, the institute offers two sessions of the Development Lawyers Course and four International Business Transaction seminars.

"The Development Lawyers Course, a 12-week course offered in English and French, provides the kind of skills and knowledge a developing country counterpart of a donor agency lawyer should have," said Hager.

The first four weeks of the program focus on the basic legal skills required. The following eight weeks stress the "rules of the game" in areas such as project financing, project procurement and law and development.

According to Hager, many projects require that the developing coun-

try draft or change laws. "Some development projects risk failure because the country lacks an adequate legislative structure," he explained.

"For example, if the donor organization and developing country make plans for a fresh water project and

there is no adequate water law, the pact is in jeopardy.

"When countries are modernizing their laws, there is a point where they need the legal draftsman to participate," he continued. "In the past, lawyers often have not understood the development purpose and have not contributed effectively as draftsmen."

The International Business Transaction seminars bring together specialized legal advisors and the topics addressed vary from year to year, he said.

Last January, for instance, 22 participants from 19 countries attended the "Legal Aspects of International Debt Rescheduling" session. And, at the end of this month, the institute will offer "Commercial Financing for Development."

"In 1987, 'State-Owned Enterprises' will be one of the two sessions offered and will cover issues ranging from simplifying laws to privatization," Hager said. This course is supported in part by a grant from the Agency's Bureau for Private Enterprise (PRE) and represents the first time a session has dealt with a domestic law issue.

The PRE \$258,000 grant is especially important because it provides fellowships to private sector lawyers who would otherwise be unable to attend the program, said Hager.

Since last year, the number of private lawyers has averaged three per program. In addition, he pointed out, private sector lawyers have improved the quality of participation by bringing the private sector message to the group.

Along with its regular program, IDLI, at the request of a developing country government, organizes and participates in special training workshops at field locations.

Using a problem-solving approach, the workshop is designed to resolve a specific legal problem that is impeding a country's economic development.

For instance, said Hager, Italian bankers asked the institute to explore the reasons why they were not obtaining loans from the World Bank. During a two-day pilot workshop, 60 bank representatives iden-

tified problems that make the loans difficult to negotiate and listed three proposals to change the situation.

Also, on a visit to China in 1985, Hager was asked by the minister of the State Economic Commission to make contact with regulatory officials and lawyers on behalf of the draftsmen of the new China Company Law.

Through its network, IDLI arranged study visits to law experts in Egypt, France and Italy. IDLI also designed a workshop on com-

"In some countries, former IDLI participants inspired policy changes to ensure that legal considerations are taken into account at an early stage in project design."

pany law that was held in China this past July. "The program was so successful that the institute has been asked to organize additional programs in the future," said Hager.

Training workshops are being planned for Cameroon and Indonesia as well.

All programs emphasize a participatory method of instruction. "In adult learning, it is necessary to employ an active teaching method to build self-confidence," stated Hager. This includes group discussions, simulations, role-playing and case studies.

One of the critical aspects of the program is recruitment. "From the beginning, we knew that to be successful, the institute had to attract the right people to attend and the right expertise to teach the courses," said Hager.

Applicants are accepted into the program based on their need to know the course content and the degree to which they are involved in legal work.

"We are looking at the likely impact of the program immediately upon the participants' return to their country," he added.

The program is attracting women working in the legal field too—over 20% of the IDLI participants are women, according to Hager.

Most of the participants are from Africa, but increasingly more are coming to the institute from Latin America, Asia and the Near East.

To date, over 300 legal advisors from 75 countries and three regional organizations have participated in the IDLI program.

Commenting on the impact of the program, Hager said, "During the past year, we visited several countries in Africa, the Middle East and Asia. We learned that in some countries former IDLI participants inspired policy changes to ensure that legal considerations are taken into account at an early stage in project design.

"In some cases, standard provisions were scrapped, and new provisions, drafted by an IDLI alumnus, served as the basis for negotiation."

Long is a writer in the Office of Publications.

Scholarship Recipient Gains Insight in Africa

by Elizabeth Graham

Where do you come from? "The backside of the Atlantic Ocean."

My response to an airline pilot's question at the age of four is still a family joke, but it reflects how living in Africa has affected me from an early age. When I was two, we first moved to Africa, and it has been my home for 13 years.

As a very young child, I didn't know I was American. As I grew older, I began to see myself as an American, but at the same time, began to empathize with the problems and ideals of the many different groups of people with whom I have lived.

Being educated in an African-French school in West Africa until eight, I not only became fluent in French, but I also began to think of my home as Bamako, Mali. I loved the baguettes that could be bought fresh and hot, a few blocks from our

taste of Arab culture, learning how to wrap a "tobe," as the black dress of women is called. I also learned elementary Arabic, while attending evening classes sponsored by the Arab League.

After sixth grade at the Khartoum American School (KAS), my parents decided to send me to a boarding school. Kodaikanal International School (Kodai), where my father had been educated from second through tenth grades, gave me a glimpse of southern India. I tasted its food, hiked in its hills and learned to wiggle my head from side to side in the Indian way of showing agreement.

I also felt a sense of family at Kodai that I had never felt before. Retired missionaries who had known my father's family would stop me in the streets of Kodaikanal town to ask me, "Which Graham are you?" Many of my classmates were children of my father's contemporaries. Although both Kodai and KAS had students from all areas of the world, they were American curriculum schools, and my former conception of myself as a "Française" or as an African, was gradually erased.

Our family moved to Kenya when I was 13, and my five years there provided me with numerous opportunities to get to know people of many cultures.

My stay with the Masai, for example, helped me understand some of the customs and values of this proud, traditional tribe. One morning, an elderly Masai, wrapped in a



Elizabeth Graham recalls, "I didn't know I was an American."

blanket, attempted to teach me some of his language. He began his lesson by pronouncing a simple word "oil-ing," which I tried repeatedly to mimic. Suddenly, he rattled off a string of enthusiastic exclamations, spit vigorously into his hand and held it out to me. I shook it and smiled—my response to his toothless grin. I felt honored by the approval of this elder, and only for a moment did I

wonder when I would get a chance to wash my hands.

During my eight days with the Masai, I learned much about their culture. I helped slaughter goats and cook the meat, even sampling the warm blood and raw kidneys of a freshly slaughtered cow.

Just as living with the Masai allowed me to experience a culture very different from my own, touring Zimbabwe with the International School of Kenya's girls' basketball team exposed me to people whose opinions were opposite to mine.

At the international school, political issues were often a topic of conversation because of the many different nationalities of the students. For example, in my twentieth century world affairs class, discussions of the Middle East became charged arguments between Israeli students and students who supported the PLO. Many of the students in the class were politically anti-American, forcing me to think about America's role in the world from their viewpoint.

When I return to the United States to attend Carleton College in September, I'm sure I will miss living in Africa. Having been surrounded by people of many different nationalities and cultures, I have gained insight into the problems of the world, and am more conscious of my position in society.

Elizabeth Graham, daughter of Jim and Susan Graham, is a graduate of the International School of Kenya and has lived in Zaire, Mali, Sudan and India. She is a recipient of the AFSA/AAFSW Scholarship and of a National Merit Scholarship commendation. She also was named a William Carleton Scholar by Carleton College, where she is attending school this fall. Her interests include sailing, basketball, piano and flute. Jim Graham was the senior project officer in REDSO/ESA when his daughter won the award. He now is in long-term training at American University.

APPLY NOW

Who? For dependent students of foreign service personnel who are serving or have served abroad in agencies covered by the Foreign Service Act.

What? Merit Awards for students graduating from high school in 1987, based on academic merit. Financial Aid Grants to full-time undergraduate students in the United States, based on need.

How? Apply immediately to AFSA Scholarship Programs, 2101 E Street NW, Washington, D.C. 20037, phone (202) 338-4046. Specify type of scholarship and foreign service affiliation.

When? IMMEDIATELY. All applications must be completed and materials returned before Feb. 15, 1987, to AFSA.

house, and I refused to learn to read English, preferring instead *Le petit Prince*.

During my eighth year we moved to northern Virginia, and I encountered American society for the first time.

Despite handwriting and spelling problems—I spelled any "k" sound with "gu" (monquey, quitchen)—I adjusted. I became an American child, joining Girl Scouts and playing soccer, while resisting my mother's efforts to keep me from forgetting French. Nevertheless, when I heard we were moving to Sudan, I looked forward to going "home."

Sixth and seventh grades, spent in Sudan and India respectively, were rich cultural experiences, although my education was in American system schools. In Khartoum, I had a

American Smokeout Set for Nov. 20

In just a few days, millions of Americans will be invited to participate in the American Cancer Society's Great American Smokeout.

On Thursday, Nov. 20, smokers nationwide will be encouraged to quit the smoking habit for 24 hours, and non-smokers will be asked to lend their support.

In 1985, more than 23 million of America's 54 million smokers tried to kick the habit for the day. Of today's smokers, over 80% have expressed a desire to quit.

The Agency's Occupational Safety and Health Advisory Committee (OSHAC) and the State Department's Office of Medical Services are playing an active role in promoting this event. Literature describing some of the health complications associated with smoking and leaflets containing hints for quitting will be available in the main cafeteria Nov. 18-20.

Some of the hints prescribed by the American Cancer Society include throwing out all cigarettes, ashtrays and lighters, exercising to relieve tension and having a few rewards available—gum, lemon drops and snacks.

Two movies also will be shown on Nov. 20 at noon in room 1205 at State (*The Why Quit Quiz, The Feminine Mistake*) and one movie at 1 p.m. in Rosslyn, SA-15, in the fourth floor conference room (*Is It Worth Your Life?*).

OSHAC also has "Adopt a

Smoker" contracts, a "Seven Day Countdown" preparation list and a list of "Quit Tips" available in SA-18, room 513. For more information, employees should contact Peggy Thome, chairman of OSHAC, (703) 235-2240 or OSHAC member Bill Alli, (703) 235-9020.



**MAKE THIS YOUR YEAR!
TAKE A DAY OFF FROM
SMOKING NOV. 20**

AMERICAN CANCER SOCIETY

WAO Invites Men, Women to Join Group

The Women's Action Organization (WAO) invites all AID personell, both in Washington, D.C. and overseas, to become members of the organization during the fall membership drive.

Since 1970, WAO has worked to eliminate discriminatory employment policies and practices on behalf of women in the Agency. WAO-sponsored activities include the lunch-time lecture series, which offers informal seminars on a series of career topics; guidance on preparation of employee evaluation reviews; and upward mobility, which involves discussions with AID management on reinstating the Upward Mobility program for both civil service and foreign service employees.

In addition, WAO plans to focus on improving hiring rates for career women, increasing long-term training opportunities for women and publicizing AID training and management courses.

Membership in WAO is open to any woman or man connected with AID either by employment or marriage. Dues range from \$4 to \$10 or \$25 to join as a sustaining member.

For more information, contact Mary Ann Riegelman, AID/WAO acting vice president, room 2450, (202) 647-8220.

REMINDER

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

AID BRIEFS

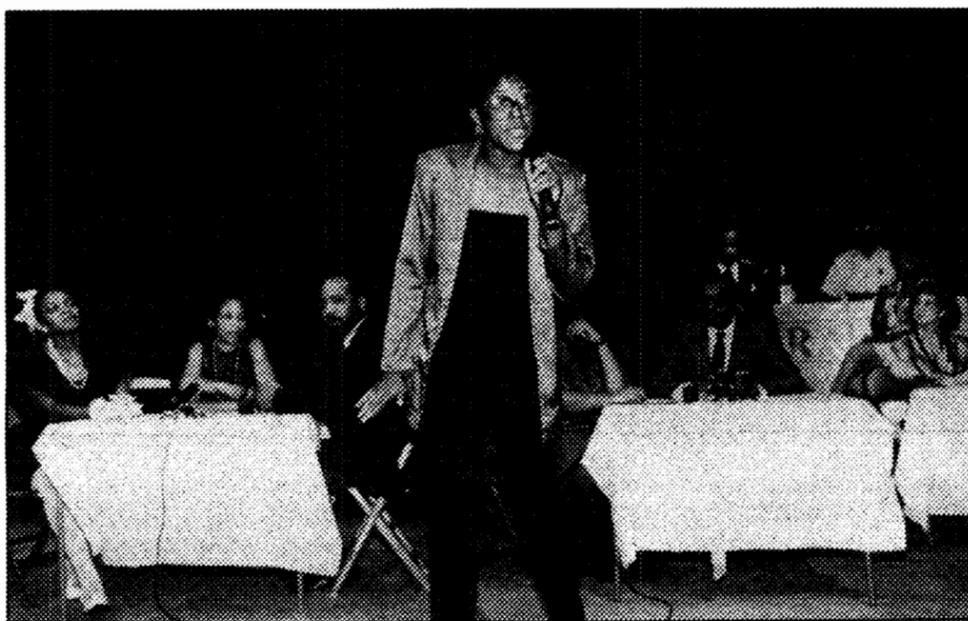
SCHEDULE 1--GENERAL SCHEDULE

UNOFFICIAL SALARY SCHEDULE

To be effective the first pay period in January 1987

	1	2	3	4	5	6	7	8	9	10
GS-1	\$9,619	\$9,940	\$10,260	\$10,579	\$10,899	\$11,087	\$11,403	\$11,721	\$11,735	\$12,036
2	10,816	11,073	11,430	11,735	11,866	12,215	12,564	12,913	13,262	13,611
3	11,802	12,195	12,588	12,981	13,374	13,767	14,160	14,553	14,946	15,339
4	13,248	13,690	14,132	14,574	15,016	15,458	15,900	16,342	16,784	17,226
5	14,822	15,316	15,810	16,304	16,798	17,292	17,786	18,280	18,774	19,268
6	16,521	17,072	17,623	18,174	18,725	19,276	19,827	20,378	20,929	21,480
7	18,358	18,970	19,582	20,194	20,806	21,418	22,030	22,642	23,254	23,866
8	20,333	21,011	21,689	22,367	23,045	23,723	24,401	25,079	25,757	26,435
9	22,458	23,207	23,956	24,705	25,454	26,203	26,952	27,701	28,450	29,199
10	24,732	25,556	26,380	27,204	28,028	28,852	29,676	30,500	31,324	32,148
11	27,172	28,078	28,984	29,890	30,796	31,702	32,608	33,514	34,420	35,326
12	32,567	33,653	34,739	35,825	36,911	37,997	39,083	40,169	41,255	42,341
13	38,727	40,018	41,309	42,600	43,891	45,182	46,473	47,764	49,055	50,346
14	45,763	47,288	48,813	50,338	51,863	53,388	54,913	56,438	57,963	59,488
15	53,830	55,624	57,418	59,212	61,006	62,800	64,594	66,388	68,182	69,976
16	63,135	65,240	67,345	69,450	71,555*	73,660*	75,765*	77,870*	79,975*	
17	73,958*	76,423*	78,888*	81,353*	83,818*					
18	86,682*									

* The rate of basic pay payable to employees at these rates is limited to the rate payable for level V of the Executive Schedule, which would be \$70,800.



Bertha Wimbish of AID's Office of Private Enterprise in the Bureau for Africa performs in the Musician Workshop production "Spectrum of Love," based on Oran Juice Jones' popular recording "In the Rain." The show was written by Patricia Hill, an employee of the State Department, and Lawrence Johnson of AID's Office of the Executive Secretariat, who also played the piano for the performance. The Musician Workshop was founded by Mary Paschall and George Morris through the Foreign Affairs Recreation Association in March 1979. Workshop members include both professional and amateur musicians who meet during their lunch hour to practice for performances given at the State Department.

Goodwill Gets Grant

Continuing 10 years of cooperation with Goodwill Industries of America (GIA), the Agency has provided two new grants totaling \$500,000 for the organization's International Department.

The grants will support GIA's activities in developing countries over the next three years.

The major grant, Employment Creation and Vocational Training for Disabled Persons, will provide \$375,000 to develop Partnership with Industry programs in Kenya, Guatemala, Costa Rica, Zimbabwe and the Philippines.

In each case, GIA will provide technical assistance, a small grant to support the hiring of a full-time program director, training for the director and orientation for the Partnership's Business Advisory Council.

Sinding Heads AID in Kenya

Steven Sinding, career senior foreign service officer, was sworn in recently as director of the Agency's development program in Kenya.

In overseeing AID's third largest development program in Africa, Sinding will focus on increasing the rate of economic growth through agriculture, private sector development, health and voluntary family planning programs.

Since joining AID, Sinding has specialized in how population influences economic growth. He earned AID's Superior Honor Award in 1980. Most recently he was the director of population in the Bureau for Science and Technology.

He earned his bachelor's degree in government from Oberlin College, Ohio, and his Ph.D. in political science at the University of North Carolina at Chapel Hill.

BARBARA BARNES

Barbara A. Barnes, special assistant to the assistant administrator in the Bureau for External Affairs since 1984, died of cancer Oct. 9. She was 57.

Barnes joined AID in 1982 as a program operations specialist in the Bureau for External Affairs.

Prior to joining the Agency, she worked on the Reagan-Bush transition team, serving as an administrative assistant to the budget officer of the transition office. From 1972 to 1980, she was employed by the private sector.

Barnes is survived by her mother, a daughter and three sons. Expressions of sympathy may be sent to her daughter, Ms. Blake Zachritz, 967 Summit Ave., Macon, Ga. 31211.

TOM FRIEDKIN

Tom Friedkin, deputy controller for budget, Office of Financial

IN MEMORIAM

Management, died Sept. 18 of a heart attack at his home. He was 57.

Friedkin joined AID's Bureau for Program and Policy Coordination in 1980 as a program analysis officer. In 1982 he served as a deputy mission director to Lesotho. He returned to AID/Washington in 1985.

Previously, Friedkin was employed at ACTION.

He is survived by his wife Donna Lee and a daughter. Condolences may be sent to Mrs. Friedkin at 2001 N. Greenbrier St., Arlington, Va. 22205.

LORING WAGGONER

Loring Waggoner, 45, died suddenly in Nairobi Sept. 21 en route to the United States.

Waggoner joined AID in 1964. His more than 20 years with the Agency have included assignments in Vietnam, Laos, AID/Washington,

Pakistan, Barbados, Bolivia and the Philippines. Most recently, he was a program officer at the mission in Somalia.

He is survived by his wife Margaret, three sons and five daughters. Expressions of sympathy may be sent to Mrs. Waggoner at 9902 Fairfax Square, Apt. 174, Fairfax, Va. 22031.

LOUVAIN NAUGLE

Agency retiree Louvain Naugle died of cancer Sept. 24 in Johnstown, Pa. She was 72.

Naugle joined the Agency in 1958 as a secretary. Serving in various positions in the personnel field, she was stationed in Libya, Ethiopia, Brazil, Vietnam, Thailand and AID/Washington. In 1976 she retired as an assistant personnel officer and made her home in San Antonio, Texas.

Naugle is survived by two sisters. Condolences may be sent to her family in care of Mrs. Paul Pebley of 624 Freedom Ave., Johnstown, Pa. 15904.

ALBERT BATTLEMAN

Albert Battleman, 75, died at Shore Memorial Hospital in Somers Point, Atlantic City, N.J., in August.

Battleman joined AID's predecessor organization in 1950 and was assigned as a deputy controller and then controller in Italy.

During his career with the Agency, Battleman also served in Vietnam, Nigeria, Colombia, Korea and Turkey. Prior to retiring from the Foreign Service in late 1973, he served in AID/Washington.

Battleman is survived by his wife Anne and two children. Expressions of sympathy may be sent to Mrs. Battleman at 8810 Ventnor Ave., Atlantic City, N.J. 08402.

MISSION OF THE MONTH

AID in Thailand

As the Agency begins to commemorate 25 years of development assistance, an anniversary celebration has already taken place in Thailand. September marked the 36th year of the U.S. economic assistance program in that nation. While to Americans, an "off year" may not seem to warrant a particularly special celebration, in Thailand, where achievements are measured in 12-year cycles, completion of AID's "Third Cycle" represents a milestone in the history of the U.S. program.

by **Suzanne Chase**

Offers of assistance have not always flowed in one direction in the U.S.-Thailand relationship. In 1854, King Rama IV, the enlightened ruler portrayed, not entirely accurately, in "The King and I," offered help to the United States in the form of war elephants in the frontier wars against the Indians. Although elephants never played a role in taming the West, a century later the United States returned the offer of assistance to this "front line" nation in Southeast Asia.

Strategically located in a region torn by recent conflicts, Thailand shares borders with Cambodia, Laos, Burma and Malaysia.

The area has been inhabited since prehistoric times, but the ethnic "Tai" are thought to have migrated from China about 1,000 years ago. By the 17th century, the earlier capital of Ayutthaya in the North was a bustling port city. Portuguese, English, Dutch and French ships traveled upriver to do business with the exotic kingdom of Siam.

In 1782, for strategic reasons the capital was relocated in Bangkok, a small community that controlled the river approach to Ayutthaya. By the early 19th century, Bangkok had become a major trading center.

A series of progressive rulers enabled Thailand to remain the one free nation in Southeast Asia throughout the era of colonization by European powers. Today, Thailand is a constitutional monarchy in which the king and royal family are regarded

with deep reverence.

The proud tradition of independence—Thai means "free"—is deep-rooted in the national consciousness. The Buddhist religion, adhered to by 95% of the 52 million population, also has had significant impact on the nation's character. A belief in moderation and tolerance has produced a gracious, refined people whose country is often called the "Land of Smiles."

"The AID program in Thailand is one of the earliest U.S. economic assistance efforts in the developing world and one of the most productive and rewarding," says Mission Director John Eriksson. Since the Sept. 19, 1950, signing of the U.S.-Thailand Economic Assistance Agreement, the relationship between the two countries has remained solid and unbroken for more than three tumultuous decades.

A NATION IN TRANSITION

Through the years, AID support of \$844 million in economic aid has played a major role in Thailand's present status as an emerging middle-income country, with a per capita income estimated at \$860 (1984).

Between 1960 and 1980, Thailand experienced unprecedented growth and development. While the economy grew at an average real rate of 7% per annum, inflation and unemployment were generally held below 5%.

A vigorous family planning program launched by the government with major support from AID suc-



AID is assisting small-scale industries outside Bangkok, such as Banyen Co., Ltd. (top and bottom), exporters of traditional Thai handicrafts, obtain commercial bank loans to expand operations and generate employment.

ceeded in reducing the annual population growth rate from 3% in the 1960s to less than 1.7% today.

The tremendous strides made by the country in the past three decades are clearly evident in Bangkok, a bustling metropolis that radiates vitality. The city is a whirl of motion with streets clogged with cars, motorcycles and rainbow-colored, open-air "tuk-tuks" (taxis).

Striking contrasts typical of a nation in transition are apparent everywhere. Stretched along broad avenues, high-rise apartment buildings, business centers and modern department stores compete for space with gaudy street bazaars and storefront operations backing into alleyways, overflowing with everything from fruits and vegetables to neon-bright plasticware. Graceful Buddhist "wats," or temples, ornately decorated and glistening gold in the sun, rise abruptly in the midst of modern industrial parks.

Yet, Bangkok is not to be equated with the country at large, for the benefits of growth have not been shared by all. While urban poverty is becoming increasingly problematic, as much as 75% of current poverty remains located in the rural Northeast and the North.

"The heavy concentration of population in Bangkok skews the statistics on per capita income," says Doug Clark, director of the Office of Technical Resources. In the Northeast, for example, home to some 20 million, per capita income lags at between \$120-150 and areas of extreme poverty and related problems exist. One needs drive only a few hours outside of Bangkok to find villages lacking both electricity and basic sanitary facilities.

To help Thailand address priorities at each stage of development, AID's program has gone through three strategic phases, according to Eriksson. In the initial stage, U.S. resources were concentrated heavily in the construction of physical infrastructure necessary to link remote



regions with the more developed areas around Bangkok.

As an independent country, Thailand did not benefit from the modern infrastructure built in neighboring countries by colonial powers, and much of what did exist was destroyed during World War II. The first major highway linking the central plains surrounding Bangkok with the undeveloped Northeast was constructed by the United States and opened in 1958.

"The Friendship Highway is a major symbol of U.S.-Thai relations," says Dr. Snoh Unakul, secretary-general of the National Economic and Social Development Board (NESDB), which has responsibility for formulating overall Royal Thai Government (RTG) policy in a series of five-year plans for the national economy. "The infrastructure built by the United States in the initial phase of our relationship was critical for expanding government services outside Bangkok and provided the foundation for further development."

Much of this work was done through a project in the late 1960s in
(continued on page 8)



Mission Director John Eriksson (left) greets Dr. Snoh Unakul, secretary-general of Thailand's National Economic and Social Development Board, which establishes government policy in a series of five-year plans for the national economy.

From page 7, column 4 support of the government's Accelerated Rural Development (ARD) program. While road building was the main thrust, schools, health centers and administrative offices also were constructed under the program, designed to extend government control to rural areas during a period of political insurgency.

"The ARD program was among the most successful of any AID has ever undertaken," says John Neave, former head of the Engineering Office and now a consultant to the office, who worked on the project. "AID helped Thailand develop one of the best road networks of any Asian country, which opened remote areas to markets, health improvements and education."

During this early phase, AID also supported extensive participant training programs. "AID pioneered in leading Thailand's human resource development," says Snoh. Since 1950, approximately 15,000 Thai have received education and training in the United States.

"The impact of American aid in this area is not visible, but one can sense it," adds Wanchai Sirirattana, director-general of Thailand's Department of Technical and Economic Cooperation (DTEC), which administers all foreign grant assistance for Thailand's development program. "Most of the present Thai leadership in government and industry received education and training in the United States."

With the New Directions mandate in the early-70s, AID's focus changed to concentrate on the rural poor. Major programs were begun in agriculture, health and family planning. Research and irrigation projects increased farmers' income, and large-scale anti-malaria programs helped to rid the country of the once prevalent disease.

SUPPORTING THAI PRIORITIES

Through the years, AID has worked in close collaboration with Thai government agencies, particularly NESDB and DTEC. "AID was the first donor to provide assistance to Thailand," says Wanchai, "and, through all of our development plans, has consistently supported Thai priorities in development."

The current AID program is designed to respond to Thailand's priorities as outlined in the recently-approved Sixth Plan (1987-91) to transform the country from an agrarian society to a semi-industrialized state.

"In recognition of the mature, collaborative relationship between our countries," says Eriksson, "our program is shifting from traditional development activities to those that can play a catalytic role in sustaining the growth that Thailand has achieved."

While Thailand's status in the developing world has changed over the years, so too has AID's role as donor. Once the major donor to Thailand, AID in the 1980s plays a relatively minor role in terms of comparative size of official development assistance (ODA). The

Agency currently provides about 2% of ODA to Thailand; almost 90% of economic assistance to the country is provided by the World Bank, Japan and the Asian Development Bank.

"The limited size of the program requires that resources be focused in areas in which maximum impact can be achieved," says Ed Ploch, director of the Program Office, "and those in which the United States has a comparative advantage—science and technology, the private sector, PVO (private voluntary organization) development, policy dialogue and natural resource management."

The rapid advances made by Thailand over the past three decades have left new problems in their wake. These include overconcentration of resources in Bangkok; structural or resource-based poverty; growing unemployment, particularly among the educated; degradation of natural resources; energy dependence; and macroeconomic concerns involving limitations on government expenditures, external debt and economic vulnerability in the world market.

"Thailand's emergence into middle-income status presents a different set of development problems and challenges from the traditional approach geared to endemic poverty," says Deputy Mission Director Lee Twentyman.

"Efforts to improve the lives of Thailand's poorest will continue but as part of the new strategy to help Thailand achieve middle-income status and extend the benefits of growth to all. Our traditional programs in agriculture, health and education have had a significant impact but are now winding down in terms of major bilateral assistance."

Rural-based agriculture has been the basis for national economic growth. Agriculture provides 60% of export earnings, the basis for more than half of Thailand's manufactured output and the primary occupation of 80% of all Thai. "Thailand is the world's largest exporter of rice and the only Third World country that is a massive food exporter," adds Twentyman.

"Thailand's increased agricultural production over the years was accomplished mainly through expansion of cultivable land that has now reached



Farmers learn new cropping techniques during "field day" activities at the Northeast Small-Scale Irrigation project, a joint AID-Thai program.

its limit," says David Delgado, head of the Agricultural Division. "Further increases must come from efficient use of existing arable land. AID's agricultural programs have been working toward that goal."

The Northeast Small-Scale Irrigation (NESSI) project was begun in 1980 to increase incomes for small farmers in the Northeast. Funded through a \$5.8 million loan and \$2.8 million grant, the project was designed to rehabilitate inoperable irrigation canals installed in the 1950s by the government and to serve as a model for 200 additional sites. It serves approximately 4,600 households within the irrigation area.

Activities include extension and improvement of main canal systems, improved access roads, assistance to farmers in water management and agricultural practices, marketing linkages, improved operation and maintenance programs, and training programs for farmers and RTG personnel.

"AID has emphasized farmer participation in all facets of the project," says Kamol Chantanumate, project officer, "including design of the project and maintenance of the canal system. Farmer income almost

doubled after two years of the project, and productive land use increased from 4% to 53% during the same period."

Underlying all agricultural efforts is the development of high-yield seed varieties. By helping to establish the first six government seed centers, AID has supported efforts to enable the government to maintain a comprehensive and efficient seed program. Now in its final year, the \$6 million Seed Development project helps to increase farmer use of high quality seed and increase the private sector's role in supplying seed to farmers.

"Through the project, the government provides training to private seed company personnel and works with the private sector to demonstrate that seed production is a profitable business," says Delgado. "The project has been sound from the start."

Cargill Seeds Ltd. in Pakchong is one private sector company in the Northeast to benefit from the program. Since the company was started in 1978, production of corn seed has increased from 150 tons a year to about 1,500 tons this year, and the company employs 80 people in-season. "We are now planning to expand into other types of high-yield seed," says Surachit Jamjod, production manager.

Another innovative program, the Mae Chaem Watershed Development project, now in its final years as a mission activity, is designed to address the basic needs of both border-crossing hill tribes and lowland Thai in the remote poverty-stricken region of the North where opium production is a major concern. Funded through an AID grant of \$10 million and a government counterpart of \$12 million, "The project is unique in providing land use certificates and, later, titles to give farmers a stake in the land and thereby stabilize settlement patterns," says Delgado. "By helping to provide both economic and political security for the hill tribes, we hope to draw them into Thai society as productive citizens and discourage narcotics production and use."

Village-level activities are assisted by Inter-Face teams consisting of young men and women who live in the village to encourage local participation and coordinate field work with project staff.

In another effort to stabilize border settlements, AID provides Economic Support Funds to the government's Affected Thai Program. Since 1980, \$32 million has been provided to assist the 230,000 Thai whose lives and livelihoods have been disrupted by



Larry Brown (left), head of the Private Enterprise and Rural Employment Division, and Jeffrey Evans, director of the Office of Project Development and Support, discuss components of the \$14 million Rural Industries and Employment Program.



Progress on the new \$49 million Science and Technology for Development Program, a joint U.S.-Thailand undertaking, is reviewed by Bob Barnes (left), chief of the mission's Science and Technology Division, and Jaroon Kumnuanta, scientific affairs specialist.

border conflicts and the influx of refugees from Cambodia and Laos.

The program includes rebuilding homes and roads and providing health services, schools and adult skills training for the affected population.

AID also is assisting the poorer regions in the North and South through support to the government's energy generation program. Thailand is the fifth largest importer of petroleum of all developing nations, causing a significant drain on foreign exchange and leaving the country vulnerable to fluctuating prices on the world market. A major goal of the government is the development of indigenous, renewable energy resources, particularly hydropower.

In 1982, AID launched a five-year, \$8.1 million Micro/Mini Hydroelectric project in cooperation with Thailand's National Energy Administration. Under the program, AID has assisted the government in preparing analytical models for choosing sites and appropriate equipment for the construction of eight hydroelectric generation stations in rural area.

AID's traditional programs also have played a major role in helping the government extend basic health services to rural areas. The Rural Primary Health Care project, a nine-year, \$7 million project to expand the rural primary health care system nationwide, is also in its final year.

Through the project, AID provided training for more than 100,000 health para-professionals, nurses, midwives and village volunteers in 20 provinces, primarily in the Northeast.

"The project did what it was supposed to do," says Win McKeithen, head of the mission's Health, Population and Nutrition Division. "Working with the Thai government, we helped establish for the first time a rural-based community health service throughout the country."

Village volunteers, local residents who are trained in health practices, are an essential part of the program and critical to its success. "Villagers emphasize the importance of health and sanitation measures to other villagers," says Narintr Tima, project officer, "on the theory that they can communicate with their peers better than unfamiliar, highly educated health professionals."

AID also has consistently supported Thailand's family planning program, which today is a model for many developing nations, says McKeithen.

Through the current \$18.4 million Population Planning project, voluntary family planning services have been extended to high-birth-rate areas through continued technical assistance, training of health personnel and commodity support.

"Future efforts in health will be in the areas of policy dialogue and operational research to work with the government on resolving the tough issues of health care financing, better management of existing systems and sustaining the critical aspect of voluntarism in the program," McKeithen says.

Concurrent with its traditional programs, the mission began promoting private sector activities in the early-80s to support the government's efforts to expand the private sector.

"The Thai government recognizes that continued growth is dependent on reducing constraints to private sector development," says Jeffrey Evans, director of the Office of Project Development and Support. "The programs of this office are intended to help achieve that goal."

To strengthen cooperation between business and government, a Joint Public-Private Sector Consultative Committee (JPPSCC) was formed in 1982. The JPPSCC is chaired by the prime minister and includes representatives of the private sector as well as key economic ministers.

Through the four-year, \$3.5 million Private Sector in Development Program, AID has supported the efforts of the committee by funding studies undertaken by the Thai Bankers Association, the Association of Thai Industries and the Thai Chamber of Commerce on issues of concern to the private sector.

"The results of one such study were used to restructure the committee to give greater emphasis to the needs of rural business concerns," says Evans. "Regional meetings were financed through the project, which enabled the committee to expand the cooperative dialogue into the rural business community as well."

At the same time, AID undertook other activities to support rural entrepreneurs. The AID-funded Institute for Management Education

in Thailand (IMET) was established in 1983 to provide management training programs for rural entrepreneurs. IMET's Board of Directors is drawn from the Thai private sector, and training programs are conducted by business faculties of Thai universities. Thus far, IMET has received contributions from the Thai private sector of close to \$1 million.

"IMET has provided management training for over 3,000 rural businessmen. A major benefit of the program is that it has enabled businessmen to establish contacts and a support network throughout the country," Evans says. Alumni groups now meet regularly on their own to share information and ideas.

To strengthen the management training effort, AID recently contributed \$400,000 for the start-up under IMET of the Thai Executive Service Corps (TESC). Modeled on the International Executive Service Corps, TESC will be composed of Bangkok businessmen who volunteer their time to assist rural businesses.

GENERATING EMPLOYMENT

Funding for the formation of TESC is only one aspect of a new \$14.1 million Rural Industries and Employment Program, initiated this year as part of AID's new focus in Thailand.

"The primary goal is job creation in rural areas," says Evans. "The results of Thailand's decline in population growth will not be felt for many years, and employment generation, particularly in rural areas, is a critical problem for the country."

A major component of the new program is a Small Industry Guaranty Facility, a mission follow-on to an initiative funded by the Bureau for Private Enterprise (PRE), whereby AID provides guaranties for Thai commercial bank loans to small-scale industries outside Bangkok. "The rationale for the loan guaranty is to encourage commercial banks in Bangkok to lend to rural businesses, traditionally considered high-risk, to enable them to expand. Previously, these firms had to rely on short-term moneylenders who charge high interest rates," Evans says.

Banyen Co., Ltd., a woman-owned antiques reproduction and lacquerware business located in



At the Mae Chaem Watershed Development project site, David Delgado (right), head of the mission's Agricultural Division, talks with patients at the AID-funded drug detoxification center, an adjunct to the integrated agricultural project in the opium-producing region, designed to teach addicts productive skills as they undergo treatment.

Chiang Mai, is one of the initial beneficiaries of a PRE-funded guaranty program with the Bangkok-based Siam Commercial Bank. The company, with two locations, now employs approximately 200 people, two-thirds of whom are traditional Thai woodcarvers who work out of their homes.

Says Boonyaluk Aksornsri, managing director and daughter of the owner, "The loan enabled us to build a new workshop and buy materials to increase our overseas exports. Our staff has already increased by 10%, and with the new building, we will be hiring more craftsmen."

"Repayment rates have been very good," adds Evans. "Some borrowers have even pre-paid their loans."

In addition, the mission recently co-sponsored a conference on privatization with the Public Enterprise Institute of Chulalongkorn University in Bangkok, which was attended by managers of government enterprises. "AID has and will continue to support efforts to advance privatization by continuing to work with the Public Enterprise Institute," says Larry Brown, head of the Private Enterprise and Rural Employment Division.

Increased support for private sector development is also the focus of a major new seven-year Science and Technology for Development Program.

Funded by \$35 million from AID and a government contribution of \$14 million, the program was initiated in 1985 to support Thailand's

(continued on page 10)



AID's Office of Engineering has played a major role in the development of Thailand's infrastructure. Engineers (from left) Vanchai Jaisin, John Neave and James Sloan review the current Micro/Mini Hydroelectric project designed to assist in the development of renewable energy resources in rural areas.

From page 9, column 4

push to achieve middle-income status.

"The program is based on the assumption that there is not enough indigenous research and development to make the leap to the status of Korea, for example, and the little amount that is done is not tied to the productive needs of the country," explains Bob Barnes, head of the Science and Technology Division. "This program is intended to ensure that R&D will benefit the productive sectors of the economy, that is, agriculture and business.

"Thailand is in a good position to capitalize on investments made over the last 30 years. The country has a very good manpower base and has developed several first-rate universities now in a position to carry out R&D activities."

In designing the program, AID and the Thai scientific community identified three key areas of concentration—bioscience and biotechnology, material sciences and computer technology. Created to administer the program, the Thai Science and Technology Board provides research grants to both public and private sector organizations and individuals.

"The program has been carefully constructed to make sure that the research is relevant to the needs of the private sector in Thailand," says Barnes. The private sector is involved in the review of proposals by representation on both the Scientific Peer Review Committee and the Policy Advisory Review Committee.

The program also includes creation of a Technical Information Access Center, intended to serve both the science and technology community and the private sector business community. The center will link all universities in Thailand to a common technical data base in Bangkok as well as to data bases in the United States.

"This will avoid repetitive research," says Barnes, "and allow for better business decisions based on the latest information available."

Also linking universities and the productive sector will be a Diagnostic Research and Design Service to expand the use by Thai industry of Thai scientific and engineering consultancy talent.

AID also will provide assistance through the program to upgrade national standards for quality control. "Thailand has experienced problems with the salability of goods because they sometimes do not meet export standards," Barnes says. The \$5 million Standards Testing and Quality Control component of the program provides assistance to existing manufacturing and testing facilities to ensure that products meet export standards before shipment. Private firms also will be licensed to test and certify standards.

In addition, the division oversees grants from the Office of the Science Advisor for research in such areas as forestry and medicine.

"The first substantial research funding originated with these grants about five years ago," says Barnes. "The impact has been astounding. Thailand has some world-class scien-

tists who are now clamoring for research funding. This has created pressure on the government to use university talent for research purposes rather than solely for teaching."

The contributions of private voluntary organizations to the development process also are recognized by the Thai government in its Sixth Plan. AID's eight-year, \$5 million PVO Co-Financing project, a follow-on to a previous project that supported PVO activities, addresses the needs of socioeconomically disadvantaged groups.

"The government recognizes that it cannot do it all. Our program is designed to strengthen the overall capability of both U.S. and indigenous PVOs to assist in the development process," says Willie Baum, chief of the Project Support Division. "AID was the first donor to work with indigenous PVOs and found them to be very effective at the local level. PVO projects have led in the past to other projects that the government has taken over and continued."

Grants support programs at the grass-roots level in a variety of areas, including increasing women's access to credit and income-generating opportunities in rural areas; addressing special needs of the disabled; improving water resource use and marketing ability for low-income farmers; and establishing a rural micro-enterprise extension system in Northeast Thailand to take advantage of existing services and programs of both government agencies and the private sector.

The analyses on which a number of the policy directives in Thailand's Sixth Plan are based were funded by AID through support to the Thailand Development Research Institute (TDRI), the country's first private sector policy research organization.

Unique in the region, TDRI was established in 1984 to develop policy options for the country.

"Thailand's policy-making process traditionally has been ad hoc and often in response to pressure," says Dr. Anat Arbhahirama, TDRI

ANNIVERSARY EVENTS

The long-standing relationship between Thailand and the United States was evidenced by the series of events that marked AID's "Third Cycle" celebration in Bangkok.

On Oct. 15, the Royal Thai Government hosted a reception for 200 guests at "Government House" in honor of the 36th anniversary. Prime Minister Prem Tinsulanonda and U.S. Ambassador William Brown presided at the occasion.

A special observance also was initiated by and for past and present foreign service national (FSN) mission staff, 500 of whom gathered Oct. 17 for a reunion at the Ambassador Hotel.

In addition, the mission's FSN staff prepared a color videotape of past and present U.S.-supported projects, which was presented on the government television channel Oct. 14-16.

"The 'Third Cycle' celebration was a great success," says Mission Director John Eriksson, "and the credit goes to our FSN staff, who played a key role in arranging the series of events. It could not have happened without them."



Bangkok's colorful bazaars offer a wide selection of handicrafts and an enjoyable outing for Lynne Gregory (kneeling), Angela Hiebert and Lois Eriksson.

president. "We realized the need to have continuous analysis before problems reached a crisis stage and for decision making to be able to react quickly to a rapidly changing world environment."

AID's new \$18 million, six-year Emerging Problems in Development (EPD II) grant program is designed to assist the government in examining issues that present bottlenecks for Thailand's future growth and development, to provide flexibility in technical assistance, to establish an information base for analysis of problems and to support training to improve the ability of research institutions to address these problems.

"The program is the policy thrust of our new strategy," says Judith Wills, deputy program officer and project officer for EPD.

A policy committee composed of the secretary-general of NESDB, the director-general of DTEC and the AID mission director provides policy direction and identifies problem areas to be examined.

"The basic criteria for activities undertaken are that they must have a direct linkage to government policy and have an immediate beneficial impact on the Thai economy," says Wills.

For example, EPD funding for a TDRI study on natural resources and the environment provided the foundation for the inclusion of this area for the first time in a national development plan.

"Thailand's rapid growth in agriculture, fisheries, forest products, mining and industry has been largely at the expense of the natural resource base," says Will Knowland, the mission's natural resources management and environmental advisor.

"Early efforts in natural resource management were primarily ad hoc and outside the mainstream of both AID and Thai official programs," says Knowland. "Within the last three to four years, however, environmental problems have begun to receive national attention. There is growing recognition that natural resource depletion and environmental degradation are major constraints to development in terms of economic costs of lowered resource productivity and remedial measures."

AID's programs in this area are

currently in the study and analysis phase. "In the future, major attention will be given to coastal resources management. This has been largely ignored until now and is vitally important in terms of fisheries, coastal forest areas and especially for the tourism industry," says Knowland.

That tourism has recently overtaken both rice and textiles as the nation's major foreign exchange earner is indicative of Thailand's progression as a stable nation endowed with both a rich cultural heritage and natural beauty.

Mission staff and families are enthusiastic about their assignment. "Thailand offers something for everyone," says Lois Eriksson.

The tropical climate allows for year-round outdoor sports and the beaches of Pattaya and mountains of Chiang Mai provide welcome escapes from the urban environment. Cultural opportunities abound in the cosmopolitan capital, ranging from the Bangkok Symphony to museums to the local Siam Society that sponsors lectures on aspects of Thai heritage.

"Medical facilities are excellent, and parents have a choice of good schools for their children," says Lynne Gregory, wife of the mission's deputy executive officer. The International School of Bangkok, with classes from kindergarten through high school, is highly rated, and British and church-sponsored schools also offer strong academic programs.

Overriding all the obvious advantages that Thailand's modernization process has brought to Bangkok is the nature of the country itself. "The people are so friendly," says Cam Ploch. "You feel very welcome here, and that means a lot."

"As with any nation," says Mission Director Eriksson, "the progress achieved by Thailand over the last three decades is largely attributable to the Thai themselves.

"We, as a donor, play a catalytic role. In the final analysis, however, the country itself must take the steps to make sustainable growth take place. Thailand's leadership through the years provides a good example of how to go about this process."

Chase is assistant editor of Front Lines.

U.N. Calls Attention to Inadequate Shelter

The U.N. General Assembly brought the problems of inadequate shelter to world attention by designating Oct. 6 as the first World Habitat Day. Marking the occasion at a cere-

mony at the Department of Housing and Urban Development, Administrator Peter McPherson stated, "AID supports government policies in developing countries that foster individual and private sector initiatives in building shelter while encouraging governments to do the things that individuals cannot do for themselves, such as constructing sewer, water, road and electrical systems."

McPherson said that the developing world's shelter problems "can be solved with available resources—given the right policies and the

appropriate role for the private sector."

Statistics from the U.N. Centre for Human Settlements, called "Habitat," indicate that over a billion people, or one-fourth of the world's population, do not have adequate housing. And, in already overcrowded cities, 100 million people have no shelter and are sleeping under bridges, along streets, in vacant lots, alleys and doorways.

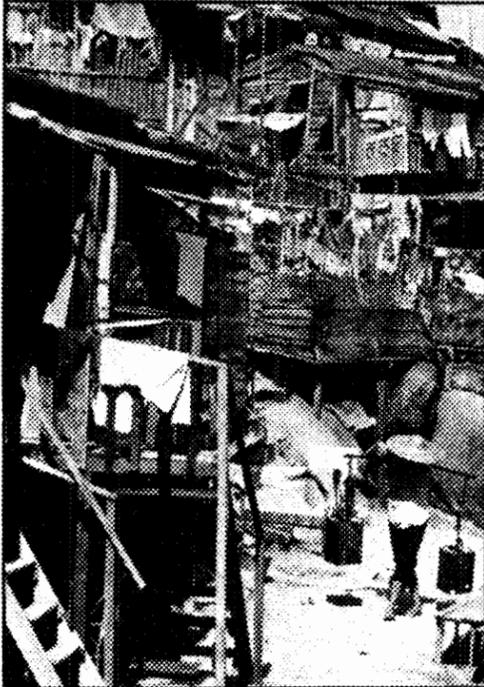
Further, it is estimated that urban populations of developing countries will double in 30 years.

AID's main tool in helping pro-

vide shelter in developing countries, McPherson said, is the Housing Guaranty program, which provides U.S. backing for private sector loans for shelter projects.

"Unlike most government programs, this one is private sector-driven and mostly self-supporting," he explained. Its administrative costs and part of those for program development and technical assistance are covered by borrowers' loan fees.

The program, begun in 1962, has assisted 41 nations with aggregate loan authorizations of over \$2 billion.



The developing world's shelter problems can be solved with available resources—given the right policies and the appropriate role for the private sector.

Grant Aids Farmers

A \$12 million, five-year partnership program with Technoserve's World Harvest Fund to improve the lives of low-income farmers in Africa and Latin America was signed Oct. 20.

The program will work with rural enterprises and cooperatives to increase agricultural output by teaching farmers such techniques as water management, use of fertilizers, crop

marketing and bookkeeping and to improve farmers' access to credit from banks and savings and loan associations.

The program will be financed by a \$6 million grant from AID. A condition of the grant requires Technoserve to match the government funding dollar-for-dollar with private sector funds.

It is one of only three AID partnership grants allocated this year and the largest ever in the 18-year history of Technoserve.

One unique feature of the program is the focus it places on continuing support for projects that involve

women as workers, managers and owners.

"Historically, women have been an integral part of agricultural development in Africa. If the continent is ever going to again become capable of feeding itself, we must develop this important resource to its full potential," said Ed Bullard, president of Technoserve.

Technoserve also will develop new programs in four countries in Latin America and sub-Saharan Africa and expand its efforts to teach other development organizations how to use its management and training techniques to assist their projects.

MODEL FOR REPORTING SYSTEM AVAILABLE

Monitoring project performance and progress is a vital aspect of program management.

Criteria pertaining to financial management and administration constitute important considerations for assessing program performance. Also, information about project performance within a sector or across sectors can contribute significantly to program planning.

Recently, the Center for Development Information and Evaluation (CDIE) worked with AID's mission in Togo to develop a reporting system that would provide mission management with information needed for program evaluations.

Because many AID missions also can benefit from better information for program planning and decision making, CDIE prepared a study on Togo's reporting system that could serve as a model for other missions.

The basic elements of the project reporting system are simple. A limited number of key indicators are identified for the major objectives of each project. These indicators are reported to the mission periodically—for example, every six months. Each report contains a table listing the indicators for the most recent period as well as for the previous reporting periods.

The table of indicators is accompanied by one to two pages of text that briefly interpret what the indicators show about project performance during the reporting period. If possible, factors that account for



progress are cited. Over the life of the project, a series of these reports will provide a cumulative account of project performance.

Performance reports are intended also to complement other project reporting systems. Quarterly or bi-annual implementation reports focus primarily on project inputs and outputs, expenditures and implementation problems. Although these reports serve a useful function for project management, they say little about the influence of project outputs or progress on the development objectives of the project.

Alternatively, much useful information about project performance is contained in annual progress reports, but this information is often not presented in a concise, easily accessible format.

Moreover, this information must be timely and in a form that non-specialists in the area of the project can understand.

For project performance reports to serve management's needs, indicators must be selected that best represent the project's objectives and reflect the short-term or intermediate effects of project outputs. However, the indicators must show more than just project outputs. They need to indicate the results of project outputs and their influence on project

beneficiaries or host country institutions.

AID project officers and the project management team—technical advisors and their host country counterparts—should agree on which indicators will be tracked. Equally important, the number of indicators must be kept to a minimum with no more than 20.

The reporting requirements for two rural development projects in the mission's portfolio illustrate the types of indicators needed to track progress and performance while a project is under way.

The Sio River Economic Development project is trying to establish a private sector producers' association that will provide credit and technical assistance to smallholder farmers and operators of agriculture-related businesses. If successful, the project will develop an approach for reaching rural producers in other areas of the country.

Indicators of project performance include production increases or business profits, loan operations, operational efficiency and borrower management practices.

The Togo Animal Traction project is designed to strengthen the operations of PROPTA—Togo's national coordinating agency for animal traction—and newly established

animal traction training centers in the Kara and Savanes provinces.

Project indicators, therefore, track organizational performance as a measure of institutional development. This includes the number of projects promoting animal traction that use PROPTA's services or cooperate with PROPTA (provision of animals to farmers), accounting data on PROPTA's operations (average cost of animal supplied), the number of farmers and animal teams trained and loan management (number of applications processed, number of late loan repayments).

The initial purpose for establishing this reporting system was to improve the mission's access to timely information for program management. But both AID and project staff have recognized additional uses of the reports. For instance, the reports will be valuable in discussions with host country counterparts.

Similarly, the reports will assist AID managers to inform AID/Washington and others interested in the program about the current status and effectiveness of AID's assistance to Togo.

It also should be noted that performance reporting requirements also reinforce the Agency's policy that all projects should collect basic data for adequate monitoring and evaluation.

For those interested in a more detailed description of the Togo reporting system, copies of the report prepared for the mission are available from PPC/CDIE, SA-18, room 215, (703) 235-9044.

—Chris Hermann

RETIRED

Thomas Whitaker, IG/SEC/PS, security assistant, after 14 years
George Bliss, Burundi, AID representative, after 29 years
Alan Jacobs, S&T/EY, director office of energy, after 20 years
Michael Deh Dwyre, FVA/FFP/II/PS, supervisory Food for Peace officer, after 25 years
Harold Hauger, M/FM/CAD/CAF, cost accountant, after 16 years
Ransom McClellan Jr., M/SER/OP/PS/OCC, contract specialist, after 8 years
Robert Rutter, M/SER/OP/GPR, supervisory property disposal specialist, after 20 years
Salvator Marasciullo, M/SER/OP/GPR, supervisory general supply specialist, after 21 years
Jane Riley, M/SER/OP/GPR, administrative assistant, after 21 years
Mildred Neidinger, M/SER/OP/GPR, property disposal specialist, after 18 years
Dixie Lee Albright, M/SER/OP/GPR, administrative operations assistant, after 17 years
David Carter, COMP/CS/DS, management analyst, after 18 years
Clara Carr, Guatemala/PROG, supervisory program officer, after 28 years
Elizabeth Minor, ANE/TR/ARD, secretary typist, after 8 years
Robert Pratt, ANE/PD, private enterprise officer, after 21 years
Alfred Hotvedt, ANE/PD/ENGR, electronic engineer, after 16 years
Marion Levinsky, Egypt/LEG, secretary, after 21 years
Thomas Wilson, Dhaka/FA, agricultural development officer, after 21 years
John Neave, Thailand/ENG, engineering officer, after 24 years

Years indicate AID service only.

MOVED ON

Kathleen Ann Babiak, IG/II
Mary Beth Bennett, Cape Verde
Reynold Bloom, ROCAP
Edward Butler, Botswana
Margaret Cooperman, LAC/DR/CEN
Karen Davidshofer, COMP/CS/R
Regina Davis, M/PM/FSP/A/SS
Ruth Dunn, Thailand
Harold Fleming, PPC/DC/UN
Lucy Garner, M/SER/MO/CPM/P
E. Morgan Gilbert, AFR/PD/SA
Ann Jansen, M/SER/OP/W/MS
B. Carl Kendall, S&T/H/CD
Princeton Lyman, COMP/FS/DS
Paul Maguire, LAC/DP/SD
Pamela Neuser, RDO/Caribbean
J. Elizabeth Riddick, PPC/DC/MFI
Catherine Stalcup, M/PM/CSP/SER
Collette Turner, PPC/PDPR/RP
Barbara Vogel, FVA/ASHA
Jonathan Palmer Young, M/SER/COMS/M

PROMOTED

Mary Ackourey, M/SER/IRM/MPS, computer specialist

WHERE? IN THE WORLD ARE AID EMPLOYEES

Helen Andresen, AFR/TR, secretary stenographer
Shirley Bellfield, M/PM/CSP/SER, staffing assistant
Effie Bowe, M/SER/MS/OM, overseas property management specialist
Carolyn Carroll, M/PM/LMR, clerk typist
Carolyn Coleman, S&T/PO/AE, program analyst
Catherine Coughlin, LEG/OD, congressional liaison officer
Earnestine Dixon, IG/PPO, secretary typist
Phyllis Vernell Free, M/SER/IRM/WS, clerk typist
Yvonne Gaines, PPC/EMS, administrative officer
Rebecca Masters, PPC/WID, deputy director
Carlton McGowan, M/PM/CSP, clerk typist
Stephanie McWhirter, PPC/WID, secretary typist
Valerie Mitchell, SDB/OD, clerk typist
Gequeta Overton, ANE/EMS, management analyst
Jeremiah Joseph Perry Jr., M/SER/MO/CPM/M, motor vehicle operator
Ethel Redfearn, M/SER/MO/RM, secretary typist
Carole Siegel, OFDA/OS, disaster

operations specialist
Bessie Walker, LAC/DR/RD, secretary typist
Patricia Williams, M/SER/OP/PS, contract specialist

REASSIGNED

Linda Brown, RIG/AII, auditor, to project development officer, AFR/PD/SA
Craig Buck, Dominican Republic, deputy mission director, to director, LAC/SAM
George Carner, AFR/DP/PPE, supervisory program officer, to deputy mission director, Senegal
Robert Chamberlain, PPC/DC/UN, development coordination officer, to program officer, AFR/DP/PPE
Charles Costello, Guatemala, mission director, to director, LAC/CAR
Lovie Davis, Liberia, supervisory executive officer, to executive officer, M/PM/FSP/CD
Alfred Ford, AFR/EA/UTIOS, program officer, to supervisory program officer, Haiti
Stephen French, FVA/FFP/I, supervisory Food for Peace officer, to Food for Peace officer, Jamaica
Gladys Gilbert, AFR/PD/CCWA, project development officer, to special projects officer, Somalia

Robert Hechtman, LAC/CAR, regional development officer, to director, PPC/PB
John Hummon, PPC/PB, director, to mission director, Botswana
Pamela Hussey, PRE/H, housing/urban development officer, to supervisory regional development officer, Zimbabwe
David Joslyn, ROCAP, agricultural development officer, to supervisory agricultural development officer, LAC/DR/RD
Michael Korin, Sri Lanka, supervisory agricultural development officer, to agricultural development officer, ANE/TR/ARD/APA
Donor Lion, AA/PPC, deputy assistant administrator, to mission director, Peru
Linda Lion, ANE/PD/ME, supervisory project development officer, to project development officer, Peru
John Lovaas, Panama, deputy mission director, to regional development officer, LAC/CAR
Terrence McMahan, Egypt, associate mission director, to director, M/SER/OP
Anne Mehu, M/PM/OD, secretary, to executive assistant, Tunisia
Joan Silver, PPC/PB/C, program officer, to supervisory project development officer, ANE/PD/ME
Maria Ventresca, AA/M, administrative operations assistant, to secretary typist, AA/M
Abdul Wahab, Haiti, agricultural development officer, to supervisory agricultural development officer, AFR/TR/ARD/PA
Lawrence Williams, AFR/PD/IPS, program operations assistant, to management assistant, M/SER/MO/PA/RM
Frank Young, ANE/EA/PB, program officer, to supervisory project development officer, ANE/PD/MNE

Small-Scale Approach Endorsed



Small-scale projects administered by private voluntary organizations (PVOs) play a major role in promoting long-term development in Africa.

In Lome, Togo nearly 100 representatives of American and African PVOs and international and governmental development agencies recently joined the Advisory Committee on Voluntary Foreign Aid (ACVFA) to discuss aspects of small-scale development activities.

Although problems in administering small-scale projects were acknowledged, conferees strongly endorsed the approach to African development.

Conferees also addressed ways to improve AID-PVO communications and simplify the PVO grant process. They noted concern for adequate PVO headquarters and field support facilities and the need for decentralizing PVO authority.

In addition, the committee looked into ways new P.L. 480 food aid programming options could be used through increased AID, PVO and Peace Corps collaboration.

Field visits to PVO-run projects enabled the participants to view

advantages and problems of the projects. Most of the projects dealt with income-generating activities combined with training and cooperative marketing services.

For instance, in a trip to Gadjagan and Agou, participants visited income-generating and educational programs centered around a school garden, orchard and livestock husbandry program.

Another visit to the Alokogbe/Gape/Assahoun region featured cooperative programs in poultry raising, soap making and palm oil production.

And, in the Zio River region, an agriculture project sponsored by Partnership for Productivity works with individuals to strengthen and promote viable producer groups. Special emphasis is placed on assisting women and young farmers participate more fully in productive economic activities through credit education, management assistance and field links with the government of Togo's technical services.

During the site visits, committee members studied the effectiveness of each of the projects and discussed with representatives of the PVOs and project participants how the projects could be sustained and/or copied.

The committee's recommendations are being prepared in a report to be delivered to Administrator McPherson for his review.

ACVFA CELEBRATES 40TH ANNIVERSARY

Elizabeth Hogan has been named the executive director of the Advisory Committee on Voluntary Foreign Aid (ACVFA) during the committee's 40th anniversary year.

First operational as the President's Committee on War Relief Agencies in 1941 and renewed the following year as the War Relief Control Board, the advisory committee was established as the ACVFA by a Presidential Directive on May 14, 1946.

Although its focus and responsibilities have changed over the years, ACVFA still serves as a citizens committee that encourages cooperation between the public and private sectors in U.S. foreign assistance programs.

Hogan also serves as the Agency's coordinator for the Biden-Pell Amendment for development education.

Leadership Develops Improved Training

In April 1984, two far-reaching events took place at the Government Training Institute (GTI) in Mombasa, Kenya. The institute's leadership changed hands, and the AID mission in Kenya began field testing the Learn-Plan-Serve Model, a new method for assisting training institutions in less developed countries (LDCs) carry out self-assessment and organizational planning.

As a direct result of Principal Grace Wakhungu's leadership and mission assistance, GTI is making dramatic changes in the training of government employees and private sector entrepreneurs, according to Fred Hansen, director of AID's Regional Housing and Urban Development Office (RHUDO) in Nairobi.

He points out that before Wakhungu took over as head of GTI, the institute's purpose was to provide a long-term residential program to prepare government secretaries, clerks and finance officers for certificate examinations. The objective now has been expanded to include short-term courses with field consultation and research.

Wakhungu explains, "The institute's objective is to meet the current needs of clients. We had been training to pass exams but hadn't taken care of improving job performance."

She says that the institute now concentrates in three areas: skills instruction such as secretarial, accounting and supply management; supervisory development; and management improvement to teach managers how to listen to their employees for suggestions and solutions to problems.

Wakhungu, who was trained as a teacher and later received advanced training for educators, earned an economics and business administration degree in England. She finds AID's current assistance "very supportive—the approach of AID resource persons is to train people. When they leave, we keep the skills we have learned."

A four-week, AID-sponsored workshop held in 1985 at GTI presented new approaches to training, development and planned change. The institute now bases many of its management courses and expanded professional services on the lessons learned during those workshops and other training experiences provided by AID.

"The dramatic turnaround at GTI has been recognized by the Kenya Ministry of Local Government and the Directorate of Personnel Management, Office of the President, which has provided financial support and designated GTI as the chief training institution for local government officials," says Hansen.

As a result of its expanded mandate, Hansen explains, the institute, with technical assistance from USAID/RHUDO, has developed and launched a series of short courses for local government councillors, chief officers and staff covering financial management, mid-management and supervisory



Grace Wakhungu's leadership and AID assistance have resulted in dramatic changes in the training of government employees and private sector entrepreneurs.

management practices, district focus and the recently adopted Local Authority Development Planning Process. Conferences have been organized and held on specific local government concerns such as hawkers (street vendors) and itinerant traders.

"Over 1,000 senior local and central government officials have been involved in GTI's short-term professional learning experiences since the beginning of 1985," adds Hansen.

Wakhungu points out that although the national government funds the institute, GTI's private sector training division has grown larger than that for government employees. Small and medium-size businesses are beginning to realize that they need personnel with accounting and management skills if they are going to be successful.

The institute serves about 600 night and 250 day students but also reaches people outside Mombasa by holding seminars in hotels and village centers.

"In view of the urgency—of the acute need for training—we hold conferences in which participants get a feeling of what is important to managers. Later, we come back and make available smaller classes for specific information on management principles," says Wakhungu. She is particularly proud of the outreach program because "people from different areas meet each other and begin to see problems in a more personal way, and they often suggest solutions to problems."

Although Wakhungu already has changed the direction of the institute dramatically, she is looking to the future. "We plan to design modules for self-study to reach even more people. We will do more research to help us know our clients better and make our programs more client-oriented," she says.

She notes that although the institute presently does not charge its students for training, it recognizes the importance of increasing income to improve its product. Wakhungu be-

lieves that the institute can earn money from holding seminars, selling self-learning modules and charging fees to local governments after they learn how to generate funds through GTI's training.

For example, "The national government used to give local governments grants to run health clinics, but now the grants have been withdrawn due to a lack of money. We can show local officials how to run a hospital for profit," Wakhungu says.

"In Mombasa, the municipal produce markets were not generating revenue," she continues. "We found some were on the wrong sites—farmers couldn't get to them. The high market also was too old. So we suggested a market be built elsewhere, and the old market site be turned into a restaurant."

She is looking forward to the completion of a major conference center in downtown Mombasa that GTI has

received government authorization to build and operate. The facility will be designed to train high-level personnel from the public and private sectors of Kenya and the region.

Hansen points out, "The (GTI-USAID/RHUDO) experience clearly demonstrates how, with only minimum amounts of money, AID can assist developing countries in institution building."

Note: Dolores Weiss interviewed Grace Wakhungu when she visited Washington, D.C., for a World Bank meeting. Since then, Wakhungu has been tapped as one of the top women professionals in Kenya and appointed to a senior-level position by President Moi. She now is the general manager of the Kenya Reinsurance Corporation. However, her work and the new directions she set continue to be carried out at GTI.

Resource Sharing to Aid in Disaster Assistance

With the hope of developing a stronger working relationship to fulfill common goals, the Office of U.S. Foreign Disaster Assistance (OFDA) and the Federal Emergency Management Agency (FEMA) have outlined an agreement for sharing their resources in disaster assistance efforts.

After months of discussions, Julia Taft, director of OFDA, and Julius Becton, director of FEMA, signed a Memorandum of Understanding (MOU) in a ceremony Oct. 6.

"Although OFDA targets international disaster assistance and FEMA handles those disasters that occur in the United States," said Taft, "the objectives of our two agencies are one and the same, and that is

to save lives and alleviate human suffering in an efficient and timely manner."

The MOU formally defines communication, information and staff exchanges between the two organizations.

The agreement also gives OFDA and FEMA the flexibility to develop ongoing projects and activities with the aim of making the most efficient use of federal resources. The MOU will help enable OFDA to use the services and programs of FEMA when responding to international disasters.

Both Becton and Taft emphasized that the results of the agreement will increase the efficiency and quality of the U.S. response to international and domestic disasters.



Julia Taft (right), director of the Office of U.S. Foreign Disaster Assistance, and Julius Becton, director of the Federal Emergency Management Agency, sign an agreement that will help increase the efficiency and quality of the U.S. response to foreign and domestic disasters.

Spearman Appointed to Board



Leonard Spearman, distinguished professor of psychology at Texas Southern University, was sworn in as a member of the Board for International Food and Agricultural Development (BIFAD) in Washington, D.C., Oct. 29.

For the past six years, Spearman was the president of Texas Southern University. An author and lecturer, he also has served on numerous national, state and local commissions and committees.

From 1970-1980, Spearman served in the U.S. Department of Health, Education and Welfare in many positions, including director of the Division of Student Services, associate commissioner for student assistance, acting deputy commissioner for higher education and associate deputy commissioner for higher education.

He holds a Ph.D. and master's degree in psychology from the University of Michigan and a bachelor's degree in biological sciences from Florida A&M University.

EDUCATION PROJECT PUBLISHES BOOK

A major thrust of BIFAD's agenda calls for university organizations to develop materials and programs that explain the value of international development assistance efforts.

In line with increasing public understanding of agricultural development assistance, the National Association of State Universities and Land Grant Colleges (NASULGC) has released *Solving World Hunger*.



After being sworn in as a member of BIFAD, Leonard Spearman discusses a policy issue at the board's October meeting.

The U.S. Stake.

A product of the association's Development Education project, which is headed by project manager Joan Joshi, the book provides information on the causes and extent of hunger throughout the world.

It also delves into how Americans are affected economically, politically and scientifically by hunger abroad and explains what the United States has done to fight starvation and malnutrition in poor countries.

Joshi also serves as the coordinator of a pilot development education project with the Cooperative Extension Services of the University of Georgia, Michigan State University, University of Rhode Island and Utah State University.

Initiative Aids India



A health initiative designed to support India's program to reduce child mortality is being carried out through a \$3 million Bureau for Private Enterprise (PRE) loan to the Serum Institute of India (SII).

The PRE loan will finance the local production of up to 25 million doses of measles vaccines and four million doses of DPT/polio and rabies vaccines in addition to an expanded plasma production capacity. The loan is part of a \$20 million expansion package for SII.

The PRE loan, signed by U.S. Ambassador John Gunther Dean, is a major element in carrying out research and technology development strategy in India.

During the ceremony, he pointed out that providing new and adapted technologies to raise incomes and

reduce mortality through research technology transfer is an essential ingredient for sustained, broad-based Indian development.

The loan is also part of the Agency's strategy to link the commercialization of vaccine technology to the private sector. A second activity will redefine the government's vaccine production and quality control roles.

The Vaccine Action program, which evolved from an Indo-U.S. science subcommission recommendation, funds collaborative Indo-U.S. basic and applied vaccine research in diarrheal diseases such as cholera and rotavirus.

Also, AID's mission in India is planning to hold a workshop for the Department of Biotechnology that would cover industry-to-university relationships and, socio-economic trends in biotechnology.

\$9.7 Million Provided for Water Project



Administrator Peter McPherson and Solita Collas-Monsod, the Philippines' minister for economic planning and director general of the National Economic Development Authority, signed a \$9.7 million agreement for the Rural Water Supply and Sanitation project in September.

The funds will assist in decentralizing the delivery of public services by developing technical and managerial skills.

Training also will be provided to

help local governments plan, finance and construct self-sustaining water supply systems and related sanitary and health improvements for rural communities.

FIJI RECEIVES WEATHER EQUIPMENT

The Agency recently provided \$500,000 worth of weather equipment to the National Weather Forecasting Center in Nadi, Fiji.

The equipment, installed with technical assistance from the National Aeronautics and Space Administration, gives the center the capability to use American and Japanese geostationary meteorological satellites that cover the Papua, New Guinea, region and large areas around Fiji.

Affirmative Action Plan Geared to Disabled Vets



The Agency is now in the process of developing an affirmative action plan for disabled veterans and is considering ways to increase the employment and advancement of disabled veterans.

Analyzing existing occupations to see whether more employment opportunities can be provided for disabled veterans by establishing part-time positions is one of the actions now under review by the Office of Equal Opportunity Programs (EOP).

EOP also is examining personnel policies to assure that artificial barriers do not exist for the placement or advancement of qualified disabled veterans.

In addition, EOP plans to attract disabled veterans to the Agency through outside recruitment. One method being considered is to maintain contact with disabled veterans'

organizations and to send AID vacancy announcements to them.

The Agency also may use special appointing authorities, request the referral of disabled veterans who are 30% or more disabled from the Office of Personnel Management or participate in job fairs sponsored by veterans' organizations.

In order to have a successful affirmative action plan for disabled veterans, EOP will need the support and assistance of Personnel Management, managers and supervisors.

To keep managers and supervisors aware of their responsibilities, EOP will advise them annually of the objectives of the Disabled Veterans Affirmative Action Plan (DVAAP) through a memorandum. Employees are invited to contact EOP if they have any questions concerning the program. The office is located in room 1216, SA-1.



Via satellite, African experts in Lagos, Nigeria, answer questions from members of the House Select Committee on Hunger, in Washington, D.C., Sept. 17. The purpose of the historic trans-oceanic hearing was to learn from African agriculture specialists how the United States can assist African nations attain food security and self-sufficiency. Committee Chairman Mickey Leland explained, "U.S. food and development policies for Africa won't be effective until they draw on African experience and involve African commitment."

Agreement Aids Child Survival



The Peace Corps' role in child survival efforts will be broadened through a new collaborative agreement with AID. The two-year agreement will support Peace Corps volunteers throughout the world with the objective of expanding child survival efforts.

Two previous interagency agreements between AID and the Peace Corps focused on combating childhood communicable diseases and promoting oral rehydration therapy (ORT). Benefiting from knowledge gained in these earlier collaborations, the current effort will have a similar design and will employ a similar scope of technical resource support.

Representatives from both AID and the Peace Corps anticipate that the new agreement will expand the role of Peace Corps volunteers in national child survival projects. The collaboration will provide programming assistance, training support and evaluation of volunteer performance.

Two hundred volunteers—primarily health workers—will work in child survival activities as part of the effort. The role of many volunteers who already are working on related projects will be expanded.

The major focus of training courses will be immunizations and control of diarrheal diseases through the use of ORT and health education. Other topics that will be addressed include vitamin A therapy, growth monitoring and family food supply.

The potential countries for Peace Corps child survival cooperation include those targeted by AID and other donors, as well as countries in which the Peace Corps already is active in child health initiatives. Kenya, Niger, Malawi, Mauritania, Lesotho, Senegal, Togo, Ecuador, Guatemala, Haiti, Honduras, Paraguay, Mexico, Nepal, the Philippines, Sri Lanka and Thailand are among the countries included in the agreement.

Above all, the activities of Peace Corps volunteers will be integrated as much as possible into the child survival activities of AID, private voluntary organizations and other international agencies in a common effort to save the lives of the world's children.

TWINS THRIVE ON GOATS MILK IN KENYA

On a small farm in the Siaya District of Western Kenya, a pair of four-year-old twins are thriving on milk from their family's goats.

The father of the twins, 66-year-old Daniel Ogonjo, swears that had it not been for the goats provided by the Winrock Management Research Project of AID's Small Ruminant Collaborative Research Support Project (CRSP), his twins would not be alive today.

When the CRSP first placed three female goats (does) on Ogonjo's two-hectare (about five acres) farm, he accepted them with some reservation

because in his culture, men do not usually raise goats.

Ogonjo already had four cows when he received the goats and did not immediately concern himself with the new animals. He also did not milk them to stimulate their ability to give milk.

Not long after Ogonjo received the goats, however, his four cows were stolen. At that time, his wife was in the hospital. He was caring for the twins and wondered what he was going to feed them. Because the family could not afford to purchase other appropriate foods, the young twins still were nutritionally dependent on milk from the cows.

Then, Ogonjo remembered the goats. The does' milk had not yet dried up, and he was able to collect one to two liters of milk per day from the goats to feed his twins.

After this incident, Ogonjo completely changed his attitude toward goats. Of all the local farmers who received goats from the project, his now get the best care. To ensure that the animals have access to plenty of forage, he has adopted all of the feed resource recommendations offered by the CRSP. In fact, he is cultivating one-quarter acre of Sesbania, a highly nutritious leguminous tree, which he will harvest to feed the goats.

Ogonjo now has six goats, and they are reputed to be the best goats in the Siaya District. In fact, the district animal production officer recently visited Ogonjo to recruit some of his goats for the Annual District Agricultural Fair.

The CRSP, in collaboration with the Kenyan Ministry of Agriculture and Livestock Development, has placed over 200 improved goats on farms in western Kenya. Important knowledge has been gained from this research, as well as special benefits to Ogonjo and his family.

FORUM SPOTLIGHTS FRAGILE LANDS

Latin America's steep slopes and humid tropical lowlands are rapidly being degraded through inappropriate land use, misguided and unguided development and inequitable access to land and economic opportunities, according to Hugh Plunkett, chairman of the Fragile Lands Advisory Group.

Degradation of fragile lands endangers billions of dollars in infrastructure such as hydro-electric projects and irrigation systems and threatens sustainable agriculture, he said. It also destroys little-explored tropical environments, irrevocably reducing the world's biological diversity.

The Development Strategies for Fragile Lands (DESFIL) project, created by S&T's Office of Rural Development, coordinates efforts between S&T and LAC missions to design fragile lands strategies and focus research on this topic. Establishing networks among research institutions and professionals in the United States, Latin America and in other regions is an essential part of the DESFIL project.

Charles Schnell, resident director of the Central American office of the Organization for Tropical Studies (OTS), outlined current thrusts in OTS research efforts at the first "Fragile Lands Forum" held in Washington, D.C., in October.

The seminar, jointly sponsored by the AID Fragile Lands Advisory Group and the U.S. Department of Agriculture Forestry Service Support Program, was attended by about 30 participants from AID, non-governmental organizations (NGOs) and private sector firms.

Schnell noted that in its more than 24 years, OTS has produced over 1,600 graduates. Its La Selva Bio-



Cooperation creates better understanding and broad-scale support for the Fragile Lands Initiative.

logical Reserve in Costa Rica recently received foundation assistance to link the original reserve, at 37,130 meters above sea level, with the Braulio Carillo National Park.

The extension includes a comprehensive cross-section of ecological zones, greatly expanding the reserve's research potential for tropical studies. At the same time, OTS has initiated applied work in the rehabilitation of degraded lands in the newly acquired area and is cooperating with other research institutions in fuel-wood studies.

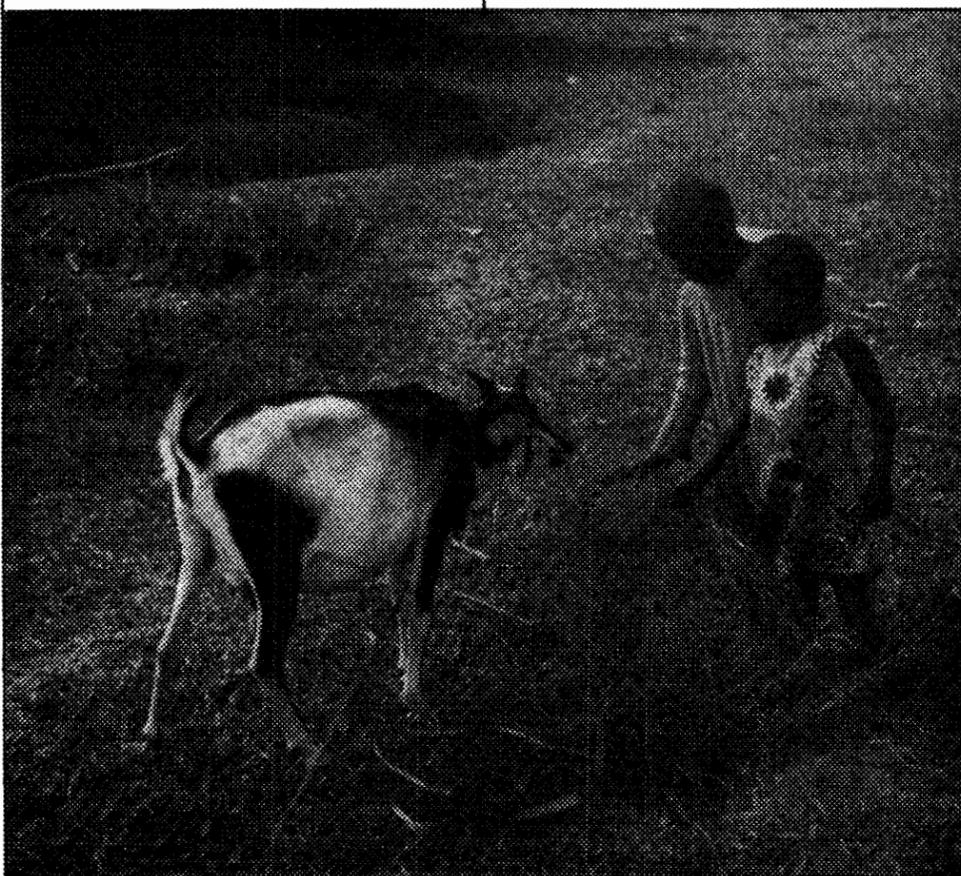
Schnell explained recent OTS efforts to shift from its earlier emphasis on basic research, primarily in biology, to work focusing on "agricultural ecology," which is a strategy more closely related to the practical concerns of residents in the areas surrounding the reserve.

He recommended OTS as one example of how fragile lands issues in Latin America may be addressed through cooperation between research institutions, local communities, NGOs and governments as well as international donors. The benefits of such cooperation can include not only feedback between theory and practice, but also better understanding and broad-scale support for the objectives of the Fragile Lands Initiative, he said.

Close ties to research institutions like OTS, as well as to key environmental NGOs, will be an important part of the fragile lands research network to be developed through the DESFIL project.

AID's Fragile Lands Initiative will combine the technical resources of S&T's Rural Development, Forestry, Environment and Natural Resources, and Agriculture offices with LAC's Rural Development and Education, Science and Technology offices.

For more information on DESFIL and the Fragile Lands Initiative, contact Hugh Plunkett, S&T/RD/RRD, (703) 235-8860, room 620, SA-18, or Robert Mowbray, LAC/DR/RD, room 2242 NS, (202) 647-5682.



A twin (right) and her older sister feed one of the goats that was provided through the Winrock Management and Research project.