

## AID REPORTS: MICROENTERPRISE DEVELOPMENT

Presented below are abstracts of recent AID reports on the subject of microenterprise development. Copies of these reports and other current research studies, sector analyses, special evaluations, and state-of-the-art reports describing a broad spectrum of international development experience are available from AID's Center for Development Information and Evaluation (CDIE). A complete listing of citations and abstracts of reports available from CDIE can be found in the quarterly CDIE journal "AID Research and Development Abstracts" or "ARDA". The goal of ARDA is to transfer development and technical information to active practitioners of development assistance. To obtain copies of the reports listed below or highlighted in a recent issue of ARDA, write to PPC/CDIE/DI, Attn: ARDA, room 209, SA-18, or call CDIE User Services at (301) 951-9647.

### Searching for benefits

U.S. Agency for International Development, Bureau for Food for Peace and Voluntary Assistance, Office of Private and Voluntary Cooperation; Bureau for Science and Technology, Office of Rural and Institutional Development; Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C., AID evaluation special study, No. 28, Jun 1985, xii, 121 p. + appendix, En  
NTIS: PB86-224664, 9380800  
Document Number: PN-AAL-056

The net economic benefits of microenterprise assistance projects in Burkina Faso, Brazil, Honduras, the Dominican Republic and Peru are compared in order to determine the factors responsible for project success. All except the project in Peru were designed and implemented by private voluntary organizations (PVOs).

Following an overview of the microenterprise sector, the paper describes the methodology used to calculate project benefits. Based on sales, profits, wages and employment data, three measures of net economic benefit can be calculated: (1) the minimum estimate, derived from the increase in value added to the firm with a deduction for the opportunity cost of labor; (2) the maximum estimate, which assumes lower labor opportunity costs; and (3) the most likely estimate, which falls in between the above two extremes by factoring in omitted variables.

Separate chapters analyze each project, describing its design and implementation and presenting a step-by-step construction of the three benefit estimates.

A final chapter compares the performance of the five projects in terms of project design, the external environment, the credit delivery system, technical assistance, project costs and PVO contribution.

Numerous tables and a 12-item bibliography (1980-83) are provided.

### Economy-wide models for analyzing policy reform

Oppenheim, Jeremy  
Harvard University, Institute for International Development, Cambridge, MA.  
Development Alternatives, Inc., Washington, D.C.  
Michigan State University, East Lansing, MI.  
U.S. Agency for International Development, Bureau for Science and Technology, Office of Rural and Institutional Development, Washington, D.C. (sponsor)  
Employment and enterprise policy analysis discussion papers, No. 5, Apr 1986, 33p.: charts, En  
Document Number: PN-AAV-269

The role of small- and medium-sized enterprises (SMEs) in industrial development must be understood in the context of government policies which affect key factor prices—the interest, wage and exchange rates.

Policies which alter these prices are likely to affect profoundly market structure and the distribution of manufacturing activity across firms of differing size. The promotion of SMEs in an economy where factor prices are "wrong" may not lead to sustainable improvement of factor productivity in manufacturing.

This paper asks whether Computable General Equilibrium Models (CGEMs) are the best way to explain the consequences of policy reforms in the factor markets. In a model where formal and informal sectors diverge sharply, CGEMs can help us understand the consequences of policies which in effect differentiate between small and large firms.

When market structure is treated as endogenous, however, CGEMs, which focus on resource allocation between markets, do not shed much light on the issues.

There remains a need to develop a theory of market structure which can explain how factor market policies, production technology and firm-level diversification combine to determine firm size distribution. (Author abstract, modified)

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

APRIL 1987

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

PN-ACZ-540



## Child Survival Update

### Agency Supports Anti-Drug Offensive

### AID, Peace Corps Team Effort Works

# Child Survival Progress Featured on Hill

by Ellen C. Irving

Lifting cups filled with ORS (oral rehydration salts) solution, members of Congress offered a toast last month to the health of the more than one million lives saved each year through AID's worldwide effort on behalf of children in developing countries. The salute followed a March 16 briefing by Administrator Peter McPherson on the Agency's second Report to Congress on Child Survival.

"It is a credit to Congress and to the U.S. government that we are making such an important contribution to saving lives in Third World countries," said McPherson. "Since 1985, AID has joined with other governments, private voluntary organ-

izations (PVOs) and international institutions as part of an expanded effort to help ensure that children in less developed countries get a

decent start in life."

The Child Survival program is one of AID's highest priorities, said McPherson. More than half of the



(From left) Reps. Doug Bereuter (R-Neb.) and Chris Smith (R-N.J.) and Sen. Bob Kasten (R-Wis.) join Administrator Peter McPherson in an ORT toast to the Child Survival program.

Agency's health funds are devoted to programs that benefit children, as are parts of the nutrition and population accounts. In addition, Congress has earmarked more than \$130 million since 1985 as part of a special child survival account. Economic Support Funds, the Sahel Fund and Public Law 480 (Food for Peace) also have been tapped. All told, more than \$150 million in AID funds in fiscal 1986 alone went to support child survival activities around the world.

McPherson pointed out that each year more than 14 million Third World children die of disease and malnutrition before they reach the age of five. The goal is to reduce child mortality rates in AID-assisted countries to less than 10 per 1,000.

More than 60% of all child survival dollars are committed to promoting the "twin engines" of the program: immunization against contagious diseases and oral rehydration therapy to combat the effects of diarrheal diseases. In addition, education efforts focusing on birth spacing to improve mother and child survival, breastfeeding and adequate nutrition to

(continued on page 2)

## AID Sets Record in Campaign

For the fourth successive year, AID has exceeded its goal for the Combined Federal Campaign (CFC) as well as its previous year's record, according to Tom Rollis, Agency campaign vice-chairman. Employees and retirees contributed over \$292,000 to the 1987 fund raising event.

During the CFC award ceremony on March 18, Rollis noted that the Agency goal was set high this year. Mission participation—up 20% over last year—was what "put us over the top," he said.

"The mission of AID and the goals of the Combined Federal Campaign are similar," Administrator Peter McPherson explained to the honorees. "Professionally and privately, we are concerned with improving the lives of people and nations. You have reached out to take the hand of the less fortunate and to help make their dreams come true."

McPherson compared the 1987 figures with those of the campaign four years ago. "The average gift has tripled (to \$93.37), and individual participation has increased from 32% to 68%," he said.

"As vice-chairman of the government-wide campaign, I have a special feeling of pride that our Agency contributed more per employee than every other reporting agency as large or larger than AID," McPherson said.

During the ceremony, the President's Award was presented to units with average contributions of \$75 or more and 75% or more participation, including: AID/Washington; Office of the Administrator—Executive Secretariat (ES), Bureau for Africa (AFR), Bureau for Asia and Near East (ANE), Bureau for External Affairs (XA), Bureau for Food for Peace and Voluntary Assistance

(continued on page 12)

## Speaker Urges Commitment

# Future of U.S. Assistance Debated

by Nancy Long

If the United States boosted its commitment to foreign assistance funding, it would attest to the wellspring of humanitarianism in the United States, said Ambassador Stephen Lewis, permanent representative of Canada to the United Nations and special representative of the secretary general on African recovery.

The ambassador spoke at the opening session of the AID-funded 1987 International Development Conference held March 18-20 in Washington, D.C. The conference focused on "The United States and the Third World: Continuing Commitment? Future Policies?"

"Humanitarianism is a reasonably noble instinct and not some quixotic absurdity," Lewis said. "It is not the sole objective of assistance, but nor is it some soppy, self-deluding, squeamish, intellectually aberrant theory."

"Everything from the Marshall Plan to the response to the Ethiopian famine gives credence to the decency of this society."

In his remarks, Lewis concentrated primarily on the U.S.-Africa relationship as a representative model.

"The tendency to depreciate the fundamental contribution the United States has made over the decades introduces a distortion that is illegitimate," Lewis stated.

"Because, in fact, the enormous contribution over the decades when all of these countries were coming to independence is something that is

appreciated and honored [by Africans] rather than reviled," he said.

Sharing his firsthand observations of the Special Session on Africa held at the United Nations last spring, Lewis said that the meeting represented the first time in its history that the United Nations concentrated on the problems of one region of the world.

"Against all odds, the special session was a success, broadly-based and given to consensus," he asserted. "The session document, the African Priority Program for Economic Recovery, emerged because there was good will, compromise and a determination that we would move from the horror of the famine to a more decent and sustainable economic recovery."

Lewis contends that if the United States would increase its foreign assistance budget to .7% of its gross national product, that almost alone would avert the financial shortfalls in the U.N. program projected for Africa over the next five years. Increased U.S. foreign assistance funding would be consistent with declared U.S. policy and be in line with humanitarian concerns, Lewis said. "In addition, increased funding would meet the quest for ideological affinity, from strengthening democratic institutions to reaffirming Western values."

"How better to do this," he concluded, "than to support Africa and Third World countries at precisely the moment they are on the verge of a restoration of economic recovery?"

Following the opening session, AID representatives participated in panel discussions on topics ranging

from Third World private sector economies to multilateralism to development education.

Outlining trends in development education, Elizabeth Hogan, Agency coordinator for development education, described AID's role as a catalyst to leverage money from sources outside the government: "AID funds are intended to be seed-grant monies to be matched by private organizations."

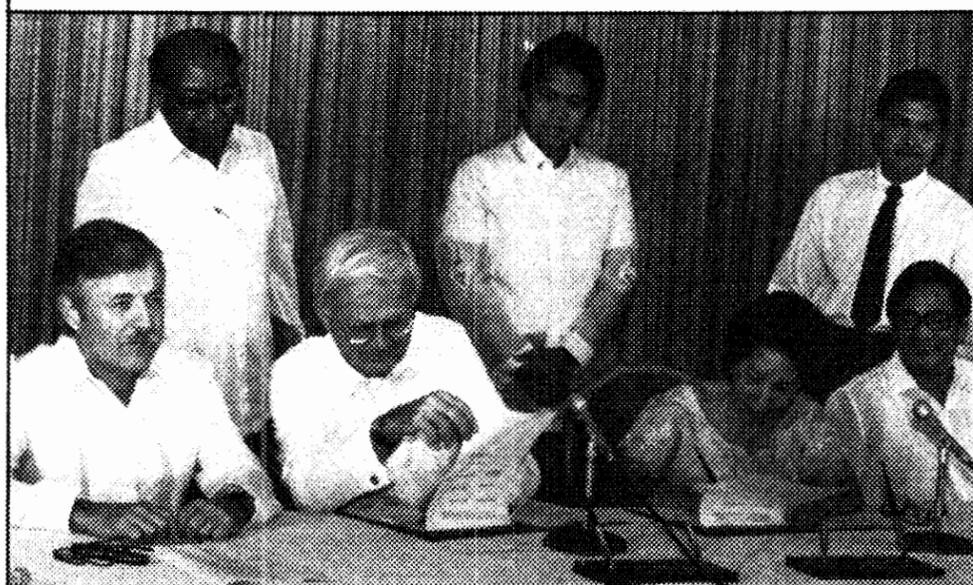
She added that AID's level of support for development education would likely remain constant in the future, noting that \$2.7 million was requested for 1987 in the Congressional Presentation. Hogan predicted that more private voluntary organizations would include development education activities in their budgets and that secondary schools and universities would add such programs to their curricula.

Kelly Kammerer, director of the Office of Legislative Affairs, participated in a discussion on the foreign assistance budget. Kammerer reviewed the current situation in Congress relating to the effect of Gramm-Rudman legislation on the 1988 foreign aid budget.

Total budget authority for the foreign affairs account for fiscal 1987 is \$16.720 billion, and the request for fiscal 1988 is set at \$19.072 billion, he said.

More than 1,200 participants and 160 speakers attended the biannual conference, the largest event in its 35-year history.

Long is assistant editor of Front Lines.



A new \$4.5 million AID project to help businesses in the Philippines to become more involved in community development was launched with a formal signing Feb. 26 in Manila. The Enterprise in Community Development effort will provide matching funds to corporations that seek to enhance the quality of life in rural areas by improving infrastructure or promoting income-generating activities. Stephen Bosworth, outgoing U.S. ambassador to the Philippines, and Solita Monsod, director general of the Philippines National Economic Development Administration, sign the agreement as (from left) Mission Director Fred Schieck, Food for Peace and Private Voluntary Cooperation Chief Bryant George and Philippine business leaders look on.

## Founder of AID Dead at 83

Henry R. Labouisse, former head of the old International Cooperation Administration (ICA) and a founder of the Agency for International Development, ICA's successor, died of cancer March 25 in New York City. He was 83.

"He set the standard for many of us in the humanitarian assistance field," said AID Administrator Peter McPherson.

A principal organizer of the Marshall Plan in the late 1940s, he held a variety of assignments related to the economic and financial recovery of postwar Europe. He was named chief of the Marshall Plan mission to France in 1951 where he remained until 1954 when he took a U.N. refugee relief assignment in the Middle East.

In 1961, Labouisse was appointed head of AID's forerunner, the International Cooperation Administration, and played a key role in preparing legislation that established the Agency.

As executive director of UNICEF from 1965 until his retirement in 1979, Labouisse was instrumental in UNICEF's joining forces with the World Health Organization to develop a plan to improve health care services to Third World countries.

Labouisse was a graduate of Princeton University and Harvard Law School. He practiced law in New York for 12 years before joining the State Department in 1941 in the division of defense materiel.

He is survived by his wife, the former Eve Curie, and one daughter.

## Child Survival

From page 1, column 4

ensure normal growth are a part of AID's strategy. "These are the foundations on which to build health systems capable of delivering other critical health interventions," McPherson said.

AID currently supports child survival activities in more than 50 countries. To achieve maximum impact, the Agency is placing special emphasis on 22 relatively large countries where mortality rates are especially high, where the government is committing its own resources to improvements in child health, where AID has a sizable presence and where opportunities exist for collaborating with other donors.

Although emphasis countries are presently receiving roughly 60% of AID's child survival dollars, the sub-

ject is an important part of the policy dialogue that AID carries on with all host governments, the Administrator said. Many child survival activities also are included in ongoing health programs and in AID-supported PVO and international agency efforts.

Less publicized, but equally crucial components are results oriented research and institutionalization of services to ensure continued success, McPherson noted.

In closing, the Administrator recognized Sen. Bob Kasten (R-Wis.) of the Senate Foreign Operations Subcommittee and Congressmen Chris Smith (R-N.J.), Doug Bereuter (R-Neb.) and Mickey Edwards (R-Okla.), who serve on the House Foreign Affairs Committee, as members "who have made the cause of saving children's lives their personal priority" through their efforts on behalf of the Child Survival program.

Irving is a writer in the Bureau for External Affairs.

# CONTENTS

Vol. 27, No. 3

## NEWS & FEATURES

- 4 **WOMEN'S WORKSHOP EARNS HIGH RATINGS**
- 5 **AGENCY SUPPORTS ANTI-DRUG OFFENSIVE**  
by Suzanne Chase  
As the narcotics problem assumes increasing importance in many AID-assisted countries, the Agency steps up its efforts to support indigenous anti-drug programs.
- 6 **INSTITUTE PROMOTES FREE MARKET GROWTH**  
by Gordon Murchie  
In Peru, the Agency-funded Institute for Liberty and Democracy works to reduce bureaucratic roadblocks and legal constraints to the nation's economic growth.
- 7 **AID, PEACE CORPS TEAM EFFORT WORKS**
- 8 **EMPLOYEES RECOUNT PEACE CORPS ADVENTURES**  
Agency employees recall the experiences that launched their careers in international development.
- 11 **PERSONALITY FOCUS: RICHARD BISSELL**  
by Roger Noriega

## DEPARTMENTS

- 13 **S&T—Ag Technology Transfer Aided by Computers**
- 13 **FVA—FFP Office Has New Regional Focus**
- 14 **EOP—Accommodation Benefits Handicapped Employees**
- 14 **CDIE—Guide Available for Group Interviewing**
- 14 **FLO—Classes Help Families Adapt**
- 15 **WHERE IN THE WORLD?**
- 15 **ANE—Bloch Welcomes Challenge at ANE**
- Back Cover—Abstracts Available

Assistant Administrator for External Affairs: Tom Blank  
Director of Publications: Dolores Weiss  
Editor: Suzanne Chase  
Assistant Editor: Nancy Long  
Senior Writer-Editor: Roger Noriega  
Staff Writer: Ellen C. Irving  
Photographer: Clyde F. McNair  
Staff Assistant: Mary Felder

Correspondents: EOP: Voncile Willingham  
S&T: Marcia Packer  
GC: Robert Lester SCI: Irvin Asher  
M/PM: Marge Nannes  
BIFAD: Margie Tumblin  
OFDA: Renee Bafalis  
PPC: Warren Weinstein PRE: Douglas Trussell  
PPC/E: Mary Ryan

*Front Lines*, a publication for employees of the Agency for International Development, is published monthly by the Bureau for External Affairs. It has been reviewed and approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, *Front Lines*, AID, Room 4889, Washington, DC 20523. Phone (202) 647-4330. Next Issue: May 15, 1987



Photo Credits: Cover, pages 2, 3, Roger Noriega; page 5, Craig Buck; page 6 (top), Maria Luisa Paino, (bottom) Caretas; page 12, Dolores Weiss

Cover Photo: The ultimate beneficiaries of all AID programs are the children of the developing world, heirs to the future. Progress in the Agency's child survival efforts is featured in this issue. See articles on pages 1 and 3.

## Training on Track

# ORT Miracle Helps Filipinos

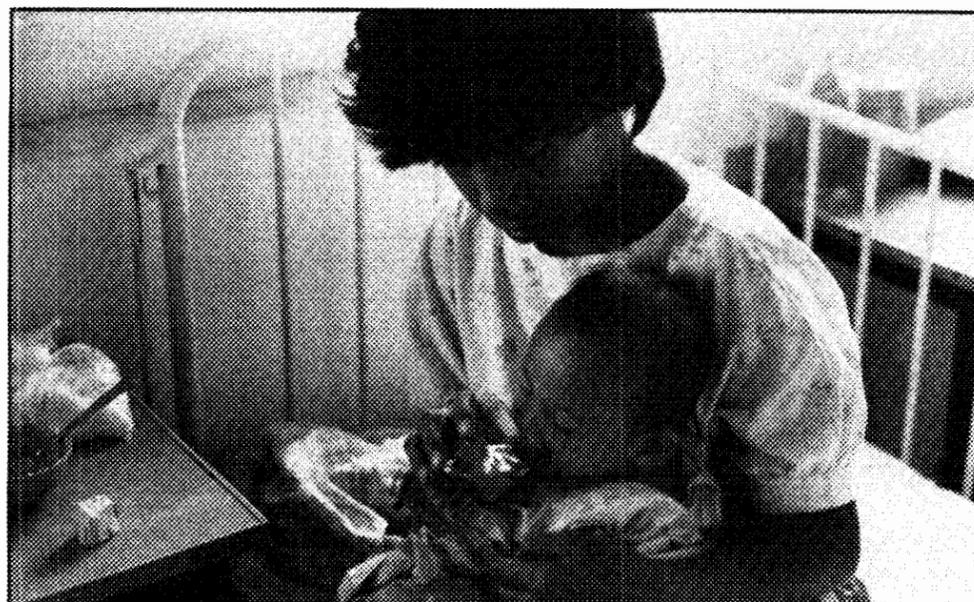
by Roger Noriega

A rural doctor dramatized a story of life and death during a recent visit to the Philippine Department of Health in Manila. He told of two patients: an infant suffering from severe dehydration brought on by diarrhea and an adult with the same deadly symptoms who was so ill he had to be carried in a hammock to the doctor's care.

The baby's parents begged the physician to send the child to an out-of-town hospital for treatment. The doctor reluctantly gave in to their pleas rather than begin a new "miracle" treatment that he had learned. The baby didn't survive the trip.

That tragedy was burned in the doctor's memory when he treated the man in the hammock. He immediately started the innovative treatment. Just one day later, his patient showed dramatic improvement, picked up his hammock and carried it home.

"This miraculous recovery was like a story out of the Bible," says Enriqueta (Kit) Sullesta of the Department of Health of the Philip-



**AID's objective is to encourage the use and insure the availability of the ORT simple solution to hundreds of Filipino children.**

pine government. "And, that doctor was one of the 'Doubting Thomases.'" Now, the doctor is a believer in a treatment the medical community calls "ORT," oral rehydration therapy. Sullesta is a believer, too. She heads a nationwide initiative to teach the importance and simplicity of this lifesaving treatment to doctors and nurses and the people they serve.

"The Philippine program is regarded as one of the best of its kind in the world," says Dr. Rosendo Capul, health advisor at the AID mission. The personal interest of former Minister of Health Jesus Azurin made the Philippines a pioneer in the research in the 1960s and 1970s that produced ORT. Some of the earliest research to devise the most effective ORS (oral rehydration salts) formula was done at the Naval Medical Research Unit in the Philippines.

Today, the front lines in this ORT program are treatment clinics around the island nation. The national center, built with AID funds, is adjacent to San Lazaro Hospital in the Department of Health compound in Manila. During the peak season for diarrheal diseases—the rainy season from late June to September—the

clinic handles 40-50 cases per day. Most are children no more than six years old. Providing that rehydration progresses with ORT, the patient is sent home with a pre-mixed supply of the ORS solution Oresol and instructed to return in five days for a follow-up visit.

Children like the taste of the life-saving Oresol, says Criselda Tech, staff nurse in the ORT unit at Quezon Memorial Hospital in Lucena City. To reassure nervous mothers, "We tell them it tastes like tears." Most mothers are familiar with that, she says, smiling. Capul notes that it is important to demonstrate to mothers the proper way to prepare the Oresol solution. He recalls a case in which the simplified instructions advised mothers to use a common beer bottle to measure the liter of water to be added to the ORS formula. Unfortunately one mother mistakenly added beer.

When asked in a follow-up visit how her baby was responding to the treatment, she innocently reported, "He slept very soundly."

Of course, the benefits of ORT are needed far beyond the confines of San Lazaro. Secretary of Health Alfredo Bengzon and Undersecretary Manuel Roxas have targeted ORT as a national priority in the department's current five-year plan. A task force directs the government's National Control of Diarrheal Diseases initiative. The department also produces and distributes Oresol at no cost to the public through government health clinics.

Perhaps the most important element in spreading the use of life-saving ORT is teaching health care professionals how it is used and convincing Filipinos that it could make the difference between life and death.

In 1984, an AID-funded health study recommended a renewed thrust in training medical people and educating the general public in ORT. By that time, expanding the availability of the treatment had become one of AID's worldwide priorities.

AID is assisting the Department of

Health to intensify its efforts to train all health workers in ORT, educate the public on the treatment and make the product readily available by encouraging private sector production of the ORS and dry packets. The Agency committed \$4 million to this five-year effort; the Philippine government is contributing the equivalent of \$3 million; and the World Health Organization (WHO) has helped significantly.

"The National Rehydration Training Center first took on the task of training all of the provincial pediatric doctors and nurses. That has gone exceptionally well," explains Bill Johnson, chief of the mission's Office of Population, Health and Nutrition. "WHO rates the training center as one of the best in the world," he says.

Sixty-five of the 75 provincial hospital pediatric staffs have taken an eight-day course in ORT. The people who have been trained at the national center in turn teach ORT to the medical staff of provincial hos-

pitals. The provincial health staff will train district hospital workers, and so on, until thousands of rural health units, midwives and community health workers are trained nationwide. This so-called "echo training" has been completed in about one-fourth of the country.

Dr. Cielito Fernando heads the ORT training campaign in a region near the capital, where 40 of the 144 nurses and doctors from the area's district hospitals have already attended five-day seminars at Quezon Memorial Hospital in Lucena City.

"We are pooling our training here, where we can bring all district hospital physicians and pediatric nurses for hands-on training," he explains. Fernando stresses the importance of having a sufficient number of dehydration cases referred to the hospital so trainees can see ORT work first-hand and develop confidence in the therapy.

"When I received training, there was a dehydrated patient very near death. We all pressured the doctor who was training us, 'Why not use an I.V.?' He wanted to show us that ORT does work," recalls Fernando. "I will work harder in training others because I've seen ORT work."

"The reduction in mortality rates has been very dramatic as the training advances and as hospitals establish ORT units," says Capul. Johnson notes that the money saved in using ORT will enable the department to expand its services.

According to figures provided by Dr. Zenaida Jusep of the Provincial Hospital of Negros Oriental, there was only one death related to dehydration from May to August 1986, compared to six deaths in the same period the year before. "The difference was ORT," Capul notes.

Moreover, fewer patients had to be given I.V. treatment, spelling a big reduction in the cost of care, notes Johnson.

In 1981, Manila's San Lazaro Hospital reported a 62% reduction in the cost of treating diarrheal cases

(continued on page 4)



**Perhaps the most important element in promoting the use of life-saving ORT is teaching health care professionals how it is used and convincing Filipinos that it could make a difference between life and death.**

## Women's Workshop Earns High Ratings

Surveys reveal that top-ranking executives demonstrate strong leadership qualities that enable them to accomplish an organization's goals efficiently and fulfill personal aspirations.

As more women pursue professional careers with the intent of reaching the highest levels within both public and private organizations, leadership skills and a personal long-term career plan are vital.

Recognizing and highlighting the growing resource women offer AID, the Office of Equal Opportunity Programs and the Training Division in the Office of Personnel sponsored in September and again in February a "Career Management for Women Workshop," a class that focuses on developing mid- and senior-level women's leadership abilities.

Agency women who attended the pilot session last September gave the class a 9.6 rating on a 10-point scale and indicated that the training was beneficial and needed.

The purpose of the three-day workshop is to provide AID professional women with an opportunity to analyze the organizational and cultural factors that have an impact on career progression and to develop strategies for personal and professional success.

"Workshop participants come away with an increased awareness of self-management," said Annette Sturdevant, the course co-trainer and president of Organization Development Systems, Inc., a human resources management consulting firm.

"I am interested in setting not only career goals but life goals, and this is a management course that helps women deal with issues for life," explained one participant, Barbara Felton, chief of the Records Management Branch in the Bureau for Management. "No matter what stage of life you're in, you are always in a developmental mode."

The course aims to look at goals from both the organization's point of view and the individual's.

"About 10 years ago, this training was unavailable," said Anne Dammarell, program officer in

the Bureau for Asia and Near East. "I decided to take the class to meet with other women in the Agency who are interested in career development. The training is excellent and surpassed my expectations. This is not a gripe session; the women are serious."

Through a series of exercises, the participants explore their current status as professionals. They clarify goals, identify barriers to those goals and develop a personal plan of professional achievement. According to Sturdevant, one of the most critical aspects of the workshop is for each participant to determine and leave with concrete, step-by-step ways to attain professional and personal goals.

One of the exercises uses a leadership style survey developed by co-trainer Joyce Taylor as part of her MBA degree requirements. The purpose of the exercise is to identify individual strengths and the behavioral characteristics of others in the workplace so that people can work together more effectively.

"To effectively act, react and interact with others in the work situation, it is important to be aware of co-worker communication styles and personality-linked work preferences," said Taylor.

Another class exercise helped the participants to define the culture at AID by listing actions that currently are considered valuable and those that are taboo or are considered non-productive at AID. On the following day, the participants completed the second part of the exercise, which involved listing what *ought to be* considered valuable and what *ought to be* considered taboo within the Agency workplace.

"The challenge as a leader is to transform the Agency into how it ought to be, reflecting the shared values and beliefs of the organization," explained Taylor.

Serving as a support system panel, four AID managers, Dick Meyer, executive secretary, Vivian Anderson in the Bureau for Science and Technology, Keith Sherper in the Bureau for Africa, and Marilyn Zak, on detail at the Army War College, have attended both sessions of the workshop to offer their advice for career success and fulfillment.

The workshop offers Agency women the opportunity to develop and foster a support system of women professionals. "This is crucial to an organization because networking helps the organization accomplish its goals," Sturdevant affirmed.

Participant Drina Shuler, management analyst in Policy Planning in the Office of Personnel Management, explained, "The course is a good way of putting together a growing network of people who want to play an important role in the Agency and want to contribute more."

Sturdevant emphasized that the two key ways to contributing more to and being elevated within the organ-

ization are getting developmental assignments and having "access equity"—positive visibility with senior management.

"Know the formal structures of the organization, then pay attention to the organization's informal culture, which determines how things get accomplished and defines the shared values and basic beliefs that drive the system," she continued.

Re-emphasizing the point, Buster Brown, counselor to the Agency, told the group that they should realize that AID is not a monolith and that organizational cultures may vary by bureau. He encouraged them to understand the cultures of their respective bureaus: "Assess where you are, who runs the bureau, what his or her values and standards are and the potential upward mobility within the bureau."

"One strategy for successful career advancement is finding a mentor—someone who will go to bat for you, offer advice on how you can improve and steer you in the right direction," he added.

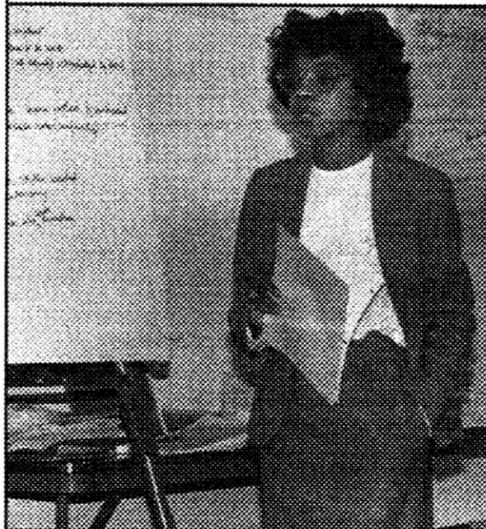
Brown stressed the importance of understanding the boss' expectations and goals, pressures and working style. "Adjust your personal style to meet the reasonable expectations of your boss. A bureaucracy is a place where you have to work with other people in pursuit of organizational goals. Resist the tendency to march to your own drummer."

"The Administrator and top management are committed to supporting the advancement of women," Brown continued. "But translating this impulse into action is more difficult. Courses offered to help women develop the skills to move up the ladder are certainly a step in the right direction."

In two months, the entire group is scheduled to meet again and discuss the progress they have made in exerting their leadership skills.

The course will be offered again Aug. 25-28. Persons interested in attending should call Von Willingham at (202) 663-1510 or Lucy Sotar at (202) 653-8611.

—Nancy Long



Co-trainer Joyce Taylor conducts an exercise on leadership during the Career Management for Women Workshop.

## ORT

From page 3, column 4

with the use of ORT. The number of related deaths was cut in half, and the percentage of patients claimed by dehydration dropped from 3% to less than 1%.

To make certain that new doctors are skilled in the oral rehydration practice, the Philippine Pediatric Society (PPS) used AID funds to develop an ORT textbook, authored by national medical experts, that is used in medical schools throughout the country.

The Department of Health, working with the PPS, will focus on training private doctors in the future. About one-half of all Filipinos get their health care from private physicians.

The Pediatric Society also has prepared self-instructional packages to be used by physicians in continuing

education. "The important thing is giving the private doctors an incentive to pick up this new technique," Johnson says.

The second aim of the AID-supported program is to create a public demand for ORT by educating the population on its benefits. "An important component of this project is public promotion of ORT. The key message is that dehydration kills and this treatment is effective," says Capul.

To meet the expected demand for ORT and make it inexpensive and easily available, AID has encouraged the government to cultivate private sector production and distribution of the rehydration packets.

The Philippine Department of Health currently produces about four million packets of oral rehydration salts per year. The potential demand in the Philippines, a nation of 56 million people, is estimated at nine million packets. "The hope is

that private companies will be willing to produce the ORT salts and sell them at a small profit," Johnson explains. "It is critical that the price remain within reach of low-income consumers who tend to need the product most."

"This will be difficult because the competing products, such as anti-diarrheals and I.V. fluids, are much more profitable," he reports. There are several companies that have begun producing the ORS solution for sale to meet the demand being generated by the training programs and education campaigns.

But, Johnson says producers are concerned that if prices are to be affordable to the poor that this might never be a profit-making, self-sufficient operation and that it could require continued subsidy.

The project calls for test marketing the ORT packets in two regions where the government has distributed about 13 million Oresol packets

since 1980. The familiarity with the product has created an existing demand that might make private sector production profitable, according to Johnson. The test marketing will be accompanied by promotional advertising by the Department of Health.

"If this test fails to create a market, then we'll probably have to continue with the government buying from the private sector and distributing the subsidized product to the people," Capul predicts.

"I have many dramatic examples of how lives have been saved by ORT," Sullesta reports. However, the proof of effectiveness is not the problem. The practical task at hand is encouraging the use and insuring the availability of this simple solution to Filipino children who desperately need a miracle in their lives.

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

# Agency Supports Anti-Drug Offensive

by Suzanne Chase

**B**ecause poor farmers in developing countries grow the majority of the world's illicit narcotics, AID is at the nexus of the drug control problem," says Richard Bissell, assistant administrator of the Bureau for Program and Policy Coordination (PPC).

AID's narcotics control activities have been a part of the international component of President Reagan's Federal Drug Abuse Strategy since the early 1980s. However, the Agency as an institution now is more involved than ever before, he says.

"This past year, the narcotics issue has taken on new meaning for AID," says Bissell. "We are committed to making even stronger efforts in the future. We will be held to this commitment because now there are very strong sanctions attached to the failure to combat the illicit drug industry in a number of AID-assisted countries."

The Anti-Drug Abuse Act of 1986 requires the automatic withholding of 50% of most forms of U.S. assistance to major illicit drug-producing and drug-transit countries during the first half of each fiscal year.

Subject to congressional review, the sequestered funds will be released only if the President certifies to Congress that the country has "cooperated fully with the United States" or has "taken adequate steps on its own" to prevent the sale or transport of illicit drugs to the United States and to prevent the laundering of drug profits. Funds also may be released on the basis of the President's certification that U.S. "vital national interests" require providing the assistance. The certification is provided to Congress on March 1 each year.

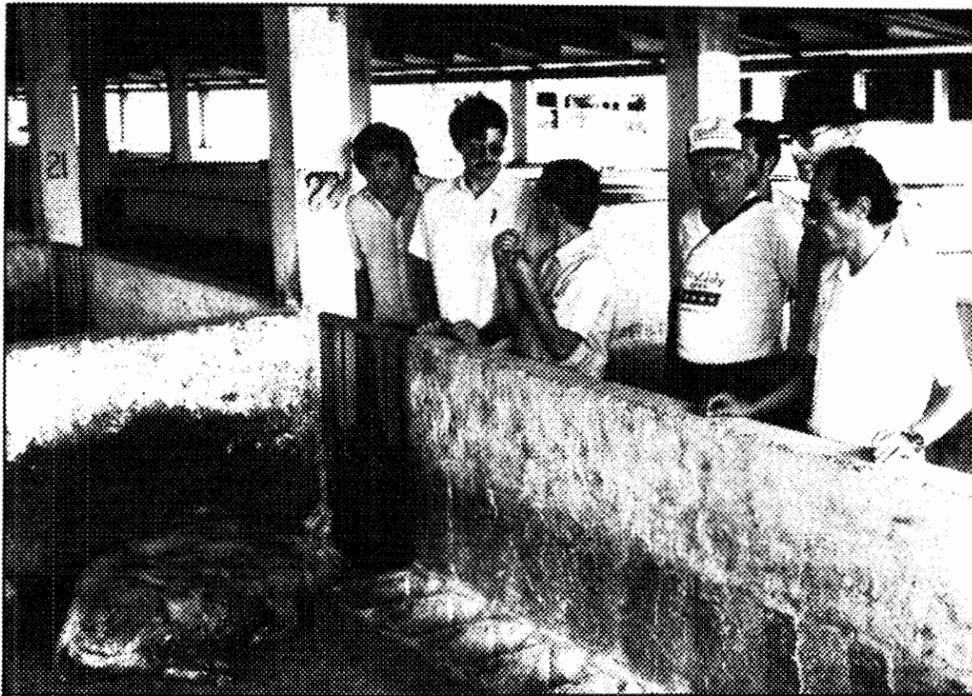
Of the countries involved, the White House this year certified all but three—Afghanistan, Syria and Iran. Two countries, Laos and Lebanon, were not certified but were granted waivers on grounds of national interest.

If Congress enacts a resolution disapproving certification for a country, the sequestered funds—under existing law—can then be reprogrammed by the State Department's Bureau for International Narcotics Matters (INM) for purposes of interdiction and eradication.

"In essence, the funding is lost to AID, and that suspension of AID support to a country is in effect for one year, until the next annual cycle of the certification process," says Bissell. He points out that the sanctions affect not only the Agency's bilateral programs, but that decertification also means a loss of U.S. backing for loans from multi-lateral development banks.

"This is the first year we have gone through this particular exercise with these kinds of stakes," he says.

To meet the increased demands and to improve communications concerning the Agency's narcotics control efforts in developing



**In the coca-producing Chapare region of Bolivia, Assistant Administrator for the Bureau for Latin America and the Caribbean Dwight Ink (center) visits an Agency-funded integrated development project, which offers farmers alternative sources of income such as pig breeding.**

countries, AID recently established an office to coordinate all narcotics-related activities. The office, located in PPC, is headed by Joseph Esposito, who for the past five years has overseen AID's anti-narcotics activities in the Asia and Near East region.

"As increased attention is directed toward this area, we need to ensure a better understanding of how AID interacts with the U.S. government's anti-narcotics efforts," Esposito says. The Agency works closely with the White House, State Department, U.S. Information Agency (USIA) and other government agencies as well as with international organizations such as the U.N. Fund for Drug Abuse Control (UNFDAC) and the Development Assistance Committee of the Organization for Economic Cooperation and Development.

"We also intend to step up efforts to provide information to our missions regarding problems and successes in AID narcotics-related programs, just as we share information in other sectors," he says.

Narcotics efforts have become a critical element in policy dialogue, not only because of the Omnibus Drug Act, but because it is a major domestic issue on the agenda of many of these countries as well, according to Esposito.

"Where many producing countries once saw the issue of drugs only as a U.S. problem, they now realize it is a matter of serious domestic concern as well. They are witnessing growing addiction rates among their own populations. Environmental damage also is occurring in some countries as farmers strip mountainsides of trees and vegetation to plant poppies and coca. And, drug-related violence in some countries is leading to a breakdown of civil order and a distortion of national life. Governments realize they cannot allow this to continue without facing chaos down the road."

Esposito points out that economic development assistance alone will not control narcotics. "No one crop

can provide an economic substitute for the income farmers can earn from producing narcotics. Effective policies and law enforcement measures also are necessary," he says. "There must be linkage between development and enforcement. AID is not involved in eradication efforts, which are the direct responsibility of the host government, but eradication is essential to the success of any anti-narcotics program."

It is important, he says, that the anti-drug campaign have broadly-based public support in the country and that it be led by the country itself, not perceived as a program imposed by the United States.

"We want to avoid the subject becoming a domestic political problem in which governments are accused of taking action only because of outside pressure. This can be enormously disruptive to mobilizing the kind of public support necessary for these efforts to succeed," he says. "AID's purpose is to lend the type of catalytic support that can be decisive to the success of indigenous activities."

To help generate public support, AID is increasing its efforts in narcotics awareness programs. Included in the Drug Act of 1986 is authorization for an additional \$3 million in Development Assistance funds this fiscal year for "activities aimed at increasing awareness of the effects of production and trafficking of illicit narcotics on source and transit countries." The funds may be used to support ongoing awareness programs or to initiate new projects.

In allocating the funds, PPC has given the bureaus for Latin America and the Caribbean (LAC) and Asia and Near East (ANE) broad discretion in programming. "The bureaus are encouraged to design and implement activities in consultation with USIA and INM representatives. If feasible, projects should involve co-financing or complementary projects by these two organizations," Esposito says.

In addition, AID is stressing private sector involvement in narcotics awareness activities. "When governments cannot even afford to take care of such fundamental concerns as overcoming basic childhood diseases, they certainly cannot afford the costs associated with drug addiction," he says. "To address the drug problem requires the cooperation of all elements of society."

According to Craig Buck, director of the Office of South American and Mexican Affairs and LAC anti-narcotics coordinator, the \$2.2 million allocation that the bureau will receive from the congressionally-mandated fund will support expansion of existing programs and establishment of pilot programs in Bolivia, Belize, Jamaica, Colombia, Costa Rica and Mexico. The allocation will be complemented by additional funds from the bureau's budget.

"Almost all of our drug awareness activities are carried out through the private sector because it is the driving force in efforts to increase knowledge about the indigenous drug problem," says Buck.

He explains that the enormous economic power wielded by drug traffickers in the region poses a major threat to legitimate business. "In the case of Bolivia, for example, the potential is very real for drug dealers to virtually control the formal economy at some point in the future. In the process of laundering drug profits through 'front' businesses, they undercut legitimate businessmen and drive them to bankruptcy."

An AID program in Bolivia provides support to the Confederation of Bolivian Private Entrepreneurs, an activist organization concerned with narcotics money penetrating legitimate business. The \$500,000 grant agreement calls for the development of a comprehensive narcotics awareness program. An AID-funded series of graphic documentaries, produced by Bolivians, on the harmful effects of coca production on the economy and society already has been shown at length on Bolivian television.

The great wealth and inherent violence associated with the illicit drug trade are major concerns in AID's efforts to promote democracy and a competitive and viable private sector in Latin America, Buck says.

"The potential link between narcotics producers and terrorist groups in this region also is a priority issue for the national leadership in both the public and private sectors. In Peru, the 'Sendero Luminoso' (Shining Path) terrorist organization is believed to be linked to the drug trade, and in Colombia, M-19 terrorists may be funded by drug traffickers."

In Peru, a group of 80 prominent citizens from all walks of life, bound by their concern over the implications of the drug problem for national survival, last October formed the Center of Information and Education for the Prevention of Drug Abuse (CEDRO). AID supports the activities of CEDRO through a \$4 million Drug

(continued on page 10)

# Institute Promotes Free Market Growth

by Gordon Murchie

As Peru slowly returned to a more democratic posture in the early 1980s following years of military dictatorship, a group of Peruvian citizens concerned with bureaucratic roadblocks and legal constraints that have limited investment in and the growth of Peru's economy established the Instituto Libertad y Democracia (ILD).

The primary goal of the organization is "to provide the research data and intellectual arguments necessary to move Peru from a mercantilist to a market economy, from an elite, semi-democratic society to a modern political nation," says Hernando de Soto, ILD director.

To encourage economic policy reform and the development of a more market-oriented economy in Peru, the AID mission in Lima is providing financial support to ILD as part of a three-pronged Private Sector Policy Planning and Institutional Development project. A four-year, \$6 million program launched in

**"Much of Peru's productive population remains outside the legal economy because of excessive red tape."**

April 1985 aims to bring about an increased awareness and understanding of the positive role that private enterprise can play in Peruvian development, according to Mission Director Donor Lion.

Lion notes that AID and ILD share common objectives such as strengthening the democratic fiber of the nation, reforming policies and procedures that stymie economic growth, and promoting a public and policy dialogue that can effect change and progress. "These are the shared values that form the basic mortar of our program with ILD," he says.

The project promotes policy dialogue among and between representative private sector organizations and the Peruvian government, according to George Hill, deputy mission director. It also helps build the institutional capacity of both the public and private sectors to research and analyze key economic issues and develop realistic and appropriate policies that address them.

In addition to ILD, the program involves the National Confederation of Private Enterprise Institutions, the Central Bank, the National Planning Institute and the Ministry of Economy and Finance.

ILD's focus is the informal private sector, which the institute defines as all those who are active participants in the nation's economy but who

operate outside the official economic structure of laws, regulations and taxes. The "informals," including street vendors, small businessmen, shop owners, suppliers of services and light industry entrepreneurs, represent 60% of the economically active population of Peru, according to de Soto. "In effect," he says, "the informal sector has formed a parallel economy to the legally registered formal and public sectors of the country."

According to ILD, such a large percentage of the nation's productive population remains outside the legal economy because of the excessive amount of red tape and bureaucratic requirements necessary to establish a legitimate enterprise.

"To open a simple stand to sell sodas and newspapers now requires 43 days worth of permit processing at a cost of \$590," says de Soto.

"When one considers that the average informal vendor's annual income is only about \$700, it is not difficult to understand what a formidable obstacle such requirements present."

De Soto explains that this parallel system has had the negative effect of discouraging Peru's full economic potential since half of its economy is conducted on a marginal and thus inefficient basis. However, he says, "These same 'informals' have proven to be both resilient and productive, even in the face of changing economic circumstances. ILD studies show that, in fact, a majority of the nation's commerce, industry, transportation and housing construction is already in the hands of the informal sector."

"The recent dramatic rise in public and government awareness that the future health of the national economy depends in large part on integrating the informal and formal sectors under a more simplified and decentralized legal system is a direct result of the research and very active public advocacy role undertaken by ILD," says David Himelfarb, chief of the mission's Private Sector Division. "The success of such an integration will require broader access to legal recourse, credit, and copyright and



(From left) David Himelfarb, chief of the mission's Private Sector Division, Mission Director Donor Lion and Hernando de Soto, director of ILD, discuss the positive role the private sector can play in Peruvian development.

contractual protection, and the right to exercise economic initiative and creativity in an open and competitive market economy."

Since 1982, the Agency has signed several grant agreements totaling \$1.9 million to support ILD's research, publications and public dialogue activities aimed at better informing the people and stimulating public participation in the process of economic change and growth.

"ILD has been particularly effective in drawing media commentary and coverage of its positions to increase public appreciation of the contributory and necessary role the informal private sector plays in the day-to-day economy of the country," says Himelfarb.

By placing full-page advertisements in Lima newspapers, under the heading of "Defensor Del Pueblo (Defender of the Public)," ILD has initiated prolonged and vigorous public debates, according to Himelfarb. For example, during 1985-86, de Soto spearheaded a number of ILD policy battles in the Peruvian press to facilitate the official process for acquiring private title to property and to reduce the government's bureaucratized, centralized and monopolized control of the national economy.

"Just a standard permit to build a house requires that some 207 different actions be undertaken by the applicant," says Himelfarb.

"Through media exposure, ILD has focused national attention on the

plight of insufficient and inadequate housing for the country's poor and the failure of the formal and public sectors to meet the urgent need for a vast amount of low-cost housing."

ILD estimates that in Lima alone approximately 47% of the population lives illegally, without hope of entitlement, in substandard, shanty-like structures on both private and public lands. "This subject has received considerable press and public debate," de Soto says. "As it is, some 44% of the housing available has been constructed by unlicensed, informal sector builders."

ILD's campaign to increase official entitlements of private property resulted in a special action taken by the government to hear and to put into the entitlement process over 100,000 property complaints in the Lima area and some 300,000 property cases throughout the country, according to Michael Kaiser, a mission contractor for private sector activities.

"Responding to the political pressure, the Peruvian congress passed a hastily enacted titling law with glaring deficiencies that were quickly pointed out by ILD in another public campaign in which it presented its own draft law," says Kaiser. Eventually, the law was modified, and several ILD suggestions were incorporated into the new version. "All this was achieved in 120 days—a feat that, if attempted under the government's traditional bureaucratic process, normally would have taken years," he adds.

The ILD-led entitlement issue was so popular among the public, according to Kaiser, that even the Communist party in Peru tried to take credit for the movement to promote greater private ownership of land by the common people.

"This interesting irony was illustrated by a cartoon published in *Caretas*, Peru's leading weekly magazine, depicting the Communist party (Izquierda Unida or IU) in a contest, or soccer match, with the government party (Partido Aprista Peruano or PAP) over who should receive credit for pushing the issue," Kaiser says.

To promote competition within the economy, ILD also has initiated a public media campaign against state-protected, state-favored monopolies.

(continued on page 10)



The ILD-led entitlement issue was so popular that even Peru's Communist party tried to take credit for the movement to promote greater private ownership of land, as illustrated in the Peruvian magazine *Caretas*.

# AID, Peace Corps Team Effort Works

A powerful new force appeared in the international arena in 1961. Simple in concept but profound in its impact, the Peace Corps was created to bring the human face of American freedom and democracy to the developing world. "Ask not what your country can do for you but what you can do for your country" are the now immortal words of President John F. Kennedy that provided the creed and spirit for the thousands of Americans who filled the ranks of the new "army of peace."

Today, some 120,000 Americans have shared that adventure. Many have continued in the development field, and about 500 former volunteers now work for AID, which also was formed in 1961.

In the 1960s, AID and the Peace Corps quietly collaborated in the field on a number of successful programs.

Cooperation has grown as a common mandate—peace and prosperity through economic growth and development. More than 110 joint projects, ranging from large-scale investments to small-scale village level activities, are carried out in 56 countries. About 25 new joint programs are planned.

"This cooperation is one of the most rewarding developments during my tenure as Administrator of AID," says Peter McPherson, himself a former

***"AID and the Peace Corps have coordinated their development strategies to use the unique resources and strengths of each agency to their fullest. Each helps the other and gains in the process."***

volunteer in Peru. "Peace Corps Director Loret Ruppe and I have coordinated our development strategies wherever possible so that the unique resources and strengths of each agency are used to their fullest. Each helps the other and gains in the process."

"Cooperation enables us to key into our goals better than ever," says Ruppe. "We need to look at the limited resources that we have and use them in the most effective way possible."

For AID, this cooperation gives direct access to the grassroots—to communities and people most in need of assistance—and provides skilled support for the Agency in countries where AID has limited staff.

"Cooperation with AID has helped us professionalize our ability to provide trained person-power and to upgrade the effectiveness of our staff in technical fields," says Ruppe. With AID assistance, for example, the Peace Corps more than doubled its numbers in forestry. In 1980, there were 200 volunteers in this area. By 1986, there were 500. The Peace Corps, which provides direct technical assistance for forestry activities, is currently the largest employer of forestry graduates in the United States.

Joint child survival programs have trained hundreds of volunteers in all regions of the world in oral rehydration therapy (ORT), to reduce illness and death from diarrheal dehydration.

"Working through AID also has enabled the Peace Corps to train host-country nationals in a number of development fields. This is particularly significant," says Ruppe. "We're precluded from providing support for training, but through AID, we can work better to build an indigenous capability at the grassroots level."

An AID-Peace Corps Coordinating Committee, co-chaired by the heads of the two agencies, was set up in 1984 to conduct quarterly reviews of joint programs and plan future activities.

"Right from the start, Peter McPherson showed his commitment to cooperation by appointing a Peace Corps coordinator at AID," says Ruppe. Karen Poe was the first to serve in this position. Arnold Baker, from the Bureau for Program and Policy Coordination, now fills the position. His counterpart at the Peace Corps is Mary Killeen Smith, director of the Office of Training and Program Support.

Recently, a number of new initiatives were taken to strengthen this commitment. Last year, for example, the expertise of the two agencies was pooled to develop long-term assistance programs to address Africa's food needs. The Africa Food Systems Initiative already has resulted in joint programs in Mali, Niger and Zaire. In Mali, 13 new volunteers are being added to support AID programs. In Niger, 14 volunteers work in water resource management, small gardens and soil conservation projects funded by AID. In Zaire, 14 volunteers will assist AID-funded activities in health education. The Food System Initiative/AID collaboration will expand to Lesotho this year.

The Small Projects Assistance program began in 1983. "It enables the Peace Corps to approve small grants to communities where volunteers are stationed," says Ruppe. "A great advantage, if it is coordinated properly, is the quick turn-around time."

As a result, in Ecuador, a new source of protein was supplied to the Quechua Indians of Imbabuela. A grant of \$600 introduced rabbits and guinea pigs for home consumption and sale. About 150 Indians are benefiting from this enterprise that enhances nutrition and generates profits.

In Thailand, the village of Thung Kha received a \$3,178 grant to install a village water system that now provides 70 liters of clean water per person per day, bringing water to 65 homes for the first time.

In Togo, a grant enabled 80 persons in five villages to store grain, providing funds to each village to pay for cement and the services of a mason who sealed and strengthened large pots to store millet during the dry season. A mud brick hut with a thatched roof was built to protect the jars from rain and other damage. During the famine, those who needed food borrowed from the jars, agreeing to replace the millet at a later date—11 measures for every 10 borrowed. No one went hungry, and more millet is being supplied and stored to meet future needs.

Formal cooperation between AID and the Peace Corps began at the headquarters level in Washington, D.C., in March 1979 with an agreement in renewable energy technology. As a result, 12 technical training manuals were written and rural village energy surveys were conducted in Micronesia, Senegal, the Dominican Republic and the Philippines. Programs have been developed in five areas: conserving fuels, preserving and storing food, moving water, saving labor, and producing electricity and fuel.

In 1980, AID and the Peace Corps began a cooperative program in forestry and natural resources. "We had a common objective—reducing natural resource deterioration that threatens the resource base of the rural poor," notes Baker. Volunteers now are involved in joint forestry programs in 43 countries, including 21 in Africa. "We saw that it was possible to increase the impact of forestry programs at minimal cost," he adds.

"AID and the Peace Corps concluded a new forestry agreement in 1985 to encourage and strengthen the capacity of the Peace Corps to collaborate with private voluntary organizations to carry out agroforestry and local forestry projects using P.L. 480 funds," says Dan Deely, staff forester in the Bureau for Science and Technology.

"This is a logical area of emphasis. The United States is already planting 10-20 times more trees through food aid rather than through bilateral programs," he says. "Under the new agreement, we are in the process of developing a pilot program in Kenya and are planning a forestry workshop in Africa." P.L. 480 forestry activities also will be expanded in Latin America and Asia.

Cooperation also is growing in the health area. In 1983, the Peace Corps joined the Combatting Childhood Communicable Diseases (CCCD) program—a cooperative effort among African countries, the World Health Organization, the Centers for Disease Control, AID and other donors to address high infant and child mortality in Africa through ORT, immunization and malaria control.

"Training was provided for volunteers and health personnel in developing countries to work as health educators within the national primary health care system," says Robert Clay, public health adviser in the Bureau for Science and Technology. Peace Corps volunteers presently are working on CCCD programs in

***"Cooperation has a common mandate—peace and prosperity through economic growth and development."***

Zaire, Togo, Liberia, Malawi, the Central African Republic, Rwanda and Lesotho. Training also was provided in Mauritania, Mali and Swaziland. A technical manual on primary health care and health education was prepared for use in training programs.

In 1984, AID and the Peace Corps joined forces to emphasize the promotion of ORT to treat dehydration resulting from diarrheal disease.

"An ORT training manual was developed," explains Clay, "and training programs using the manual were conducted in the Philippines, Nepal, Gabon, Senegal, Haiti, the Dominican Republic, Guatemala and Jamaica." A resource packet also was put together to provide reference materials to ORT trainers, and technical materials for volunteers were created for field workshops.

To build on the success of the ORT program, a new collaborative initiative recently was launched in child survival. "It will broaden the work we are doing with ORT and will include immunization, nutrition and water and sanitation," Clay points out. Child survival training will be provided in about 11 nations. "We are also in the process of working out a Small Projects Assistance program to expand health training at the grassroots level," he adds.

Private voluntary organizations (PVOs) have become an increasingly important part of the AID-Peace Corps partnership. PVOs provide both material and technical assistance to local activities conducted by the two agencies.

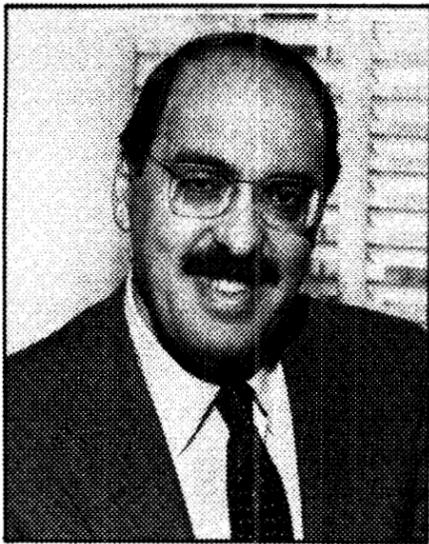
A forestry volunteer in Burkina Faso, for example, received support from the Foster Parents Plan International to build a tree nursery. A volunteer in the Philippines cooperated with the Asia Foundation to develop a fish hatchery. In each case, AID support followed.

"One of the most significant contributions of the Peace Corps to development has been its impact on the way in which the United States perceives and practices its assistance programs," says McPherson. "The Peace Corps approach—indigenous, low-cost solutions to local problems and direct assistance to the neediest—works."

"As we look toward the future, we will increasingly work to institutionalize the cooperation between our agencies," notes Ruppe. "We don't want to lose the momentum that we've already established. Peace through development needs our coordinated best efforts."

—Raisa Scriabine

## Ronald Venezia



**I** arrived in a Guatemalan village located at the end of a 16-kilometer dirt road. I was choking with dust in the back of an old jeep. After I was introduced to my counterpart, the jeep just took off," recalls Ronald Venezia, deputy director of the Office of Project Development for the Asia and Near East Bureau. "I stood in the middle of the village and looked around in amazement. It was my first time abroad. My counterpart asked me if I wanted a cigarette. 'You bet,' I told him." Venezia had quit smoking two years before, but this first brush with the Peace Corps got him started again.

Venezia had considered graduate work in business after receiving his B.A. from Kent State University in Ohio. But the urge to answer the call to volunteer in 1963 beat out business, and Venezia has no regrets. The Peace Corps was the start of a lifelong career in international development.

Though being dropped off in the "middle of nowhere" in Guatemala was a bit traumatic, Venezia adjusted quickly and launched into co-op and community development projects with the Highland Indians.

"I found out a lot about myself in the process," he says. "After two years in an Indian village, you really discover what your limitations are.

"A lot of things I tried were wrong and failed. Some things weren't so bad and continued," he notes. The co-op Venezia helped found, for example, is still there.

## Employees Recount P

It even survived a guerrilla attack.

The Indian village where Venezia and two other volunteers were based was a "micro-environment." "You get instant feedback from the people," Venezia stresses. "If I tried some of the things we did in my home town, I would have never received the same kind of response as I did in the village."

Venezia and his colleagues were the first Peace Corps volunteers to arrive in that remote region of Guatemala. "I feel sorry for those who followed," he smiles. "They had to listen to the Indians tell all those stories about us and what we did."

Things didn't always go smoothly. Venezia decided to teach the Indians how to drive a tractor, but he had never been on one himself. "I was about one day ahead of my students," he says.

His inexperience with tractors, however, led to several potentially fatal accidents. Once he was driving the tractor down a steep incline pulling a cart loaded with corn. The cart was heavier than the tractor. "I almost tipped over into the ravine but somehow survived that," he says. Another time on the mountainous roads in the highlands, the tractor almost flipped over. "When you're in your 20s, you feel immortal."

After the Peace Corps, AID was a natural career choice for Venezia. "I walked in the front door of the AID mission in Guatemala City and said that they needed someone with my talents." They did. After serving in Guatemala and Costa Rica, Venezia went to the Latin America and Caribbean Bureau in Washington, D.C. He later returned to Guatemala as ROCAP chief loan officer and spent several years in the Dominican Republic as mission deputy director. He also spent one year at the Kennedy School of Government at Harvard.

Venezia may have given up a Wall Street career by not going to business school. "But," he smiles, "had it not been for my start with the Peace Corps, my life would never have been as interesting as it has been." □

## Arnold Baker

**I**t was the day of the big fiesta in an Indian village in the Guatemalan highlands. Everyone turned out to harvest grain and celebrate.

"We were harvesting so much that we couldn't finish the threshing before sundown," recalls Arnold Baker, coordinator for the Science and Technology Bureau in the Bureau for Program and Policy Coordination. "The farmers brought out the lanterns, and we kept right on threshing. We worked late into the night before joining the village celebration. I don't think I'll ever forget that," he says with a smile.

Baker first arrived as a Peace Corps volunteer in Guatemala in 1963. He was recruited after graduating with a degree in sociology from Oglethorpe University in Atlanta, Ga.

"I was inspired by John Kennedy's challenge to serve the country in some way, which I heard in one of his campaign stops near Oglethorpe. The Peace Corps provided this opportunity, with the added benefits of an exciting chance to travel and to learn about other cultures," Baker says.

Though it was his first time abroad, he says that the transition was eased by the excellent Peace Corps training program that he had attended in Las Cruces, N.M. It was there that Baker met another volunteer, Ron Venezia, who would later be an AID colleague as well.

Assigned to the Ministry of Agriculture, Baker's task was to develop an agricultural



cooperative among the Highland Indians in the village of Patzun. The cooperative was not only established, but grew to include over 200 members. Fertilizer use was increased; storage facilities were built for potatoes; and purebred swine and poultry were introduced into the area. "We worked closely with both AID and the National Grange," Baker says.

"The cooperative grew to have political influence," he continues. "The head of our co-op was elected the first Indian mayor of Patzun. We attributed that to the strength of the cooperative."

The Peace Corps experience formed the basis of Baker's present career. He went on to Uruguay as associate director of the Peace Corps where he worked with the Ministry of Agriculture developing 4-H-style rural youth organizations. Baker later worked for the Office of Economic Opportunity—a part of the U.S. anti-poverty program. He served as coordinator of Community Action Agencies in Appalachia and later was director of field operations for the Migrant Farm Workers Program in the United States.

Before coming to AID in 1982, Baker represented the Puerto Rican government in Washington, D.C., as director of Federal Relations. He also was the deputy director of Reading Is Fundamental, a national reading motivation program associated with the Smithsonian.

"I came to AID because I was interested in returning to the field of international development, and I respected the work that the Agency had done over the years. I was encouraged to learn that there were new efforts being made for greater cooperation between AID and the Peace Corps." Baker is interested in increasing this collaboration. Today, he wears another hat. He is AID's Peace Corps coordinator and at the center of the growing cooperation between the two agencies in a wide range of activities.

"I think the marriage between AID and the Peace Corps is a good one," he says. "The Peace Corps has the human resources and is working in grassroots areas that AID can't reach. AID has the technical and financial resources to support joint programs. Both agencies have the same goal, and, by working together, they can reach it more effectively." □

## Julia Chang Bloch



**A** sense of public service, an interest in international affairs and the events of the day influenced Julia Chang Bloch to join the Peace Corps in 1964.

"The United States was good to my family," says Bloch, who came to America as a refugee from China in 1951. "Public service was always a tradition in our family, and it was important for me to maintain that."

After graduating from the University of California at Berkeley with a degree in communication and public policy, Bloch found her options limited in the diplomatic field.

"I really wanted a career in international affairs, but I hadn't been a citizen long enough to enter the Foreign Service," she notes. Recently appointed assistant

administrator for AID's Bureau for Asia and Near East, she says with a smile, "I also didn't have enough degrees to join AID."

Bloch was in Oakland, Calif., in 1963 as a participant in a panel discussion on what it means to be an American. That November afternoon was an event she will never forget.

"We were in the middle of our discussion when we suddenly got the news. President Kennedy had been assassinated. There was a stunned silence. Everything stopped, and people quietly left the room," she says. "I thought about the meaning of what Kennedy once said: 'Ask not what your country can do for you but what you can do for your country.'" Kennedy's legacy—the Peace Corps—provided Bloch an opportunity.

She went to Sabah, Malaysia (formerly North Borneo), to teach English as a foreign language in a middle school in a small town on the edge of the jungle. Her efforts must have had an impact. When Bloch returned to the village in 1982, after having been appointed to head the Bureau for Food for Peace and Voluntary Assistance, she was warmly welcomed by her former students. "They still spoke English," she recalls. "A number had gone on to further studies and traveled. They all had jobs, including the women."

Bloch had taught more than English. She conveyed the spirit of individual initiative and achievement. During her visit to Sabah, her students told Bloch that she had showed them a world of different possibilities. In teaching them to go beyond their textbooks, according to Bloch, they learned not to be afraid of asking "why?" They

# Peace Corps Adventures

## John Pielemeier



**F**or John Pielemeier, joining the Peace Corps in 1966 was a welcome hiatus before going to graduate school. It also was one that set his career on an international development track.

"The Peace Corps was a logical choice for me given my activist philosophy," he says. The Georgetown University international affairs graduate also was no novice to development. He had already spent one summer helping build a school in a small Mexican village.

Pielemeier headed for the Ivory Coast as a volunteer where he taught in a secondary school in a northern village. "It was a government school with a French director and a number of French teachers. I taught English and whatever else the French didn't want

to teach," he recalls. Pielemeier also introduced a new idea into the curriculum—one that soon spread to other schools in the Ivory Coast.

"We set up a club at the school for students to discuss what they could do to help in their country's development. With the help of Ivorian primary school teachers, they learned to teach literacy and basic health education," says Pielemeier. "During summer vacations, they went back to their villages and taught their elders. It was a difficult

thing to do because they were very young—the equivalent of ninth and tenth graders—in a society that respected age. The key point was to get the elite, lucky few in secondary school—to think about using their education to help the people they had left behind in their villages."

Pielemeier had to leave the Peace Corps shortly before his two years of service were up. "I was paralyzed and medevaced out," he notes.

It happened under unusual circumstances. "My students said that it was because I went into the 'Sacred Forest' without the permission of the witch doctor. It's true. I did," he confesses.

The paralysis was eventually diagnosed by Western doctors as Guillain-Barre Syndrome, and Pielemeier spent the next six months learning how to walk again with the help of his sister, a physical therapist.

After his recovery, Pielemeier joined Transcendancy, a private development organization in Washington, D.C., to work on a social diagnostic survey in an urban renewal area in South Philadelphia.

After the survey was completed, he enrolled in an M.S. program in social and political development at the University of Chicago. After graduation, he traveled to Quebec, where he helped train Peace Corps volunteers headed for French-speaking Africa.

"I spent quite a bit of time looking for a job," says Pielemeier, who now serves as special assistant to the counselor at AID. "Many employers at the time told me that, as a Peace Corps volunteer, I was probably too idealistic. I told them that former volunteers are the most realistic people you can find when you're dealing with international development. They have lived in the cultures and experienced the issues firsthand."

Pielemeier recommends the Peace Corps to young people who need, as he did, a pause to assess their lives before undertaking graduate studies. "I would encourage students considering spending their junior year abroad to go to a developing country instead of Europe—to a culture that is truly different from ours," he says. □

## Phyllis Dichter



**W**hat is a nice girl from New York doing in a place like Maine-Soroa? Phyllis Dichter, the director of the Agency's Sahel and West Africa office, found her arrival in a remote village in Niger as a Peace Corps volunteer in 1968 a bit unusual.

"After a week of orientation in Niamey, we drove across the country. There was only one paved road 150 kilometers long. My village was near Lake Chad, 1,300 kilometers from the capital. It took us eight days to get there; the last three days we were following tire tracks in the sand.

"It was a strange and frightening experience as we drove past dunes that looked like sculptured art work, baobab trees that appeared to be growing upside down, gazelle-like goats, moose-like cows and camels off an MGM lot. By the time we arrived in Maine, I was freaked out and couldn't stop thinking that Santa Claus wasn't going to find me here.

"Things got better the next morning. The villagers came to see us; we found our way around the village; we learned our first words in Hausa; we discovered how to clean a mud hut; and, the next four years just flew by."

Dichter joined the Peace Corps because she was a John F. Kennedy "groupie." "He was exciting and gave us a spirit of hope. We really thought that we could change the world then," she says. "People think of the riots of the '60s; they forget that it was a generation that had a lot of hope for the world."

In Maine-Soroa, Dichter was a health educator. "My job was to run well-baby

also learned to look beyond stereotypes.

Bloch recalls one class discussion where she tried to convince a young boy that not all Chinese are alike. "You can't characterize people by racial types, can you?" she asked him. "Am I like all Chinese girls?" The boy—now the only Sabahan to hold an advanced degree in fisheries—thought about it and said, "Miss Julia, no, you're not like a Chinese girl. You're like a Chinese boy."

"What struck me the most about the Peace Corps experience was the richness—in things that are not material—found in developing countries," she says. "Human and cultural values are at the core of a society's well-being. I returned home with great respect and kinship for the cultural traditions I had the privilege of getting to know." The Peace Corps, for Bloch, also demonstrated that the American way is not the only way. "You want to share what is best in America but not impose our values on other countries."

Bloch returned with a commitment to play a role in helping improve the standard of living of people in developing nations and to increase their chance for opportunity in life. "When you live and work at the grassroots level, it's an experience that never leaves you," she stresses. "The Peace Corps is not a job; it's a way of life.

"The large number of Peace Corps volunteers who have joined AID's ranks over the years also have helped shape a more humanitarian approach to development," she says. That's important because, according to Bloch, the Peace Corps volunteer exemplifies the best in America's tradition of excellence. □

clinics and prenatal clinics—sort of a precursor to child survival—because we did a lot of work with vaccinations and with Oral Rehydration Therapy (ORT) even at that time."

The project was a success because Dichter (or Pluce as she was known in Maine-Soroa) and her Peace Corps roommate were able to train three village women to take over the job. They even arranged to have the village council pay the villagers for their work. That happened, in part, because Dichter could cha-cha.

"Every Saturday, the village had a dance," she explains. "The Nigerien veterinarian for the area had spent some time in a training program in France in the '50s and came back with cha-cha records. Nobody in the village could dance with him. So, when I arrived, he wanted to know if I could cha-cha. I could. Every Saturday night, he would stop the music, put on his cha-cha records, and we would dance while the other villagers watched." Dichter didn't know at the time that her partner was the president of the village council.

When her project came up for council approval, he asked, "Is that Pluce's project?" When he found out it was, he simply stated, "Well, pay the nurses then." The nurses have been working ever since.

After leaving Maine-Soroa, Dichter spent a year in Diffa, a nearby village. She then went north for two years to Bilma, an oasis town near the Libyan border. "You can only get there by camel caravan or military plane," she notes.

In Bilma, the focus was on improving nutrition and developing gardens. "Bilma was in the middle of the Sahara desert, and the water supply was a natural spring. There were fewer gastrointestinal diseases, but the nutritional level was poor," she explains. The villagers produced salt and dates that were traded for grains and dried meat brought by camel caravans. Local gardens produced only alfalfa and peanuts. "We decided to help them grow vegetables. We asked the U.S. ambassador for \$1,000 for tools and seed for 30 families." Dichter's first meeting drew 100 interested families, so more seed was flown in on a military plane.

Everyone was very cooperative, she points out. The school director who ran a garden in the local school offered his best students to help teach the farmers. The youngsters were Dichter's "consultants." The farmers refused help, however. It turned out that they all knew how to garden. They simply didn't know how to produce seeds.

"I learned a lesson there," Dichter says. "It is important to know what kind of assistance people actually need to make their lives better. If we can reach them to find out what's missing, then development can be a lot simpler than we assume."

After Bilma, Dichter worked for the then Department of Health, Education and Welfare in child health programs before getting her master's in public health/administration from the University of Michigan.

She returned to Niger as Peace Corps director in 1977 and went back to Maine-Soroa. She was greeted warmly. One woman whose child Dichter helped care for asked, "Pluce—didn't you like us?" Dichter explained, "Of course I did." "Then why did you leave us?" the woman wanted to know.

Dichter says that the Peace Corps provided a wonderful opportunity to meet very different people. "Nothing replaces that experience where your best friend is a person with ten earrings in her ears and another in her nose, cooks over an open fire and speaks a completely different language. Yet you sit around the fire together and can laugh at something silly.

"Walking out into the fields with a farmer to talk about agriculture and finding out that he answers every question with a 'yes' because he thinks that it's more important to be nice than accurate is an experience that you don't get sitting at a desk in Washington," she says.

Dichter says that the Peace Corps experience provides a unique cultural sensitivity and knowledge that is irreplaceable. For her, it is an experience she wouldn't trade for the world. □

## Anti-Drug

From page 5, column 4

### Education and Public Awareness Project

CEDRO serves as a clearinghouse for information on the drug problem for a nationwide network of organizations it has helped establish. The organization currently is carrying out a multimedia drug awareness campaign via television, radio, theaters and the press.

In Ecuador and Belize, AID is working with the private sector and private voluntary organizations in establishing narcotics awareness programs. And, in Jamaica the Agency is funding a survey to determine the extent of domestic drug abuse.

In Asia and the Near East region, AID is designing a regional narcotics awareness program based on the results of a recently-completed survey undertaken in Pakistan, Nepal, Thailand, the Philippines, Bangladesh, Burma, Indonesia and Sri Lanka.

"A regional program will provide a centralized capability to support efforts in individual missions to develop narcotics-related activities," says James Norris, deputy assistant administrator of ANE.

In addition to initiating a regional program, AID is supporting a narcotics awareness program in Pakistan linked to integrated development activities in opium-producing regions.

Through such area-targeted programs, AID provides comprehensive agricultural services to farmers, vocational training and infrastructure improvements to help establish a government presence in the remote drug-producing areas. The primary objective is to provide rural populations economic alternatives to illicit narcotics production.

The importance of public educa-

tion for laying the groundwork for successful eradication and supporting area-targeted activities can be seen in the Pakistani experience, says Norris.

"From the late-70s to the early-80s, Pakistan went from being a major producing nation with no real addiction problem to one that now has a large domestic addiction problem," he says.

In support of government eradication efforts in the Gadoon-Amazai

### **"The key point in the battle against narcotics is that it must be fought on all fronts."**

region of Pakistan, AID launched in 1983 a five-year, \$20 million Northwest Frontier Area Development (NWFAD) project designed to offer farmers alternative sources of income in traditional poppy-growing areas. The NWFAD project links these development activities with a strict schedule of narcotics enforcement by the government of Pakistan.

"Last year, the government's eradication efforts came to a grinding halt when violence resulted between farmers and government eradication workers," says Norris. "The subject became a major domestic political issue with a lot of newspaper articles and statements by members of parliament expressing sympathy for the farmers. This was due in part to Pakistan's internal domestic political situation but also because public opinion had not fully coalesced to see narcotics as a major domestic problem."

To increase public understanding, AID has helped the Pakistan Narcotics Control Board develop an anti-drug mass-media campaign and information center.

"This year, the government has laid the groundwork very carefully, working closely with the local leader-

ship so that people understand the risks the country is facing from the narcotics problem," he says.

"The government has made it very clear at all levels that planting poppy is going to result in eradication," says Norris. "Either farmers can remove it voluntarily, or the government will remove it forcibly and do aerial spraying."

AID also assisted the government in organizing the multidonor Special

Development and Enforcement Plan (SDEP) to internationalize the concern and funding for narcotics control in Pakistan. Administered by UNFDAC and with a U.S. contribution of \$10 million for expansion of the NWFAD project, the SDEP umbrella program now has gained the financial support of other donors, including Italy, Great Britain, Canada, West Germany and the Netherlands.

In Thailand, AID has funded \$10 million to support an integrated development project in the Mae Chaem watershed. A major innovation of the program is the "Land Use Certification Program," which provides certificates to farmers with the specific stipulation that if the recipient grows narcotics, he will lose title to the land, in addition to being subject to criminal penalties.

In conjunction with the project, AID also has funded a drug rehabilitation center to treat Hill tribe opium addicts in the project area. In addition, the mission is considering assistance to the Hill tribes radio station for narcotics-related educational programming.

In the LAC region, AID has targeted the Chapare region of Bolivia and the Upper Huallaga region of

Peru for integrated development activities.

The Chapare project focuses on infrastructure improvement, agricultural and forestry production, agribusiness development and institutional development.

Similar programs are included in the AID project in the Upper Huallaga Valley in Peru, but extreme violence carried out by narcotics traffickers and Sendero Luminoso terrorists has disrupted key activities and hampered progress in the area.

To counter the influence of narcotics traffickers and terrorists and to strengthen the government authority in the area, an amendment to the project was approved in fiscal 1986 through which AID obligated \$5.4 million in Economic Support Funds to carry out high-impact community development activities.

"The governments of Peru and Bolivia have taken very courageous steps in making the difficult political decisions to continue eradication efforts in the face of such obstacles," Buck says.

A new AID program in the LAC region, though not designed as part of the U.S. anti-narcotics strategy, is helping to support the objectives of that effort. The Administration of Justice program is intended to strengthen democracy in the region by improving the independence, efficiency and fairness of the judicial system.

"Improvements in the judicial system relating to criminal justice should result in more effective prosecution of narcotics traffickers as well as a strengthened capacity to enforce laws relating to narcotics abuse," says Buck.

"The key point in narcotics is that you cannot focus on just one aspect of the problem," Esposito emphasizes. "It must be fought on all fronts." *Chase is editor of Front Lines.*

## ILD

From page 6, column 4

"It is ILD's position that competition not only favors the consumer, but will strengthen the nation's fledgling market economy," says de Soto.

As a result of the ILD campaign, he says, the Peruvian congress recently passed a law to regulate monopolies. "While we consider this still insufficient to rectify the situation," de Soto says, "it is at least a start in the right direction."

Capitalizing on a current popular political phrase, "Balconazo," which refers to Peru's President Alan Garcia's frequent use of the presidential palace balcony in downtown Lima to announce new policies, ILD has established a system of informal committees, which it has dubbed "Balcon de Todos" (a balcony or platform for all), to hear public complaints.

"To support this new channel of communication with the public, ILD prepares studies that point out the arbitrariness, unresponsiveness or ineffectiveness of present legal pro-

cedures and requirements and offers its assistance to organize citizen action groups to press for change with the appropriate government ministries and other officials," says Himelfarb.

"The analyses often form the basis of magazine and newspaper articles," he notes.

"The latest event that is sure to draw renewed national and international interest in the growing economic agenda of ILD is the agreement to publish and distribute de Soto's just completed work, *El Otro Sendero (The Other Path)*, throughout the Andean pact nations," says Mark Silverman, chief of the mission's Development Resources Office. "The title refers to the democratic alternative to the terrorist actions being taken against the Peruvian government by Communist revolutionary groups now operating in the country, one of the most savage of which is 'El Sendero Luminoso' or 'The Shining Path.'"

The book examines the structure and problems of Peru's economy and offers free market solutions. More than 80,000 copies have been distributed in Latin America.

"Perhaps the most rewarding return on the Agency's investment in ILD is the apparent regional application of some of the institute's economic theories and methodologies," says Lion.

ILD has been asked to help establish a similar organization in Caracas, Venezuela, and has received invitations to visit and conduct surveys of the informal sectors in various cities in Colombia. El Salvador also has expressed interest in having the ILD do an analysis of its informal sector.

"Despite such positive trends," says Lion, "the challenge to stabilize and revitalize the national economy continues to face not only ILD, but all sectors of the Peruvian society." The challenges include how best to manage Peru's staggering external debt of nearly \$15 billion, how to negotiate re-eligibility for new private and public financing, how to stimulate private sector investment and how to promote long-term economic growth of an integrated private and public Peruvian economy.

"Recognition and legalization of the informal sector," says de Soto, "is an essential first step in the right

direction. Our eventual goal, however, is to see the creation of a modernized and efficient legal system that will be more hospitable to the whole of our entrepreneurial sector. With AID's continued help, I believe we will find a national resolve to not only face these challenges, but to justly and equitably manage them.

"Failure to do so," he concludes, "will only encourage those forces in Peru that are committed to a non-democratic, revolutionary path of action, a possibility that should be of hemispheric concern."

"The new public consciousness that ILD has promoted and atmosphere of public-to-government dialogue are indications of a positive attitude on the part of Peru's leadership toward a more productive and vital national economy," says Mission Director Lion.

"Although there is reason to question the statist impulses within the government, it is also true that the idea of pluralism is part of the government's ideology and, in this case, part of what is happening in Peru." *Murchie is AID senior advisor for international public diplomacy in the Bureau for External Affairs.*

## PERSONALITY FOCUS

## Richard Bissell

by Roger Noriega

From the outside looking in, Richard Bissell, assistant administrator of the Bureau for Program and Policy Coordination (PPC), saw AID as an "incomprehensible bureaucracy of legendary complexity." Now, as ultimate insider, Bissell is determined to make AID an "idea" organization so it can make the most of scarce resources and do an even better job of world economic development.

Although Bissell has been with the Agency for only a short time, he learned of AID and its mission in the Third World at an early age. In the late 1960s, his father Dwight Bissell served as dean of the AID-supported Public Health College in Ethiopia.

Bissell studied in England and Italy during his college years. "I would visit my parents in Africa during school vacations and hitchhike around. Traveling the back roads of Ethiopia gives you a feel for underdevelopment that you can't get any other way.

"Having the opportunity to travel and study abroad when I was quite young meant that I was exposed to the issues of wealth and poverty, good politics and bad politics, early enough to see that this is a major challenge to which I wanted to devote my professional life."

**"The role of the Agency as a catalyst and coordinator is increasing, in addition to being an instrument of development in its own right."**

A graduate of Stanford University and the Fletcher School of Law and Diplomacy at Tufts, where he earned a doctorate, Bissell says that the Agency's strategy has shifted several times during its 25 years. "It is important that the Agency communicates as clearly as possible what we're doing and why," he says.

Bissell is determined to help chart a clear course for the Agency and make its goals apparent to the world.

"Although AID's mission remains the same, its role is changing," he declares. "The mission of AID is economic development. The role of the Agency as catalyst and coordinator is increasing, in addition to being an instrument of development in its own right.

"The development field has been going through major conceptual changes during the 1980s," he says. "Those concepts haven't been brought together in any coherent way. And there are new ideas continually being generated."

For AID to be the focal point for world development, Bissell says the Agency must be a clearinghouse of information in addition to a hands-on manager of hundreds of programs worldwide.

"AID sees itself as a 'program' organization. It doesn't see itself as an 'idea' organization, even though it is spontaneously developing new ideas all the time. In the minds of the people in this Agency—both here in Washington and in the field—there is a lot of creativity that is often being applied very narrowly," he notes. "One of PPC's functions is to begin to draw those ideas together—to find mechanisms to share those ideas throughout the Agency."

Bissell senses that no major organizational changes are in order for the Agency. "But, I think the Agency could communicate more effectively so that we don't 'reinvent the wheel' when taking on another challenge in development," he says.

"PPC's evaluation process is important because the lessons of past experience help AID function more efficiently and effectively. It is important to share that experience with those within and outside the Agency."

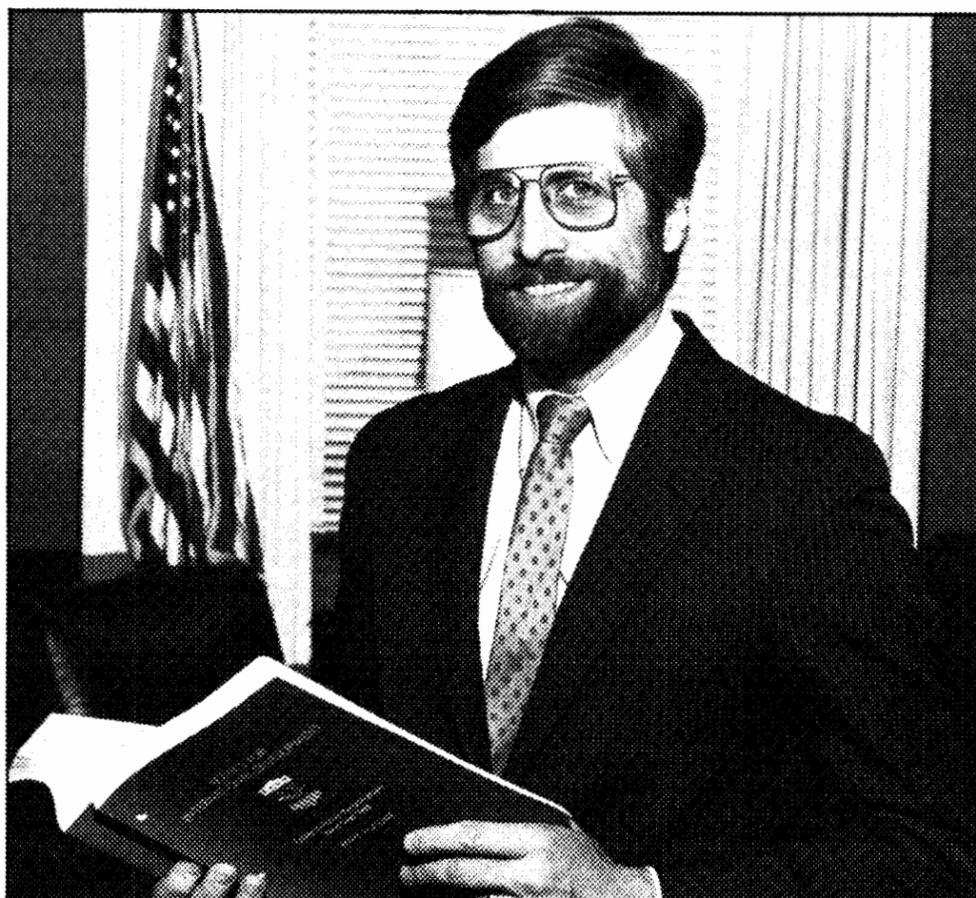
Bissell believes that AID will stay at the cutting edge of Third World development as the Washington headquarters and missions do an even better job of generating progressive techniques and policies to encourage economic growth. He is eager to involve all AID personnel in shaping forward-looking policies.

"It is surprising, when one travels and talks with people from other international development agencies, how much they look to AID as being the pioneer, breaking new ground in the development field. We're generally not aware of that about ourselves," says Bissell.

"It's common in an agency like this to always have our noses to the grindstone, getting through one fiscal year to another. But it is important that we generate new ideas and propagate them in ways where they can be used in a lot of different situations. I hope that we have the time and the opportunity to devote more attention to that," he explains.

Bissell says he will continue to decentralize the policy-making process to open it to the regional bureaus and experts in the field. "Ideas don't have to come from PPC. I would love to see ideas generated through whatever mechanisms, from whatever bureau."

In addition to emphasizing AID-managed programs, Bissell believes the Agency should act as a coordinator of development efforts and promote broad goals. He says AID must work with governments to encourage policies that are conducive to economic growth, cooperate with other donors so that development dollars are spent effectively and involve the private sector to ensure sustained development in the



**Richard Bissell: "I was exposed to the issues of wealth and poverty, good politics and bad politics, early enough to see that this is a major challenge to which I wanted to devote my professional life."**

Third World.

As an example of the broader efforts that AID must pursue, PPC is encouraging structural and policy reforms in the Inter-American Development Bank as part of the replenishment negotiations now under way. Reforms are intended to promote more effective use of development funds.

"This is not an overnight process," says Bissell. "But, over time, multilateral institutions will have to improve the way they do business. These changes are crucial to an entire generation. The World Bank now is racking up an impressive record" in encouraging reforms, says Bissell. He hopes that this success will lead other institutions—in Asia and Africa—to adopt similar measures.

Bissell sees PPC on the front lines in directing AID's economic development efforts. "Just as the Agency is a catalyst in world development, PPC helps make things happen within AID. This is particularly important," says Bissell, "as AID attempts to stretch development dollars even further in these budget-conscious years."

PPC works as a facilitator, he says. By cooperating closely with regional bureaus, Bissell also aims to make a more persuasive case in Congress to win the funds necessary to carry out AID's mission in the Third World.

"There are a lot of people on the Hill who understand our position. We have established a constructive dialogue to help us avoid many of the special interest 'earmarks' in next year's budget," he says.

The unique challenge of helping manage a far-reaching budget is precisely what attracted Bissell to the Agency from the Georgetown University Center for Strategic and International Studies, where he had been executive editor of the *Washington Quarterly* since 1984.

From 1983-84, Bissell served as

director of research at the U.S. Information Agency. He also has lectured and taught at Georgetown, the Johns Hopkins School of Advanced International Studies and the University of Pennsylvania.

His new responsibilities at AID keep him so busy that he has little time for relaxation. "I have more hobbies than I could possibly enjoy these days," says Bissell, who was born in Palo Alto, Calif., and grew up in the San Francisco Bay area. "When I had more time, I enjoyed rebuilding old houses, gardening or backpacking in the Sierras."

He describes his occasional gardening as "tearing it up and putting it back together. It is a tremendous relief from all the bureaucratic pressure."

Bissell confesses to one diversion: his family. He and his wife Suzanne have "two gorgeous girls," Julia, 8, and Eleanor, 5. "My free time is pretty much devoted to them. I grew up outdoors—in the mountains or at the shore. Around here, a trip down Skyline Drive is as close as we come to the mountains."

The Bissells, who have lived in the Washington area since 1982, are patrons of the city's theatre circuit. "One of the attractions of this town is the growth of experimental theatre, such as productions at the Arena Stage," he says. "And our girls are getting to the age where we can introduce them to the classics, such as Shakespeare productions at the Folger Theatre."

Although he does not have a favorite author or book, Bissell does have an appetite for spy novels, picking them up during long airplane trips.

"My tastes are pretty eclectic," he says. "I like things from various cultures. I suppose that goes along with my work."

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

## CFC

From page 1, column 1

(FVA), Bureau for Latin America and the Caribbean (LAC), Bureau for Private Enterprise (PRE), Bureau for Program and Policy Coordination (PPC), Office of U.S. Foreign Disaster Assistance (OFDA), Office of Personnel Management (M/PM), Office of Small and Disadvantaged Business Utilization (OSDBU), Office of the General Counsel (GC), Board for International Food and Agricultural Development (BIFAD) and Advisory Committee for Trade and Development Program;

*Overseas:* USAID/Gaborone, USAID/Bissau, USAID/N'Djamena, USAID/Accra, USAID/Maseru, USAID/Monrovia, USAID/Lilongwe, USAID/Bamako, USAID/Mbabane, USAID/Lome, USAID/Kampala, USAID/Lusaka, USAID/Bujumbura, USAID/Kathmandu, USAID/Islamabad, USAID/Suva, USAID/Colombo, USAID/Naples, FODAG/Rome, USAID/Beirut, USAID/Tunis, USAID/Lisbon, USAID/Belize City, USAID/La Paz, USAID/Santo Domingo, USAID/Quito, USAID/Panama City, USAID/Mexico City and USAID/Montevidео.

The Office of Legislative Affairs (LEG), Office of Financial Management (M/FM) and Directorate for Program and Management Services received the Honor Award for average contributions of \$50 or more and 75% or more participation.

**Merit Awards** were presented to units with average contributions of \$30 or more and 65% or more participation, including: USAID/Dakar, USAID/Khartoum, USAID/Dar es Salaam, USAID/Kinshasa, USAID/Manila, USAID/Amman and USAID/San Salvador.

**100% of Goal Awards** were earned by: *AID/Washington:* A/AID/ES, AFR, ANE, LAC, XA, FVA, Office of Equal Opportunity Programs (EOP), OFDA, M/PM, GC and BIFAD; *Overseas:* USAID/Gaborone, USAID/Ouagadougou, USAID/Accra, USAID/Maseru, USAID/Monrovia, USAID/Lilongwe, USAID/Bamako, USAID/Nouakchott, USAID/Maputo, USAID/Dakar, USAID/Freetown, USAID/Mogadishu, USAID/Pretoria, USAID/Mbabane, USAID/Dar es Salaam, USAID/Lome, USAID/Kampala, USAID/Kinshasa, USAID/Lusaka, USAID/Harare, USAID/Abidjan, USAID/Bissau, USAID/Bujumbura, USAID/Dhaka, USAID/Jakarta, USAID/Kathmandu, USAID/Islamabad, USAID/Suva, USAID/Colombo, USAID/Naples, USAID/Amman, USAID/Beirut, USAID/Rabat, USAID/Tunis, USAID/Lisbon, U.S. Mission to the U.N. Agencies for Food and Agriculture (Rome), USAID/Belize City, USAID/La Paz, USAID/Santo Domingo, USAID/Quito, USAID/Guatemala City, USAID/Port-au-Prince, USAID/Mexico City, USAID/Panama City and USAID/Montevidео.

**100% Participation Awards** were earned by: *AID/Washington:* XA, OFDA, LEG and BIFAD;



**Representing the Bureau for External Affairs, Dana Jenkins and Bill Anthony accept the President's Award, the 100% Participation Award and the 100% of Goal Award from Tom Rollis (left), Agency vice-chairman for the Combined Federal Campaign.**

*Overseas:* USAID/Praia, USAID/Accra, USAID/Conakry, USAID/Maseru, USAID/Lilongwe, USAID/Bamako, USAID/Lusaka, USAID/Kathmandu, USAID/Suva, USAID/Naples, USAID/Beirut, USAID/Tunis, FODAG/Rome, USAID/Lisbon, USAID/Belize City, USAID/Panama City, USAID/Mexico City and USAID/Montevidео.

**Special Recognition Certificates** for time and talent contributed to the CFC were presented to: Mary Valentino, Mary Power Ryan, Fern Finley, William Ackerman, Robin Woodward, Daniel Shea, Maria Ventresca, Nancy Hess and Margaret Nannes.

**Coordinators receiving Special Service Awards and key workers receiving Certificates of Appreciation** were:

*AID/Washington:* AFR—coordinator: Betty Williams, key workers: Jo Metcalf, Sherry Grossman, Charles Shorter, Barnabus Mosley, Bernard Lane, Renee Daugherty, Nancy Bowman, William Faulkner and James Procopis; ANE—coordinator: Gerald Kamens, key workers: Bill White, Gail Warshaw, Dean Alter, Bert Porter, Jim Manley and Marlies Backhaus; LAC—coordinator: Maria Mamlok, key workers: Joy Prasmopetch, Kenneth Corbett, Roma Knee, Peter Romano, Joanne Karppi, Cynthia Randall, Calista Downey, Gary Adams, Marea Hatzioles and Jaime Correa; PPC—coordinator: Richard Sheppard, key workers: Linda Baker, Jean Borden, Doris Leonberger, Margaret Pope, Larry Tanner, James Dry, Stephanie McWhirter, Yvonne Gaines and Tom Miller; Bureau for Science and Technology (S&T)—coordinator: Carl Hemmer, key workers: Aldona Affleck, John Swallow, Deborah Currie, David Rakes, Marilyn Jacobs, Silkina Dixon, Patricia Bowen, Arletha Downing, Ross Bieglow, Linda White, Yvonne Hunt, Lee Rives and Earle Lawrence; M/FM—coordinator: Sophia Riehl, key workers: Gene Semanchik, Tom Mundell, Mary Beth Conley, Rosa Cistone, Jessie Bowser, Cheryl Johnson, Katty Twanmo, Jeanne Burroughs, Patricia Cousar and Dorothy Shirley; M/PM—coordinator: Dennis Lauer, key workers: Yvonne Nelson, Shirley Bellfield, Cheri Ann McMahon, Conchita Spriggs, Blanch Sykes, Rachel Jeyakaran, Lagenia Hines, Tom Cooper, Magdalena Reynolds, Craig Craven, Sandra Sozio, Carolyn Carroll, Angel Mason, Lisa Welch and Terri Cottingham; M/SER—coordinator: Barry Knauf, division coordinators: Andrew Luck, Mary Leggins, Kenneth Barberi, Harry White, Jean Moore, Gilbert Dietz and Maria Ventresca, key workers: Maryanne Hoirup, Paul Neifert, Arnold Sobers, William Auer, Patricia Stewart, Thomas Langston, Ricardo Garcia, Ruth Reed, Tracy Ford, Steven Renz, Brenda Gray, James Lindahl, Evelyn Hogue, Susan Walls, Vickie Harris, Diana Young, Paulette Creek, Mary McWhirter, Roger Mieras, Samuel Suber, Michael Karbeling, Michael McAllister, Linda

Fichte and John Bridendolph; FVA—coordinator: Barbara Blackwell, key workers: David Rhoad, Mary Key, Roy Harrell and Wendy Adams; PRE—coordinator: Douglas Trussell, key workers: Tajuana Dorsey and Gereda Bolt; Office of the Inspector General (IG)—coordinator: Joy Lyles, key workers: William Messick, Louise Pierce, Sylvia Graves, Wanda Dixon, Donna Dinkler, Ken Cline, Vanessa Washington and Doris Downey; A/AID/ES—coordinator: Diana Lopez; BIFAD—coordinator: Kathleen Stone; EOP—coordinator: Sandra Winston; GC—coordinator: Barbara Thompkins; LEG—coordinator: Catherine Coughlin; OFDA—coordinator: Oliver Davidson; OSDBU—coordinator: Sharon Jones-Taylor; Advisory Committee for Trade and Development Program—coordinator: Roger Leonard; XA—coordinator: Dana Jenkins;

*Overseas:* USAID/Bridgetown—coordinator, Elizabeth Warfield; USAID/Belize City—coordinator, Shelley Trifone; USAID/La Paz—coordinator: Timothy Bertotti; USAID/San Jose—coordinator: Luke Malabad; USAID/Santo Domingo—coordinator: Brett Miller, key workers: David Gardella, Anne Weeks, Debra McFarland and Peter Bittner; USAID/Quito—coordinator: Neal Meriwether; USAID/San Salvador—coordinator: Carol Huger; USAID/Guatemala City—coordinator: Nina Jo Stubbs, key workers: Elaine Murphy and C. Duisberg; USAID/Port-au-Prince—coordinator: Kent Hickman, key workers: Alfred Ford and Barry Heyman; USAID/Tegucigalpa—coordinator: Elizabeth Kvitashvili, key workers: John Warren and Linda Cogdill; USAID/Kingston—coordinator: Patricia Lerner, key workers: Dorothy McClellan and

Leland Voth; USAID/Mexico City—coordinator: Nancy Sweeney; USAID/Panama City—coordinator: John Weiss, key worker: Annette Tuebner; USAID/Lima—coordinator: David Himelfarb; USAID/Montevidео—coordinator: Paul Fritz; USAID/Gabarone—coordinator: Mark Anderson; USAID/Ouagadougou—coordinator: Lotus Mills; USAID/Yaounde—coordinator: Nora Oliver; USAID/Praia—coordinator: Thomas Ball; USAID/N'Djamena—coordinator: Myron Tomasi, key worker: John Lee; USAID/Accra—coordinator: Jeremiah Parson; USAID/Conakry—coordinator: Robert Hellyer; USAID/Bissau—coordinator: Felicia Baker; USAID/Nairobi—coordinator: Kiertisak Toh; USAID/Maseru—coordinator: Raymond Dunbar; USAID/Monrovia—coordinator: Mildred Taylor; USAID/Lilongwe—coordinator: John Lee; USAID/Bamako—coordinator: Michael Ireland; USAID/Nouakchott—coordinator: David Ditchkus; USAID/Maputo—coordinator: Dorothy Williams; USAID/Niamey—coordinator: Alix Weldon; USAID/Kigali—coordinator: Linda Crawford; USAID/Dakar—coordinator: Rosa Nelson; USAID/Freetown—coordinator: James Habron; USAID/Mogadishu—coordinator: Marion Warren; USAID/Pretoria—coordinator: Guy Gibson; USAID/Khartoum—coordinator: Toscanellie Parker Stampley; USAID/Mbabane—coordinator: Michael Trotter, key worker: Teresa Mayisela; USAID/Dar es Salaam—coordinator: James McCabe; USAID/Lome—coordinator: Myron Golden, key worker: Peggy Matsuya; USAID/Kampala—coordinator: Floyd Spears; USAID/Kinshasa—coordinator: Roger Max Walton; USAID/Lusaka—coordinator: Juanita Eylands, key workers: Don Brown and Denise Awad; USAID/Harare—coordinator: Scott Smith; USAID/Abidjan—coordinator: Thomas Jefferson, key worker: Pierre Sane-Aka; USAID/Dhaka—coordinator: Ron Stanley; USAID/Rangoon—coordinator: Barbara Court; USAID/New Delhi—coordinator: Carolyne Smith; USAID/Jakarta—coordinator: Vivian Gallas, key worker: Carolyn Redman; USAID/Kathmandu—coordinator: Martha Kissick; USAID/Islamabad—coordinator: Michael Curtiss; USAID/Manila—coordinator: Beverly Lincoln, key workers: Jerry Bisson, Vera Meenan, Carolyn Thompson and Bea Beyer; USAID/Singapore—coordinator: John Widdows; USAID/Suva—coordinator: Louis Kuhn; USAID/Colombo—coordinator: Stephanie Sguera; USAID/Bangkok—coordinator: John Greenough; USAID/Cairo—coordinator: Anne Dahlstedt, key workers: Terrence Tiffany, Michael Nicholas, Bernice Ryan, Edith Flores, Margaret Miller and John Johnstone; USAID/Naples—coordinator: Tibor Nagy; USAID/Amman—coordinator: Douglas Robertson; USAID/Beirut—coordinator: Gary Mansavage; USAID/Rabat—coordinator: Patricia Chaplin; USAID/Muscat—coordinator: Lorraine Jacobs; USAID/Tunis—coordinator: Dean Swerdlin; USAID/Sanaa—coordinator: Raymond Renfro; FODAG/Rome—coordinator: Patricia Zanella and USAID/Lisbon—coordinator: David Leibson.



**Tom Rollis (right) presents the President's Award to Oliver Davidson in recognition of the contributions received from the Office of U.S. Foreign Disaster Assistance.**

# Ag Technology Transfer Aided by Computers

 Year after year, groundbreaking agricultural research in crop varieties and farming techniques is conducted at experimental stations around the world. The challenge of compiling the massive amounts of data so that new agricultural technology can be effectively and efficiently transferred to a farmer's field was the central issue discussed at a recent conference on an "Integrated Computer Package for Agrotechnology Transfer in the Developing Nations," held in Washington, D.C.

The seminar provided an update on the International Benchmark Sites

**"The primary aim of the project is to minimize risks and maximize crop yields."**

Network for Agrotechnology Transfer (IBSNAT), an AID-sponsored research project that emphasizes international partnership, networking and agrotechnology transfer. Leading soil scientists, agronomists, agricultural engineers, computer scientists and economists collaborating with the IBSNAT project around the world gathered for the three-day conference.

IBSNAT has developed the Decision Support System for Agrotechnology Transfer (DSSAT), which uses inexpensive microcomputers, data bases and techniques of the information age, explained Tejpal Gill, chief of the Division of Renewable Natural Resources in the Office of Agriculture, Bureau for Science and Technology (S&T/AGR).

"This approach is a shortcut to costly and time-consuming traditional agricultural experimentation, avoids duplication of effort and accelerates the pace of development," said Gill, who reported "excellent progress" in making the system operational.

"A primary reason for the IBSNAT project's success is the support and cooperation of many international research centers and leading scientists," said Goro Uehara of the University of Hawaii, who is IBSNAT's principal investigator.

The IBSNAT project is due for funding renewal in September 1987, and its progress to date was an important item discussed at the conference. "Several of those present, well aware of the problems inherent in successfully transferring agricultural methodologies to new sites, expressed admiration for the achievements and accomplishments of the project in the past five years," Uehara added.

"Agriculturists know that transferring techniques from one location to another has been a part of farming and farming methods since the first

field of crops was planted about 10,000 years ago," he noted.

"Indeed, the diffusion of husbandry practices and information about crops and livestock was a major source of productivity growth even in ancient times. During much of history, the 'natural diffusion' was largely a by-product of non-agricultural human endeavors. For instance, while the conquistadores didn't sail to the New World in search of potatoes, they brought them home anyway.

"Eventually, the transfer of agricultural knowledge evolved into a science of extensive trial and error testing and statistical methods, to transfer by analogy and, recently, to sophisticated systems analysis and decision support systems," he continued.

Uehara predicted that the IBSNAT project's decision support system, when fully operational, will be able to assess the effects of cultivar, site, weather and management practices for a specific crop at a specific location, giving government planners, extension agents and farmers the ability to make desirable choices "in days instead of years."

"The primary aim of the project is to successfully transfer agrotechnology to tropical and subtropical sites in underdeveloped countries, minimizing risks and maximizing crop yields," said Gill.

The Renewable Natural Resources Division of S&T/AGR has long recognized the potential of agro-

technology transfer for increasing agroproduction and facilitating land-use planning. As early as 1974, AID awarded research contracts to the Universities of Hawaii and Puerto Rico to evaluate the possibility of using soil classification to transfer agroproduction technology within and among tropical countries.

"This Benchmark Soils Project demonstrated that soils grouped in the same families respond in similar ways to management practices and have about the same production potential," said Gill.

Transfer by analogy, same soil same management and same yield works well for general assessment, such as in regional land use planning. However, each individual farm and farmer is unique. Consequently, a more sensitive means of transferring agricultural technology to resource-poor farmers was needed.

"It soon became evident that the development of universally applicable crop simulation models required a minimum amount of soil, weather, crop and management data,"

emphasized Uehara. "This led to generation of the IBSNAT minimum data set."

The sets collected at the experimental sites around the world, are stored in the IBSNAT data base management system, which matches data with specific crop models.

Applying advances in the field of information science, the IBSNAT project then conceived the Decision Support System for Agrotechnology Transfer consisting of data bases and models to consider crop genetics and the effects of pests and disease.

"IBSNAT's focus over the next

several years will be on placing the biophysical component of crop production into the overall socio-economic context of the farm," said Uehara. "Our aim is to replicate the socio-economic, decision-making environments under which farmers in the less developed countries typically operate."

Consequently, models of whole farm systems that provide data about the impact of new technology on labor requirements, credit needs, debt levels, costs and prices, infrastructure and the risk of failure associated with environmental conditions will be developed through the project.

"This whole-farm system approach will enable resource-poor farmers to efficiently and effectively adopt and integrate new or alternative crops, cultivars, products and practices with minimum risk," explained Uehara.

"The entrance of agrotechnology transfer into the age of information and technology makes it possible to predict quickly and accurately the effects of different packages of agricultural technology on both crops and soil. This occurs with minimal risk to the user and with a high potential for success.

"These challenges are part and parcel of an evolving state-of-the-art methodology," Uehara noted. "It is this dynamic dimension and ever-broadening aspect of our decision support system that gives it the potential for keeping pace with future technological advances and, most importantly, with the needs of farmers."

—F. H. Beinroth, IBSNAT associate principal investigator

## Reorganization Enhances Efficiency

# FFP Office Has New Regional Focus

 The Office of Food for Peace (FFP) recently has been reorganized to keep pace with the growing importance of food aid to the development process. For decades, the office had been divided according to function, such as Title I and Title II programs. Now, FFP is organized along regional lines so that it can operate more efficiently, says Tom Reese, director of the office.

"As the significance of food aid grew and as the office's mission evolved, the functional division became increasingly cumbersome, causing confusion and overlap with some programs," Reese reports.

"For instance, some programs—such as Section 206—look and operate like Title I but, as grants, are funded out of the Title II account. We hope to move increasingly in this area to alleviate the debt burden of developing countries," says Steven Singer, deputy director of FFP. "Most important, with regional backstopping, it will be easier to make food aid dovetail with the other development activities."

The African famine crisis strained the office's capabilities and re-

inforced the need for regional organization, he adds.

Another factor that prompted the reorganization is the increase in the volume and value of the commodities distributed by FFP. From 1983-87, the tonnage handled by the office has increased 60% and the value of these commodities has gone up 30%.

During fiscal 1987, the office plans to ship 9.7 million metric tons of agricultural goods worth close to \$2 billion. Considering the constraint on operating expenses, no new personnel are available to meet the workload, according to Singer.

"The shift to a regional focus allows each FFP country officer to program all food assistance in his area," he explains. "This not only is more efficient, but provides better coordination of new food aid initiatives, such as Food for Progress and structural adjustment."

Separate divisions have been set up for Asia and Near East, Africa, and Latin America and the Caribbean to correspond to the Agency's geographical bureaus. The Program Operations Division (POD) and the Project Coordination Division (PCD) are, however, unique.

Once a food aid project has been approved, POD assures that commodities are ordered and shipped. It also provides voluminous statistics required by the program.

"This division has won international recognition for its ability to manage emergency relief efforts during the African drought," Singer points out. "It once landed 15,000 tons of wheat in a country two weeks after the first phone call reporting the emergency." POD recently was awarded the Superior Unit Award for its contribution to African relief.

PCD is a new division created to coordinate Agency food aid activities with those of other government agencies involved in food aid that are still organized by funding authority. The division also oversees World Food Program activities and issues regarding the Section 416 surplus disposal program.

"As food aid exceeds Development Assistance levels by a greater margin each year, we must be prepared to manage these programs more effectively," Reese concludes. "The reorganization of the office will help FFP do its important, sometimes critical, job even more efficiently."

## Accommodation Benefits Handicapped Employees

 Perhaps the most far-reaching provision written into the anti-discrimination laws covering employment of handicapped persons is the concept of reasonable accommodation, for, without it, the mandated hiring and advancement aspects of these laws would be ineffective. Reasonable accommodation of physical and/or mental limitations enhances the employability of handicapped persons.

Accommodation can be achieved in a variety of ways, including: modifying equipment, working areas or procedures; using adaptive devices; job restructuring; and, providing readers, interpreters or personal assistants.

In determining whether an accommodation would impose an undue hardship on the operation of the agency, factors to be considered include:

- The overall size of the agency's program with respect to the number of employees, number and type of facilities and size of budget;
- The type of agency operation, including the composition and structure of the work force; and,
- The nature and cost of the accommodation.

No clear guidance is provided on what is reasonable accommodation or undue hardship. "Undue hardship" sometimes relates to the cost of accommodation and must not be used as a barrier to providing employment opportunities to handicapped persons.

The general assumption is that larger organizations with larger budgets can better afford greater numbers and varieties of accommodations than smaller organizations.

An educated, positive attitude toward accommodating handicapped employees can help dispel a tendency to over-estimate costs.

In fact, the Department of Labor's "Study of Accommodations Provided by Federal Contractors" showed that 51% of accommodations cost nothing, 30% cost less than \$500, 11% cost between \$500 and \$2,000 and only 8% cost over \$2,000.

To assist managers and supervisors in resolving reasonable accommodation issues, the following approach, which is based on current case law and recent court decisions, may be useful.

The two key factors to bear in mind are the working definition for a "qualified handicapped individual"—one who can "perform the essential functions of the job with or without reasonable accommodation"—and Section 1613.704 of Title 29 CFR, which provides that "An agency shall make reasonable accommodation to the known physical or mental limitations of a qualified handicapped applicant or employee unless the accommodation would impose undue hardship on the operations."

First, the agency determines whether or not the accommodation in question is necessary to permit performance of the essential functions of the job.

Next, the agency determines the tangible or organizational costs associated with providing the accommodation. Can the agency afford it? Is the associated inconvenience too great?

Then, the agency examines the consequences of not providing the accommodation. Will performance or productivity suffer? Will morale be negatively affected?

Recent decisions indicate that the agency is expected to take the extra step in providing accommodation. Organizations that have chosen not to implement reasonable accommodation procedures have been regularly reversed on appeal or grievance.

As a general guide, unless there are truly persuasive reasons for not providing accommodation, equipment purchases (except for very costly items) and modification, liberal leave, counseling, job restructuring and flexible work schedules should be approved whenever possible.

The coordinator of the handicapped program is preparing a paper on the impact of alcoholism and substance abuse in the workplace. Those interested in receiving a copy should

call (202) 663-1337.

### WOMEN APPLICANTS OUTNUMBER MEN FOR STUDY PROGRAM

An analysis of the After Hours Study Program for fiscal 1986 prepared by the Office of Equal Opportunity Programs (EOP) shows that minority and non-minority women apply for after hours training at universities and colleges at a significantly higher rate than men.

The table below shows that 63 employees, including four applicants who failed to meet the deadline,

applied for training during this period. The panel approved 59. Forty-seven or 79.7% of the applicants were women; of these, 19 or 40.4% were black and 26 or 55.3% were white.

The Agency's After Hours Study program was established by the Training Division of the Office of Personnel in the early 1960s and has been a vehicle for AID employees to acquire additional skills for upward mobility and career enhancement. EOP serves as an advisor to the selection panel on issues affecting the training and development of protected classes in the work force.

—Voncile Willingham

SUMMARY OF APPROVED AFTER HOURS STUDY PROGRAM TRAINING FISCAL 1986

Subject Categories	Total		Occupational Type				GS/GM	FO/FP	Race/Sex									
	M	F	Professional	Clerical	GS/GM	FO/FP			Net. Amer.	Asian Amer.	Black	Hispanic	White					
Economics	5	15	4	12	1	3	11	9			1		2	3			2	12
Personnel Management		6		5		1	6							6				
Management	3	9	3	4		5	8	4			1		1	3			2	5
Communication Skills		3				3	3							1		1		1
Accounting	1	4		1	1	3	5							1	2			2
Business	2	7	2	4		3	8	1						2	2			5
Contract Management		1				1	1											1
Education	1		1					1										1
Law		2				2	2											2
<b>TOTAL</b>	<b>12</b>	<b>47</b>	<b>10</b>	<b>26</b>	<b>2</b>	<b>21</b>	<b>44</b>	<b>15</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>19</b>	<b>—</b>	<b>1</b>	<b>5</b>	<b>26</b>
%	100.0	100.0	83.3	55.3	16.7	44.7	74.6	25.4	—	—	8.3	2.1	50.0	40.4	—	2.1	41.7	55.3

\* Four applications were disapproved because they were received after the deadline. They included two black females, one white male and one white female.

## Classes Help Families Adapt

 Foreign service families face special challenges in adapting to life overseas. The Overseas Briefing Center in conjunction with the Family Liaison Office (FLO) offers several one-day seminars this spring to assist foreign service families prepare for and make the most of tours abroad.

The seminars focus on the unique aspects of raising and educating children in the Foreign Service.

The courses are: "Encouraging Resiliency in Foreign Service Children," May 5; "Educating

the Foreign Service Child While Posted Abroad," May 6; and, "Planning for Post-Secondary Education," May 7.

In addition, the center also offers a "Going Overseas" workshop for teens May 2 and longer courses including "Employment Planning for the Mobile Foreign Service Spouse," May 19-22, and "English Teaching," May 11-15.

For more information or to register for any of the courses, call or write: Overseas Briefing Center, 1400 Key Boulevard, room 400, SA-3, Arlington, Va. 22209, (703) 235-8784/5.



### GUIDE AVAILABLE FOR GROUP INTERVIEWING

Some research collection methods offer little help to managers who need to make cost-efficient decisions quickly. Censuses, sample surveys and detailed ethnographic descriptions are often too costly, time-consuming and produce data that are too complex to be understood easily.

Group interviewing represents one experimental data-collection technique developed by researchers in an effort to provide timely information in a cost-effective manner for managers.

To assist AID managers and to help them work more effectively with contractors in gathering field data, the Center for Development Information and Evaluation prepared *A Guide to Group Interviews*. The guide describes the uses, advantages and limitations of group interviews in developing countries and explains how focus group interviews and community interviews are conducted.

Group interviews can provide background information for project and program design, generate ideas and hypotheses for intervention models, obtain feedback from beneficiaries and assess responses to innovations. They are also useful for monitoring and evaluating information for interpreting available quantitative data.

Focus group interviews involve a

moderator providing only general guidance to participants who engage in conversation primarily among themselves. This type of interview is intended to elicit broad preferences and viewpoints and, most importantly, to generate new ideas and information. Preparing for the interview, selecting participants, arranging seating, controlling group discussions and recording information are important points the guide addresses in explaining the technique.

A more structured method, the community interview is a meeting open to all adults in an area that involves more interaction between interviewers and participants.

Selecting communities, determining the size of the meetings, preparing interview teams and avoiding monopolization by community leaders are some of the steps involved in community interviews that are discussed in the guide.

The guide also offers advice on how to minimize major sources of biases that undermine the validity and reliability of group interview findings and includes a brief bibliography.

Persons interested in obtaining a copy of *A Guide to Group Interviews* should write: Editor of ARDA, AID Document and Information Handling Facility, 7222 47th Street, Suite 100, Chevy Chase, Md. 20815.

—Mary Ryan

**RETIRED**

**Howard Keller**, S&T/POP/IT, population development officer, after 21 years

**Edward Krowitz**, ANE/DP/PA, program economics officer, after 28 years

**Harry Pearson**, M/SER/MO/CPM/M, supply technician, after 25 years

**William Sigler**, AA/M, foreign affairs officer, after 25 years

*Years indicate AID service only.*

**MOVED ON**

**Robert Bakley**, COMP/FS/R/AIDW

**Melvin Blase**, BIFAD/S/CP

**Arletha Downing**, S&T/EY

**Diane Figueredo**, El Salvador

**Doretha Footman-Singh**, M/PM/FSP/EE

**Wilbur Gibson**, South Africa

**Charles Greenleaf Jr.**, AA/ANE

**Mary MacDonald**, M/FM/WAOD/FS

**Alice Love Mattice**, GC/CP

**Gerald Milligan**, M/SER/MO/TTM/S

**Ivy Oliveros**, S&T/AGR/RNRM

**Melaine Lynn Richardson**, M/FM/LMD

**James Seymour**, LAC/DR/EST

**Jennifer Renee Sheldon**, LAC/CAP

**M. Ann Snuggs**, M/PM/TD/PCT

**Mona-Lisa St. Remy**, Haiti

**Mary Howell Stoner**, ANE/TR/ARD/APNE

**Paul Wrobel**, Guatemala

**REASSIGNED**

**Ruth Flynn**, S&T/FNR, program analyst, to contract specialist, M/SER/OP/W/MS

**Irene Ford**, M/SER/MO/CPM/T, computer equipment operator, to purchasing agent, M/SER/MO/RM/AP

**Mark Gallagher**, Liberia, IDI (economics), to program economics officer, ANE/DP/PA

**Charles Habis**, Mauritania, health development officer, to population development officer, S&T/POP/FPS

**Joseph Heffern**, M/SER/IRM/WS computer systems analyst, to computer specialist, M/SER/IRM/TS

**David Piet**, COMP/FS, population development officer, to health development officer, Nepal

**Norman Rifkin**, AFR/PD/CCWA, project development officer, to supervisory human resources development officer, AFR/TR/E

**James Riley**, COMP/FS/DS, general development officer, to special projects officer, ROCAP

**Alison Rosenberg**, PPC/PDPR, policy development/program review, to deputy director IDCA, COMP/CS/DS

**Kenneth Sherper**, ANE/TR, director, to mission director, Yemen

**Samuel Suber**, M/SER/MO/CPM/M, administrative operations

# WHERE? IN THE WORLD ARE AID EMPLOYEES

assistant, to purchasing agent, M/SER/MO/RM/AP

**James Suma**, AFR/PD/SA, project development officer, to supervisory project development officer, COMP/FS

**Paul White**, LAC/DR/EST, supervisory general development officer, to deputy mission director, Guatemala

**PROMOTED**

**William Anderson**, M/SER/IRM/WS, computer systems analyst

**Christine Keller Babcock**, OFDA/AE, disaster operations specialist

**Richard Barrett**, M/SER/IRM/WS, management analyst

**Bonita Benison**, AFR/TR/ARD, secretary typist

**Nora Anne Benton**, M/SER/MS/OM, management analyst

**Agatha Brown**, AFR/TR, secretary typist

**Julia Susan Burke**, M/PM/FSP/A/A, personnel staffing specialist

**Renata Cameron**, SDB/OD, general business specialist

**Cynthia Cedeno**, M/FM/WAOD/FS, voucher examiner

**Sandra Lee Coles**, AFR/SA/SARMSA, clerk typist

**Theresa Essel**, M/FM/WAOD/FS, voucher examiner

**Jeanetta Gardin**, M/FM/WAOD/FS, voucher examiner

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

**D.L. Hutchinson**, S&T/AGR, clerk typist

**Patricia Johnson**, LEG/OD, secretary stenographer

**Herman Lee Jr.**, M/SER/MO/CPM, secretary typist

**Betty Lind**, M/PM/FSP/A, supervisory personnel staffing specialist

**Gwendolyn Marcus**, M/PM/FSP/A/A, personnel staffing

specialist

**Diane McCree**, M/SER/MO/RM/AP, administrative operations assistant

**Sheron Moore**, LAC/DP/DPD, secretary typist

**Nicole Ross Murray**, ANE/TR/ENR, clerk typist

**Loryn Owens**, M/FM/WAOD/CAC, payroll clerk

**Cecilia Pitas**, M/PM/FSP/CD, personnel staffing specialist

**Shelia Richardson**, AFR/PD, program operations assistant

**Warrior James Richardson**, PPC/EA, economist

**Irelene Ricks**, ANE/TR/PHN, secretary typist

**James Saunders**, M/FM/PAFD/CMA/F, financial management assistant

**Willette Smith**, XA/PI, public affairs specialist

**Anita Fay Snyder**, AFR/PD/CCWA, clerk typist

**Lurethia Sykes**, M/FM/LMD/AR, operating accountant

**Mary Tindle**, S&T/IT/PP, secretary typist

**Leslie Vaughn**, ANE/EMS, clerk typist

**Maria Ventresca**, AA/M, secretary typist

**Linda White**, S&T/ED, program analyst

**Elizabeth Williams**, M/SER/OP/W/R, secretary typist

## Bloch Welcomes Challenge at ANE



"Exciting and challenging" is how Julia Chang Bloch describes her February move across the river from Rosslyn to become assistant administrator of the Bureau for Asia and Near East.

After serving nearly six years as assistant administrator of the Bureau for Food for Peace and Voluntary Assistance (FVA), Bloch replaced Charles Greenleaf, Jr., who left the Agency to become assistant for policy and deputy chief of staff for Vice President Bush.

"Under Charlie's leadership, ANE has built a reputation for excellence, and I can already confirm that reputation is well-deserved," says Bloch.

As a result, she does not plan any major shifts in policy or program direction. "I favor open communication and a consultative process of decision making," she says. "Any changes that may occur are those that will arise from my admittedly different working style."

One of Bloch's priorities is to find better ways of communicating ANE's successes in the field. "Development can profit from some recognition that foreign aid has worked," she says. "I'm convinced that the experience of this region offers lessons that can be usefully shared with other areas of the developing world."

Bloch looks back on her years at FVA with a sense of pride and satisfaction. "A major accomplishment

was our ability to firmly establish the credibility of FVA as a bureau and the value of food aid as a development resource," she notes.

Bloch also credits FVA with making great strides in normalizing relations with the PVO community. "We've made a point of supporting PVOs as professional development agencies. As with any institutional change, it takes time, but we're already seeing results from the partnership we established.

"And of course," added Bloch, "our work on the African famine—with food aid and with PVOs—is something in which all of FVA can take pride." For her contribution to this effort, Bloch was recently awarded a Humanitarian Service Award by Administrator McPherson.

At ANE, Bloch looks forward to the opportunity to put into practice in the field the food aid and PVO initiatives she promoted at FVA. She has already recognized the Morocco and Tunisia missions for developing the first P.L. 480 Section 108 and Structural Adjustment programs.

"My special interest in food aid programs is only partially a result of my previous position," says Bloch. "It also is a reflection of the current budget realities and the need to integrate and use food aid more effectively to meet our developmental goals."

With congressional testimony and ANE country program week reviews dominating her first month on the

job, Bloch credits the leadership and experience of Deputy Assistant Administrators Jim Norris and Bob Bell as "the critical elements in keeping the transition as smooth as it has been."

The intense schedule has fueled the need to "get up to speed" on ANE issues as quickly as possible, she says. And, she already has begun to concentrate on some key areas of interest.

Bloch says she is particularly interested in issues that crosscut the bureau and the region, such as urbanization, the environment and the nature of AID's future relationships with the more advanced developing countries. "Discussing these issues on a regional basis and developing innovative approaches to them are among my top interests."

Besides new issues to learn, Bloch also has many new faces she looks forward to getting to know. "I've left a family in FVA," she says, "and joined an institution. That means some adjustments for me. I can't be as much of a 'hands-on' manager as I was in FVA, but that's part of the challenge."

The move to ANE, particularly Asian issues, is a comfortable one for Bloch. Born in Chefoo, China, she came to the United States as a refugee in 1951. Her background includes a master's degree in government and East Asian regional studies from Harvard University and two years as a Peace Corps volunteer in Malaysia.