



AFRICA

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Director John Hammon
Assistant Director John E. Roberts

Burkina Faso Ouagadougou
Director Herbert N. Miller

Cameroon Yaounde
Director Jay P. Johnson
Deputy Director Mosina H. Jordan

Kenya Nairobi
Director Steve W. Sinding
Deputy Director Laurence R. Hausman

Lesotho Maseru
Director Jesse L. Snyder
Assistant Director Carole H. Tyson

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Director Mary C. Kilgour
Deputy Director Michael A. Rugh

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Director John F. Hicks
Assistant Director Richard L. Shortlidge

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Director Eugene R. Chiavaroli
Deputy Director Wilbur G. Thomas

Mauritania Nouakchott
Director Arthur S. Levin

Niger Niamey
Director George Eaton
Deputy Director Robert C. Coulter, Jr.

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Director Sarah Jane Littlefield
Deputy Director George Carver

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Director Lois C. Richards
Deputy Director Dale Pfeiffer

Republic of South Africa Pretoria
Director Timothy J. Bork
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The Sudan Khartoum
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Director Roger D. Carlson
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Director Richard L. Podol
Assistant Director Fred E. Winch

Zaire Kinshasa
Director Dennis M. Chandler
Deputy Director Joseph B. Goodwin

WHO'S WHO IN THE FIELD

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Director Ted D. Morse
Assistant Director Leslie A. Dean

Zimbabwe Harare
Director Allison Butler Herrick
Deputy Director Pamela B. Hussey

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Burundi Bujumbura
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Cape Verde Praia
USAID Representative Thomas C. Luche

Chad N'Djamena
USAID Representative Bernard D. Wilder

Djibouti Djibouti
USAID Representative John A. Lundgren

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USAID Representative Frederick E. MacLimer, Jr.

The Gambia Banjul
USAID Representative Jimmie M. Stone

Ghana Accra
USAID Representative Furman G. Towery

Guinea Conakry
USAID Representative Byron H. Bahl

Guinea-Bissau Bissau
USAID Representative Howard Sharlach

Madagascar Antananarivo
USAID Representative Samuel S. Rea

Mozambique Maputo
USAID Representative Julius P. Schlotthauer

Rwanda Kigali
USAID Representative Emerson J. Melaven

Tanzania Dar es Salaam
USAID Representative Joseph F. Steponek

Togo/Benin Lome/Cotonou
USAID Representative Mark G. Wendling

Sections of Embassy

Nigeria Lagos
USAID Affairs Officer
Elizabeth K. MacManus

Sierra Leone Freetown
USAID Affairs Officer
James W. Habron

Regional Economic Development Services Offices

East & Southern Africa (REDSO/ESA)

Kenya Nairobi
Director Robert H. Bell
Deputy Director Satahchandra P. Shah

West & Central Africa (REDSO/WCA)

Cote D'Ivoire Abidjan
Director Arthur M. Fell
Deputy Director Howard R. Handler



ASIA AND THE NEAR EAST

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Director Priscilla Boughton
Deputy Director Bonnie Pounds

Egypt Cairo
Director Marshall Brown
Deputy Director George Landato

India New Delhi
Director Robert Bakley
Deputy Director Richard Bine

Indonesia Jakarta
Director David Merrill
Deputy Director James Anderson

Jordan Amman
Director Lewis P. Reade
Deputy Director Richard A. Johnson

Morocco Rabat
Director Charles W. Johnson
Deputy Director Janet Ballantyne

Nepal Kathmandu
Director Dave Wilson
Deputy Director William S. Rhodes

Pakistan Islamabad
Director Eugene S. Staples
Deputy Director J. Paul Guedet
USAID Representative for Afghanistan
Affairs Larry K. Crandall

The Philippines Manila
Director Frederick Schieck
Deputy Director John Blackton

South Pacific Suva, Fiji
Regional Director William Paupe

Sri Lanka Colombo
Director Peter Bloom
Deputy Director Gary Nelson

Thailand Bangkok
Director John R. Eriksson
Deputy Director Lee Twentymen

Tunisia Tunis
Director Charles F. Weden, Jr.

Yemen Sanaa
Director Kenneth A. Sherper
Deputy Director Michael F. Lukowski

USAID Offices

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Earthquake Reconstruction Office for
Southern Italy
USAID Representative Hugh L. Dwellley

Lebanon Beirut
USAID Representative Gary T.
Mansavage

Oman Muscat
USAID Representative Duncan Miller

Portugal Lisbon
USAID Affairs Officer David C. Leibson
(Acting)



LATIN AMERICA AND THE CARIBBEAN

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Deputy Director George A. Wachtenheim

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Director Richard K. Archi (Acting)
Deputy Director Douglas Tinsler

Dominican Republic Santo Domingo
Director Thomas W. Stukel
Deputy Director John R. Eyre

Ecuador Quito
Director Frank Almaguer
Deputy Director Eric Scott Smith

El Salvador San Salvador
Director Henry H. Bassford
Deputy Director Bastiaan Schouten

Guatemala Guatemala City
Director Anthony Cauterucci
Deputy Director Paul White

Haiti Port-au-Prince
Director Gerald Zarr
Deputy Director Linda E. Morse

Honduras Tegucigalpa
Director John Sanabria
Deputy Director Carl H. Leonard

Jamaica Kingston
Director William R. Joslin
Deputy Director Myron Golden

Panama Panama City
Director David A. Cohen
Deputy Director Raymond F. Rifenburg

Peru Lima
Director Donor Lion
Deputy Director Alan A. Silva

Regional Office for Central American Programs (ROCAP)
Guatemala City, Guatemala
Director Nadine M. Hogan
Deputy Director William Schoux

Regional Development Office/Caribbean (RDOC)
Bridgetown, Barbados
Director James Holtaway
Deputy Director Alfred Bisset
Associate Director for Grenada
Peter Orr

USAID Offices

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USAID Representative Neboyscha
Brashich

Brazil Brasilia
USAID Representative Howard B.
Helman

Colombia Bogota
USAID Representative James F. Smith

Mexico Mexico City
USAID Representative Samuel Taylor

Paraguay/Uruguay Asuncion/Montevidео
USAID Representative Paul W. Fritz

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

OCTOBER 1987

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

PN-ACZ-546



Sri Lankan Housing Building Up Employees Asked to Lend a Hand Famine Threatens Ethiopia Again

INTERNATIONAL ORGANIZATIONS

U.S. Mission to the United Nations
(including U.S. Secretariat, UNDP, UNICEF, UNCDF, UNFPA)
New York, New York
Development Coordination Officer—Irvin D. Coker
Development Coordination Officer—A. Gordon MacArthur

U.S. Mission to the U.N. Food and Agriculture Organizations
(including FAO, WFP, WFC, IFAD)
Rome, Italy
U.S. Executive Director to the International Fund for
Agricultural Development (IFAD)—Richard M. Seifman
Attache for Development Affairs—Ross C. Coggins

**U.S. Mission to the Organization for Economic Cooperation and
Development**
Paris, France

U.S. Representative to the Development Assistance Committee—David Lazar

Office of the U.S. Executive Director to the Asian Development Bank
Manila, The Philippines
USAID Development Adviser to the U.S. Executive Director—Kevin E. Rushton

Staff Urged to Help 'Someone Like You'

by Ellen C. Irving

Agency employees will have the opportunity to extend their commitment to the less fortunate during the 1988 Combined Federal Campaign (CFC) of the National Capital Area. The government-wide fund-raising effort began with a kickoff rally Sept. 15. USAID's campaign will be held Oct. 19 through Nov. 2.

This year's theme, "Someone Out There Needs Someone Like You," could easily serve as a USAID recruiting slogan, notes Acting Administrator Jay F. Morris, chairman of the Agency's campaign.

"USAID has a well-deserved reputation for idealism, but that generosity of spirit is not limited to those abroad," Morris says. "It extends to our fellow citizens through the support of the Combined Federal Campaign."

Employees and retirees contributed more than \$290,000 over the past year, exceeding the fall 1986 goal by \$20,000, according to Tom Rollis, assistant to the Administrator for Management and the Agency's CFC vice chairman.



Acting Administrator Jay F. Morris (right), chairman of USAID's Combined Federal Campaign (CFC), signs his pledge card starting the annual drive as Campaign Vice Chairman Tom Rollis and CFC Agency Coordinator Mary Power Ryan look on.

"Our Agency contributed more per employee than every other reporting agency as large or larger than USAID," he adds. "Since the 1983 campaign, the average gift has tripled, and individual participation has increased from 32% to 68%."

Mary Power Ryan, coordinator of information applications in the Center for Development Information and Evaluation, is principal

coordinator for the Agency campaign. Ryan sees mission and retiree participation as a crucial element in reaching the campaign goal of \$276,000.

"Mission contributions, up more than 20%, put us over the top last year," she notes, "and retirees alone contributed close to \$10,000."

More than 80% of all funds raised by the CFC are given

through payroll deductions. Ryan urges all employees to consider contributing in this way.

"Spreading a contribution throughout the year makes it easier for each of us to pledge a little more," she explains. "It also provides a year-round level of support that allows the voluntary agencies to plan their activities with more precision and deliver more effective help when and where it is needed."

She points out that a payroll deduction pledge is flexible, allowing employees to adjust or terminate their pledge at any time, for any reason.

Under the new tax code, contributions to CFC may be deducted on an itemized return—a change from past years. "But giving usually is motivated by the desire to help others less fortunate, not to receive deductions on a tax return," says Ryan. "Overall, the new ruling has little significance in terms of most contributors' tax obligation."

Assisting Ryan is Mary Valentino, retired deputy director of personnel and a former CFC coordinator for the Agency. To Valentino, USAID's increased support comes as no surprise. "For USAID employees, participating in the Combined Federal Campaign is all in a day's work," she observes.

(continued on page 4)

Trains Put Transport on Track

A \$46 million Agency grant to rehabilitate and upgrade the Tanzania-Zambia Railway (TAZARA) in southeast Africa will reduce the dependency of several landlocked countries on routes that pass through the Republic of South Africa.

The project, one of several that the United States and other Western nations are financing for the Southern Africa Development Coordinating Conference (SADDC)—an organization of southern African nations formed to promote region-wide economic development and independence—also will increase reliable access to the sea and improve cost efficiency.

"The U.S. grant to TAZARA, the largest ever made by USAID's Southern Africa Regional Program in support of a SADDC project, responds directly to that organization's call for priority action to improve the region's transport sector," said Acting Administrator Jay F. Morris in announcing the agreement on Oct. 2.

An estimated \$31 million will be used to purchase equipment produced in the United States, including 17 new locomotives, spare parts, tools and equipment.

The grant also will provide for construction of a heavy duty locomotive maintenance shop in Tanzania, as well as management, staff training and short- and long-term technical assistance.

USAID Providing Assistance

Ethiopia Falling Into Famine's Grip Again

by Jim Pinkelman

The Ethiopian government's continued refusal to alter its disastrous agricultural and economic policies, coupled with an emerging drought over wide areas of the country, may threaten the lives of 5-6 million Ethiopians in 1988, USAID officials say.

As the spectre of another famine begins to haunt that troubled land, USAID is assessing the country's needs and preparing to mount relief efforts to help it avoid a repeat of the 1984-85 disaster in which hundreds of thousands died.

In responding to the newest threat, Agency officials see some important differences between the situation today and the one in 1984-85.

This time, an "early warning system" (FEWS) initiated two years ago is giving USAID time to respond to the emerging crisis, says Larry Saiers, deputy assistant administrator for the Bureau for Africa.

For example, he says, the crop this year won't be harvested until late in the calendar year, but assessment teams already have made estimates of food shortfalls and have pinpointed the hardest hit areas.

Another difference, says Julia Taft, director of the Agency's

Office of U.S. Foreign Disaster Assistance (OFDA), is that relief agencies that were operating in 1984-85 created an organizational infrastructure that can respond when food shortages loom again.

"There is a network of American private voluntary agencies that has continued to function and is providing information on the conditions in Ethiopia," she says, adding that the Agency's office in Addis Ababa has been working with groups such as CARE, Food for the Hungry, Save the Children and the Joint Relief Partnership, which includes Catholic Relief Services and the Lutheran World Federation. The Agency also is adding to its staff in Ethiopia to assist in relief efforts.

Despite the differences, the Ethiopian government is making many of the same mistakes, Saiers notes, which clouds the outlook for short-term relief and long-range improvement.

"What hasn't changed are the Ethiopian government's policies, which came under scrutiny in 1984-85," he says. "We are concerned that incentives to increase agricultural production are not in place and that the government is following restrictive marketing policies."

Saiers points out that the World Bank, among others, has discussed

those and other issues with Ethiopia "to very little avail."

Taft emphasizes that the situation "is not a famine yet, but we are anticipating some major food shortfalls." She says current reports indicate that rains have failed across wide areas of Ethiopia, with significant crop losses in 12 of the country's 14 provinces.

"Crop losses may reach 100% in Eritrea and 75% in Tigray from a combination of drought and locust infestation," she says, adding that the provinces of Shewa, Harrarghe and Wello also are seriously affected.

The Ethiopian government's Relief and Rehabilitation Commission (RRC) has estimated a shortfall of about 950,000 metric tons of food starting in January 1988, says Taft. Through the end of December, 40,000 metric tons of food a month is available for delivery to the affected areas, which should meet the country's needs. The government also has about 120,000 metric tons of grain in reserve that can be used into next year.

After a decision by the Inter-agency Development Coordinating Committee reached Sept. 25, the U.S. government announced it would provide immediate help by

(continued on page 4)



Thousands of people, including federal workers in the Washington, D.C., area, gathered on the grounds of the U.S. Capitol to commemorate the 200th anniversary of the signing of the U.S. Constitution.

Agency Announces New Directors

ROBERT BELL

Robert Bell has been sworn in to head USAID's Regional Economic Development Service Office (REDSO) in Nairobi, Kenya, in a ceremony at the State Department July 22.

As director he will lead a staff of 60 whose mandate is to provide specialized support for Agency programs in 20 countries in eastern and southern Africa. His staff will assist missions in such areas as engineering, energy, agronomy and economics as well as other specialized skills.

The former deputy assistant administrator of the Asia/Near East Bureau (ANE) began his career with the Agency in 1966 as an intern in Korea.

In Washington, D.C., he served in the Africa Bureau, then was transferred to the REDSO office in Nairobi where he became deputy director. After returning to Washington, Bell served as deputy director and later director of the Asia/Near East Bureau's Project Development Office.

A native of Oxford, Conn., Bell received a BA in economics from Trinity College in Hartford; an MBA from Columbia University and an MA in international public policy from Johns Hopkins University.

DUNCAN MILLER

Duncan Miller was sworn in Aug. 6 as USAID representative to the Sultanate of Oman. In his new post, Miller will serve as the American co-director of the Omani-American Joint Commission for Economic and Technical Cooperation that designs and manages the USAID technical assistance program in Oman.

The 18-year foreign service veteran will oversee a program that provides development assistance to education, fisheries and water resources management projects.

Miller, who began his USAID career as a program economist in Turkey, spent five years on assignment to the Organization for

Economic Cooperation and Development (OECD) in Paris as director of the research team charged with analyses of OECD member-funded development programs. More recently, he served as director of the Office of Program Analysis and Development in USAID's West African regional office in Abidjan, Ivory Coast.

Miller earned a bachelor's and a master's degree in economics at the University of Wisconsin and a doctorate in economics at the University of Kentucky.

JOSEPH STEPANEK

Joseph Stepanek was sworn in as USAID representative to Tanzania at a ceremony in the State Department Aug. 21.

Stepanek will oversee the reestablishment of U.S. development assistance to Tanzania to support its economic recovery program. First-year assistance will focus on the transportation sector and a \$7 million P.L. 480 Title II food program.

"Tanzania has taken serious steps over the past year to revitalize its primarily agricultural economy," Stepanek says. "Facilities also are being improved in a bid to attract tourists back to the Serengeti Plain and Mount Kilimanjaro."

Stepanek joined the Agency in 1971 as an international economic advisor and served on the Pakistan desk in Washington, D.C.

From 1972 to 1977, he was assigned to Bangladesh. He returned to Washington to the Bureau for Program and Policy Coordination and was assigned as a consultant to the White House World Hunger Working Group.

He served as USAID economist to Indonesia from 1977 to 1983 and for the past three years has directed the USAID program office in Kenya.

Stepanek's educational background is in economics and includes a B.A. from the University of Colorado, an M.A. from the University of Minnesota and a Ph.D. from the University of Colorado.

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Cover Photo: After facing a severe housing shortage, the government of Sri Lanka, working together with USAID, initiated a program that has helped thousands of Sri Lankans build or upgrade their homes. See story on page 3.

CFC

From page 1, column 4

Armando Gonzalez of the Social Security Administration is USAID's "loaned executive" for this year's campaign. Through the Loaned Executive Program, federal employees are detailed for 90 days to CFC headquarters to assist agencies in planning and implementing their campaigns.

As a former foreign service officer and Peace Corps country director, Gonzalez views his role in the CFC as a logical extension of his career. "One of the first lessons

you learn working in developing countries is that tomorrow is promised to no one. USAID employees realize more than most people that through their donations to the campaign they can help make someone's today more livable and their tomorrow a greater certainty."

A coordinator also has been designated for each bureau to work with "key workers" who talk with each employee individually.

The government-wide campaign goal of \$23 million will benefit more than 7,000 domestic and international organizations

through the federated charities of the International Service Agencies, the National Voluntary Health Agencies, the National Service Agencies, the United Way of the National Capital Area and the agencies of the United Black Fund (a United Way Campaign partner).

Employees can designate specific beneficiaries listed in the Contributors Leaflet and indicate the percentage of their contribution that should go to each organization they select.

Contributors also can donate to agencies not participating in the campaign by writing in the name

and address of the organization on their pledge card.

The "write-in" organizations then are contacted by CFC to verify that they fulfill the same requirements all participating charities must meet.

For those who prefer not to "give at the office," Ryan points out that, "CFC's administrative costs, at 4%, are among the lowest of any charitable organization in the country. The rest goes to medical research, rehabilitation of the handicapped and assistance to children, the elderly and the ill—helping people help themselves."

Ethiopia

From page 1, column 4

committing 115,000 tons of food to Ethiopia, including support for the internal transport of food. That amount is in addition to 42,000 metric tons of emergency and regular food aid planned for 1988, 20,000 of which is already en route.

In addition to the U.S. commitment, the European Economic Community has agreed to provide 95,400 metric tons toward the current requirement. With those two exceptions, no other food is in the pipeline after December unless other donors respond quickly, Taft says.

Owen Cylke, acting assistant administrator for the Bureau for Food for Peace and Voluntary Assistance, says the Agency is concentrating on meeting the needs of the people in the first few months in 1988. The Sept. 25 decision will certainly help, he says.

In 1984-85, people around the world watched in dismay as thousands of Ethiopians streamed into refugee camps in the Sudan and in their own country searching for food. USAID would like to

avoid a repeat of that, says Taft, but logistical problems could again pose a threat to relief.

"We will be making an effort to bring the food closer to the people so they can walk to a central area, get food and go back to their homes," says Taft. "We don't want people to have to go into camps again, and we don't want to resort to massive airlifts."

In 1984-85, some of the people who came to camps in search of food were forced to move from northern parts of Ethiopia to the south under the government's resettlement program. Ethiopia has suspended its forced resettlement programs in response to international criticism, although the government continues to support the concept of resettlement.

"We have consistently opposed forced resettlement and continue to do so," she says. "No U.S. food will be used in connection with forced resettlement."

Other logistical problems remain, Taft adds. "During the previous drought, donor countries helped to provide financial support for repairing and upgrading the country's ports to facilitate the handling of relief supplies," she says,

adding that donors also were assessed port fees, part of which was to go toward maintenance and improvement of the ports.

At the outset of the 1984-85 emergency, Ethiopia charged about \$25 a ton to unload relief grain, she says. Kenya, by contrast, charged only \$12 a ton. At the insistence of donors, Ethiopia reduced its port fees to \$12-\$18 for relief supplies.

"Despite Ethiopia's fees, port facilities have been allowed to deteriorate to the point where they are incapable of serving a large relief effort," she says. "We have asked the World Bank to assist us in evaluating various port fees and recommending appropriate fee schedules for donors to negotiate with the government."

Taft points out that OFDA recently committed \$1.5 million to the U.N. truck fleet, which operates independently. The money will be used primarily to provide spare parts that would help ensure that the fleet could transport food to needy areas. A World Food Organization assessment team is preparing a full analysis of logistical problems and needs that will help the Agency target other

assistance effectively.

The famine early warning system, to which USAID contributed more than \$4 million, is a major step toward monitoring the situation in Ethiopia, says Saiers. The system integrates existing data on climatological forecasts, harvest and overall economic conditions with the human or social factors involved and adapts technology to the point of establishing the probability of a famine occurring in a given geographic region.

Despite efforts by USAID and other agencies and donors, all three officials acknowledge that famine will pose a perpetual threat to Ethiopia's fragile fabric until the government changes its ways.

"The government of Ethiopia has the primary responsibility to help meet the needs of its citizens," says Taft.

"It must devote resources to the relief effort and, above all, must state clearly that relief efforts will take top priority. We must make sure the Ethiopian government knows it has responsibility to implement policies that enhance its ability to feed its own citizens in the future."

Sri Lanka

From page 3, column 4

Office of Housing and Urban Programs in the Bureau for Private Enterprise. "Sri Lanka's use of its thrifts has certainly been advantageous," he notes. "The administrative costs are much lower compared to a centralized government program, and the local factor makes individual societies more responsive to particular needs."

The thrifts could play a significant role in other rural credit areas. "They could be used for other local needs, such as agriculture and small business," Hagger notes. "Their role can be greatly expanded."

Kimm thinks the personal commitment to the program made by the country's prime minister, R. Premadasa, has been especially important to its success. "Sri Lanka has been a leader in the housing field, and Premadasa has been very active in promoting the program, both in Sri Lanka and abroad," he says.

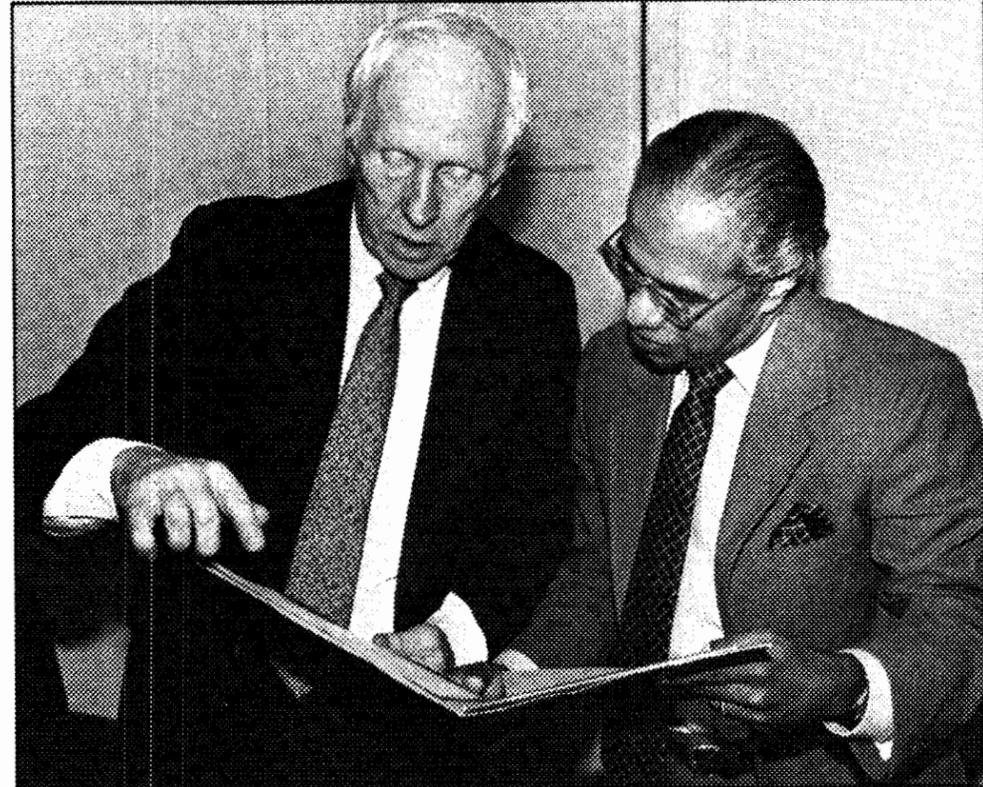
In 1980, Premadasa appealed to the U.N. General Assembly to designate 1987 as the International Year of Shelter for the Homeless.

The United Nations did so, and throughout the world this year, events have taken place to commemorate successful efforts to solve housing problems.

Because the Sri Lankan program has achieved many of its goals, Kimm says, USAID may propose a follow-up program.

Housing reconstruction and new housing will be important USAID activities in response to the recent signing of a peace accord to end violence by Tamil insurgents in the northern and eastern parts of the country.

USAID officials say the program's success is a valuable selling tool when discussing housing problems in other countries. "We use it as a model all the time," says Kimm. "It's a case in which a country, with the help of the Agency, has made a nationwide housing program work."



Peter Kimm (left), director of the Office of Housing and Urban Programs, and Susantha de Alwis, Sri Lanka's ambassador to the United States, discuss the Agency's Housing Guaranty Program at the Sri Lankan Embassy in Washington, D.C.

Development Dialogue

Charles Z. Wick

Charles Z. Wick has served as director of the United States Information Agency (USIA) since 1981. Among his accomplishments as the longest-serving director in USIA history, Wick has overseen the start of *WORLDNET*—the first global satellite television network—and *Radio Marti*—the Voice of America program beamed to Cuba.

He also signed a cooperative agreement with USAID in 1984 to foster a closer and more productive relationship between the two organizations. *Ellen Irving* of *FRONT LINES* recently interviewed Wick about the impact of that agreement and the role of USIA in furthering policy goals of the United States.

Front Lines: What is USIA's overall mandate and what role does it play in influencing foreign perceptions of U.S. policies and programs abroad?

Charles Z. Wick: USIA's mandate, as formulated in the 1948 Smith-Mundt Act and the Mutual Educational and Cultural Exchange Act of 1961 (Fulbright-Hays Act), is to "... increase mutual understanding between the people of the United States and the people of other countries."

In the context of development assistance, we want to convey three ideas.

- First, that our development assistance reflects the moral, economic and political values of the American people.
- Second, that development assistance and disaster relief are cooperative in nature and supported by the American public—that no project or program is begun without the participation of the host country or without careful scrutiny by the executive and legislative branches of our government.
- Third, we believe it is essential that foreign policy-makers and publics realize the practical value of our development programs and the positive impact that they have had on the world we know today.

Our purpose at USIA is to get as objective an understanding of America as possible to people in other nations.

I think we have been quite successful. Truth, in the end, is stronger than the misperceptions and distortions that comprise much of the information disseminated about our society.

Our work with USAID and other government agencies has the goal of promoting the ideals of democracy and free market economics in the developing world. We try to give people around the world an understanding of the benefits of free enterprise and to demonstrate that free enterprise is the only economic system that can provide the growth, jobs and development that the world so desperately needs. For seven years we have emphasized that individual initiative, entrepreneurship, privatization and decentralization are critical to development.

The results are evident. State-run companies have been dismantled in dozens of countries. The governing philosophies of many radical economies have

changed. In less than a decade, attitudes have changed in countries as diverse as Rwanda and China. Certainly, this has not been generated by USIA alone, but I am pleased that USIA is contributing to this historic movement.

FL: It has been more than three years since USIA and USAID signed a cooperative agreement to foster a closer relationship in the field of public affairs. How has this understanding been used to improve the working dialogue between the agencies, to explore areas of mutual interest and to create greater awareness and understanding of USAID programs among target audiences in the developing world and Western Europe?

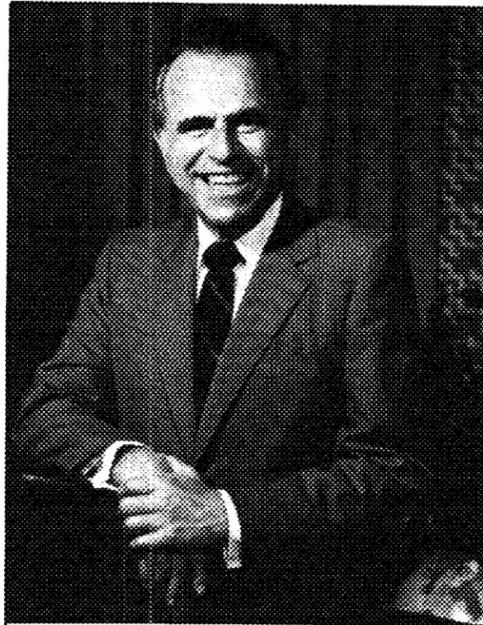
Wick: The cooperative agreement of 1984 was based on the conviction that U.S. development and humanitarian efforts were not receiving the level and quality of media attention they deserved.

The agreement has made it possible for both agencies to focus on a collaborative effort to better tell the USAID story to more people in the developed and developing world.

I am also pleased to note that day-to-day public affairs dialogue and programming along these lines have improved since the signing of the agreement. Through a USIA initiative, the two agencies are now computer linked so that USAID policy statements and information about important achievements and breakthroughs can be transmitted directly to USIA's Wireless File for appropriate regional and worldwide news dissemination.

Also, there has been a marked increase in USAID field officers' support for a stronger U.S. public affairs initiative in the developing world. This mutual interest in public affairs, with advice and counsel from country public affairs officers (PAOs), has resulted in the drafting of a number of joint USIS/USAID Mission Public Affairs Action Plans. Some USAID missions, I understand, have even created new staff positions for development communications specialists to work directly with in-country USIS staffs. This is a very solid measure of the impact of the '84 agreement.

FL: What means of communication has USIA found to be most effective in reaching and



Charles Z. Wick: "Our work with USAID and other government agencies has the goal of promoting the ideals of democracy and free market economics in the developing world."

influencing target audiences and key contacts abroad?

Wick: I have to look at your question in two parts. In terms of mid-level and select audiences, USIA has had great success with our people-to-people and academic exchange programs. Specifically, the International Visitor Program, the Humphrey Fellowship, the Eisenhower Scholarships and the well-known Fulbright program.

The success of our International Visitor program is impressive. Of the more than 85,000 foreign visitors who have come to the United States in the last 25 years as "IVs," 94 have become heads of state, and of these, 42 currently lead their nations. Hundreds more have served their countries as parliamentarians and cabinet officials.

Television, though, is fast becoming the medium with the greatest impact on mass audiences. Through *WORLDNET*—USIA's global television network, which broadcasts daily to Africa, Latin America and Europe—we are able to influence world public opinion. Live newsmaker interviews between leading Administration officials in Washington, D.C., and foreign journalists overseas are often shown on evening TV news programs, broadcast over major radio stations or published in leading newspapers and magazines.

WORLDNET has focused worldwide media attention on USAID through appearances by former Administrator Peter McPherson. We have also put specialists in various fields in touch with one another through *WORLDNET* presentations on health care and development. In Latin America and Africa, *WORLDNET* programs have done a great deal to promote new methods of oral rehydration that could save thousands of lives.

WORLDNET went to Capitol Hill last fall where it was the vehicle used for the first-ever live transoceanic congressional hearing.

Rep. Mickey Leland's (D-Texas) House Select Committee on Hunger took live testimony via *WORLDNET* from African officials in Nigeria on family food production. Afterward, our post said it was one of the 'best things to happen in U.S.-Nigerian relations in a long time.'

Radio is also a highly effective means of reaching masses, especially in closed societies. VOA's (Voice of America) English service, its language services and the African service reach some of our largest audiences. A conservative estimate of our worldwide radio audience—regular weekly listeners—is about 130 million.

Regarding development, one example will give you an idea of the impact of radio. Each week on VOA's Sunday morning program, we broadcast a short piece from VITA (Volunteers in Technical Assistance), a USAID-funded organization concerned with appropriate technology. This program generates 1,000 requests a month for VITA services and information. Think of that—one program, once a week, a thousand requests a month. That's impact.

If you want to enhance mass acceptance and understanding of development projects, the way to do it is through radio, through VOA or through local, national and regional broadcasters.

We want to be part of the intellectual and political dialogue in every country in which we have a USIS office. The approach to each audience will differ, but we need for every Country Team to be acutely aware of what we have to offer and to participate in the design of programs that will reach key audiences.

FL: The recent famine and locust plague as well as the Administration's initiative to end hunger in Africa have resulted in unprecedented food aid and humanitarian support from the United States. How did USIA disseminate information about these efforts during what must have been a chaotic time in the affected countries?

Wick: Africa represents a unique challenge to USIA. The means of communications, their efficiency and local audiences vary tremendously from country to country in terms of sophistication, access and political control.

USIA-TV produced special programs on African famine relief efforts, the anti-locust campaign in West Africa and successful development efforts throughout the continent. These have been replayed to audiences in a number of languages. They also have been loaned or given to key members of national audiences to be shared with colleagues and counterparts.

Through the Wireless File, PAOs placed literally hundreds of articles in African newspapers. They also placed numerous specially produced radio programs on local and national services. VOA also did a

(continued on page 6)

Student's View Broadens After Visit to Tribe

by Shilpa Shah

“You lived in Africa! Did you live in a mud hut?” This is a typical question that children living overseas receive.

I once found the question to be absurd and ignorant because I, like the average American kid, lived in a stone house, had a television and went to an American school. However, I did

“The Masai, by showing their patience, taught me to appreciate and respect other people's values.”

not realize that I was ignorant because I did not understand different points of view.

I came face to face with my ignorance and learned about a different culture after living with the Masai for a week. The Masai, a traditional tribe of East Africa, have not changed their way of life for the past 400 years despite the pressures of society. They still herd cattle for a living, live in huts of cow manure and fetch



Shilpa Shah: *“I learned from the Masai that people of different cultures can live together if they take the time to understand each other.”*

water from a nearby pond. I went to their home with a feeling of superiority and yet an uncertainty of surviving; I came back with an education.

I thought I was better than the Masai. I knew about cosine and sine, which fork to use with salad

and how to read and write. I quickly realized that I had a lot to learn. They taught me how to appreciate nature and see the beauty in others. I saw the rewards of working together and caring through them.

I learned how to build a mud hut and feel the thrill of sleeping in one. Language difference was not a barrier but a bridge that brought me closer to the Masai because the feeling of successful communication was exhilarating. Each day brought a new and rewarding experience, whether it was slaughtering a goat, collecting honey from bees or just staring at the stars. I had the best time of my life.

For the first time, I sat down and thought about myself and my goals. Most important, I learned that people of different cultures can live together if they take the time to understand each other.

By staying with the Masai for a week, I earned myself an education in dealing with people from a different culture. The Masai, by showing their patience for ignorant people like me, taught me to appreciate and respect other people's values. Now when someone asks if I lived in a mud hut, I am proud to say yes.

Shilpa Shah, daughter of Satishchandra and Surya Shah, is a 1987 graduate of the Interna-

tional School of Kenya. This essay and her academic record won Shah an American Foreign Service Association (AFSA) scholarship. Shah is majoring in accounting at George Mason University, where she is attending school this fall. Her father is deputy director of Regional Economic Development Services Office/East & Southern Africa in Nairobi.

APPLY NOW

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

What? Merit Awards for students graduating from high school in 1988, based on academic merit. Financial Aid Grants to full-time undergraduate students in the United States, based on need.

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

When? IMMEDIATELY. All applications must be completed and materials returned before Feb. 15, 1988, to AFSA.

Wick

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fantastic job in getting the story of our concern and assistance to a worldwide and continent-specific audience—indeed, the USAID Administrator and assistant administrator for Africa appeared a number of times on VOA to discuss the American effort.

TOPIC magazine, our Africa-specific English and French bimonthly, carried photo stories on American government and private voluntary organization relief, as did our English and French bulletins throughout the continent. PAOs and USIS officers were instrumental in gaining access to devastated areas for the American and international press and in convincing local authorities that the more objective coverage they allowed, the more efficient and effective would be the international relief response.

FL: Have there been other USAID programs to which USIA has given particular emphasis?

Wick: Local conditions and problems dictate the extent of our effort and the attention we can give to any one problem. Obviously, in Latin America, Asia and the Near East, for example, drug enforcement and eradication have been of great importance and have commanded personnel and the

resources of field and Washington elements. In Africa, economic growth, privatization and agricultural reform have been key issues demanding major USAID and USIS attention.

FL: What might USAID do to better use USIA's resources?

“Publicity, discussion and local understanding of USAID projects multiply the impact of every dollar invested in development.”

Wick: Cooperation and collaboration have improved tremendously in recent years. What must be done in the field by both organizations is to get to know what each organization has to offer the other.

USAID employees have access and substantive contact with audiences that are crucial to bilateral communications. USIS has the products and information to help them do their job better and allow their counterparts to better understand the American people.

USAID employees can help us and themselves by providing their contacts with access to these informational products.

It might be a subscription to one of our magazines, *Economic Impact*, for instance, for economists and financial development professionals; a video tape on a specific cultural, political or economic point of interest; or presenting the

comprehensive *Economic Portfolio* to a senior government or private sector financial adviser or planner.

USAID mission directors, as well as ambassadors and public affairs officers, must become more aware of the public diplomacy implications of USAID projects.

Too often local coverage of major

development efforts is limited to signing or completion ceremonies.

Ongoing development projects—rangelands projects, construction efforts, seed and agricultural research projects—are all opportunities for long-term, repeated coverage of what the United States has done to support better living conditions.

USAID mission directors and employees must make it a point to ensure that the USIS program in their country is fully informed of all the projects they administer and the potential these projects have for enhancing local understanding of the motives and ideals of the American people.

Publicity, discussion and local understanding of USAID projects multiply the impact of every dollar invested in development.

FL: Are there any other topics

you would like to discuss?

Wick: Yes, there is one area of importance that USAID officials everywhere can help us with: One of USAID's key contributions to development and international understanding has been its manpower development and project-specific training programs. USAID has educated thousands of foreign professionals in the United States or third countries.

Each of these individuals—and the effort goes back a quarter century—represents a substantial investment by the people of the United States in the long-term future of the developing world and its perception of the United States. I urge every USAID mission director to make available to his USIS counterpart a comprehensive list of USAID-educated professionals for inclusion in the USIS Distribution and Record System for various bulletins, magazines, library membership drives and/or lecture invitations. USAID has invested a great deal in these people; let us invest a few dollars more to maintain the relationship they have begun with the American people.

In conclusion, I would like to add how much I admire USAID's efforts to bring a better future to the world. USIA was delighted to be involved in the recent celebrations of your first 25 years.

And, we look forward to working together to make sure that USAID gets the recognition it deserves for its contributions to a better world.

Improved Dairy Methods Upgrade Health

by Marcia Rosen

We all know that cats are finicky eaters... but finicky cows? That was the problem that faced Harold "Max" Hanson, a former director of agriculture for the state of Idaho, when he traveled to Cuenca, Ecuador, in 1985 as part of an International Executive Service Corps (IESC) project to work with a group of investors who had recently purchased a cattle farm and dairy.

In Cuenca, a rural region set high in the mountains, milk and milk products have always been in short supply. Compared with U.S. standards of 10 to 20 liters of milk a day per cow, the Cuenca cattle were producing only two liters. Even the production levels of the best imported U.S. and Canadian breeds were very low, providing only about a quart of milk a month per person.

Herds had grazed in the same pastures for more than 200 years, and local farmers simply blamed the cattle for not producing more milk until Hanson discovered the reason for the animals' peculiar eating habits. It wasn't their fussy appetites at all, but the wiry-textured grass that actually hurt their gums, causing them to eat less and give less milk.

Within a matter of weeks, Hanson was able to improve dietary conditions for the animals, which, in turn, increased the production and nutritional value of the milk, significantly improving the health and welfare of thousands of adults and children in the Cuenca area.

As a volunteer with IESC, a non-profit Stamford, Conn., organization that sends volunteers to work in developing countries, Hanson was part of a three-month IESC project, supported by a \$12,000 grant from USAID, to work with Agropecuario E Industrial, S.A. The company recently had purchased a modern facility with the capacity to supply the dairy needs for the entire town and had asked IESC to help it unravel the mystery of poor grazing and milk production.

Hanson quickly pinpointed the problem in the soil chemistry. He explained, "Before I left the United States, I had already done some research on the soil, so I had a good idea what was causing the low milk production. A neutral pH level would be about 7, and anything below that would be very acidic. The Cuenca soil was running about 4.8."

When he talked to the local dairymen, he realized they didn't understand the effect of the soil on the forage.

"The farmers thought just because the grass was green, it was edible," he said. "I had to convince them it was like spray painting tumbleweed green. You could stuff a mattress with it, but you certainly couldn't eat it or hope to get any nutritive value out of it."

The grass, known as Kikuyo, originally had been imported to the area from Japan. Nobody could remember how or why it got there, simply that it provided good ground cover, looked good, grew fast and did well in the climatic conditions. While it improved soil stability, it had no nutritive value whatsoever. And, particularly after it ripened, it turned tough and wiry and became almost impossible to digest.

"Because cows don't have upper teeth," Hanson explained, "they use their tongue to swirl the grass around, and it was cutting up the inside of their mouth."

The Ministry of Agriculture had been experimenting with different grass strains, but the kinds they had chosen to improve forage and adapt to growth on a hillside were not achieving much success.

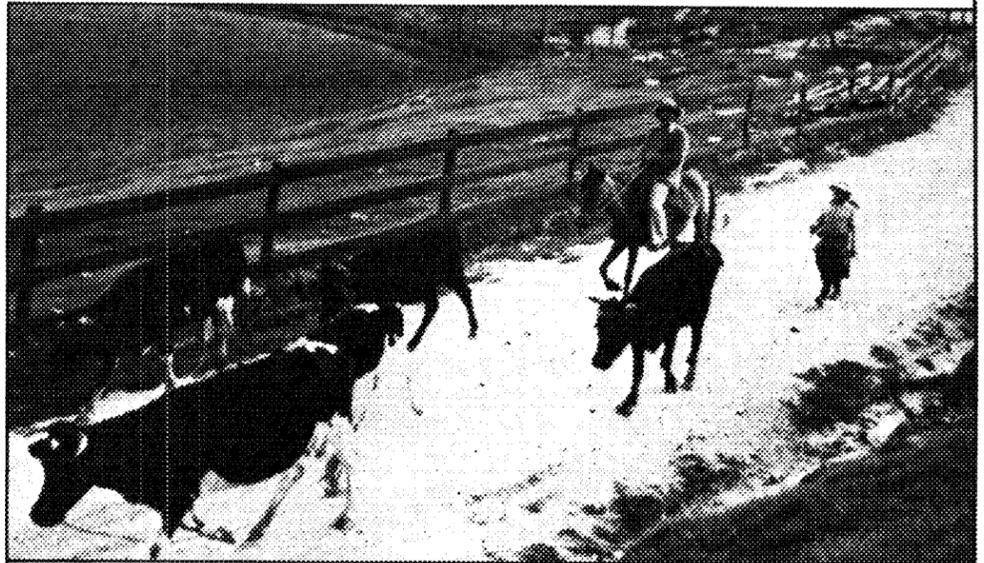
Hanson, who owned and operated his own ranch in Boise, Idaho, tested 10 different "acid-loving" grass varieties donated at a value of about \$500 by Jacklin Seed Co. of Post Falls, Idaho. He ultimately selected a strain of Italian Rye to be planted on 130 hectares of the Cumbesa farm. He pointed out to Cumbesa's dairy manager, Marcelo Herrera Zamora, that reseeding the land could make a 100% difference in production.

Correcting the soil acidity and getting new varieties to adapt to the soil, however, were only two aspects of the problem. Another was getting the people to recognize the effects of the adverse weather conditions and altitude on the cattle feeding schedule and accept new ways of grazing.

Hanson learned from the local farmers that they did not use supplementary feed in the winter to tide the animals over until spring, when the grass grew again. He



The increase in the daily intake of better quality milk has improved the health of both young children and their parents in the Cuenca region.



Through an Agency-funded IESC project, dairy farmers in a mountainous region of Ecuador have improved the diet of their cows and increased the production and nutritional value of the milk.

also discovered that in the spring the dairymen followed a random feeding pattern in which the animals ate on some days and not others.

Hanson advised Cumbesa management that, for the business to be profitable, they had to pay attention to several factors, the most important of which was a daily feeding schedule. "The amount of the daily feedings is closely related to the size of the animals," he noted. "It is estimated that for every 1,000 pounds of animal weight, it is necessary to feed 100 to 150 pounds of forage. Where that is not available, grain may be substituted."

Drawing on information from a feeding bulletin supplied by Washington State University, he developed, with the help of Zamora, a grain ration that combined corn, which was plentiful in the area, and rye. He also suggested adding a concentrate of protein and carbohydrates to the animals' diet, along with the maintenance of a continuous feeding schedule.

In addition, Hanson prepared plans for the conversion of the ranch fields, explained the proper selection of dairy cattle stock, techniques of artificial insemination, genetic potential, irrigation, fertilization, sanitation and milking.

Once these suggestions were put into practice, Hanson predicted that Cumbesa, after only a few months time, would be able to supply up to 80,000 liters of milk per day, an increase of more than 100% and more than enough to fill the daily nutritional requirements of Cuenca's 140,000 inhabitants.

What was particularly interesting, Hanson noted, was the enthusiasm of local dairymen who wanted to know more about the process he started at Cumbesa. "When they saw that something was working, they wanted to learn about it. Ideally, after enough grass seed had been generated on the farm, it could be made available to them," he said.

Even the young mothers got involved. "They could see that these 'new' grazing techniques would be immediately beneficial to their children's health, and they urged their husbands to find out more," Hanson said. "You might say that both directly and indirectly Cumbesa revolutionized the dairy methods of Cuenca."

Signs of the impact of Cumbesa's dairy production are already in evidence.

"After we had increased production levels at the dairy, Zamora told me that the mortality rate among the Indians, which was running at an alarmingly high rate of 40% due to improper nutrition, has dropped significantly, to less than 20%," Hanson said. "And, the health of young children and their parents alike has begun to show dramatic improvements because of the increase in their daily milk intake."

Maria Eugenia Febres Cordero, wife of Ecuadorean President Leon Febres Cordero, highly praised Dr. Hanson's efforts. Mrs. Cordero, who was honored at the White House in April 1985 for her work with infants, is head of INFA, the Institute for Child Care in Quito, Ecuador. Because milk is a natural source of nutrition, she felt this program could make a significant contribution to upgrading children's eating habits and nutritional intake.

IESC Country Director Chadwick Braggiotti pointed out that the project's success does not mean that Hanson had an easy task. "Dr. Hanson didn't just go in and meet with 100% cooperation. In fact, he had to fight many battles with individuals who wanted to continue doing things the old way," Braggiotti said.

"Thanks to a simple innovation in the food chain developed by Hanson and IESC, the health and nutrition of this community has taken a giant step into the future."

Rosen was formerly senior project analyst in the Evaluations Department of IESC and is currently a free-lance writer in California.

Health Costs May Increase

Health care premiums for some federal workers will rise as much as 31% next year, according to the U.S. Office of Personnel Management's annual Health Benefits Program report released last month.

The Federal Employee Health Benefits (FEHB) open season, scheduled for Nov. 9 through Dec. 11, allows participants to revise their health insurance without incurring financial penalties or a break in coverage.

Because of the sharp increase in health care costs and use, the average premium for the non-postal service federal employee will rise by 31%, but premiums for 296 insurance plans—primarily pre-paid health maintenance organizations—will decrease.

Reflecting their growing popularity, 92 pre-paid plans will be added to the FEHB program for 1988.

Changes also will take place in policies offered by the National Treasury Employees Union and the Government Employees Benefit Association. The two fee-for-service plans will drop high-option coverage while continuing to provide the standard (low-option) benefits.

The maximum government contribution will increase by 32% in 1988, the report notes. The maximum monthly government contribution allowed will be \$77.50 for individual coverage and \$167.88 for family enrollment. By law, the government cannot contribute more than 75% of any premium.

Employees will receive further information through their Administrative Office.

IN MEMORIAM

DANIEL PFOUTZ

Daniel Guy Pfoutz, an import program specialist for the Agency for 24 years, died of cardiac arrest Aug. 1 at Fairfax Hospital. He was 67.

Pfoutz joined USAID in 1956, holding posts in Washington, D.C., and in New Delhi. He had been acting mission director in Cairo before his retirement in 1980.

Survivors include his wife, Mary, four children by his first marriage, and two stepsons.

HUGH GARMANY

Hugh Barbay Garmany, 61, died on June 14 of cancer at Good Samaritan Hospital in Phoenix, Ariz.

Garmany joined the Agency in 1965 and served as a commodity management officer in Vietnam, Cambodia, Egypt and the Ivory Coast. He retired in 1982.

Survivors include his wife, Marga, three sons and a daughter. Condolences may be sent to the family in care of Mrs. Garmany, 13023, Westgate Drive, Sun City West, Ariz. 85375.

USAID BRIEFS



Speech coach Sharon Petersen and the Agency's speechwriter Peter Chandler lead a recent seminar on effective public speaking. The seminar was sponsored by the Bureau for External Affairs and was open to all USAID employees. Persons interested in participating in a similar seminar should call 647-4213.



(From left) Paul Bisek, coordinator of cooperative development at the Agency, meets with Landrada Mukayiranga, president of the Board of Directors of the Cooperative Training and Research Center (IWACU) in Rwanda, and William Dalrymple of the National Cooperative Business Association at NCBA headquarters in Washington, D.C. Mukayiranga and other IWACU officials are visiting co-ops throughout the United States as part of National Co-op Month activities. IWACU, built by the Agency, is funded by USAID, the government of Switzerland and the NCRA.

Agriculture Program Applauded

Noting that the United States has "no better development resource than our own farmers," Acting Administrator Jay F. Morris hailed the expansion of a unique program to bring American agricultural know-how to developing nations.

Morris spoke at a special ceremony welcoming Peace Corps participation in the "Farmer to Farmer" program Sept. 16.

The Peace Corps and the Volunteers in Overseas Cooperative Assistance (VOCA) will identify projects and match volunteers for this USAID-supported program in

which American farmers help their counterparts in developing nations improve income and consumption.

"The fuse that lights this entire program is the American farmer," said Morris. He added that the program reinforces USAID efforts to raise the income of the rural poor, improve nutritional standards and preserve natural resources.

The ceremony was held in the office of Rep. Doug Bereuter (R-Neb.), who sponsored the legislation establishing the program. Peace Corps Director Loret Ruppe and VOCA officials also attended.

Ecuador Gets Recovery Help

Responding to the March 1987 earthquake that cost Ecuador an estimated \$1 billion in damages, the Agency will provide \$6.5 million in balance of payments funds to Ecuador's Economic Stabilization and Recovery Program.

The grant agreement signed last month will be used to purchase needed imports from the United States, including lost foreign exchange resulting from destruction of Ecuador's oil pipeline.

"The grant demonstrates the U.S. government's strong support of Ecuador's effort to implement a private sector, market-oriented policy that will strengthen Ecuador's position to compete in world markets and to establish a foundation for broadly based economic growth," said Dwight Ink, assistant administrator for Latin America and the Caribbean, during the ceremony.

Legion Post Invites Vets

Agency employees who are veterans are invited to join the Department of State American Legion Post 68.

Monthly luncheon meetings are held from September through June at the Fort Meyer Officers Club, and, among other activities, a post reception is held at State.

The post has approximately 200 members in the United States and overseas.

The annual fee of \$15 includes the monthly *Legion* magazine and the privilege of visiting other Legion posts in the United States and abroad. Applications for membership can be obtained from Mervin Boyer or Dick Billig, SA-16, room 514, Washington, D.C. 20523, (703)235-9665.

Court Upholds Agency Policy

A federal district court dismissed on Sept. 30 a lawsuit brought by the Planned Parenthood Federation of America challenging the Administration's anti-abortion policy in foreign assistance programs.

Under the policy, U.S. organizations that receive assistance for international population activities must agree not to provide federal money to foreign organizations that perform or promote abortion as part of family planning.

Jay F. Morris, acting USAID administrator, said the Administration's policy "is to provide strong support for international family planning programs but firm opposition to abortion. We are pleased that the court has upheld USAID's authority to implement the Administration's policy."

Agency Women: Rising Through the Ranks

by Jim Pinkelman

"Rising through the ranks" can be a slow and difficult process for those entering government service at the clerical level. Three women who have climbed the Agency's career ladder reflect on their experiences and offer some advice to colleagues seeking advancement to the professional level.

MARY ACKOUREY

Although she works with automated systems, Mary Ackourey recognizes the human element and its importance in the Agency.

Ackourey, who began as a clerk-typist and has worked her way up to computer specialist in the Mission and Project Services Division of the Office of Information Resources Management, deals with computers and other automated systems every day. She says she finds her work interesting and challenging. But there is nothing like a trip to the field to "really get into what the Agency is doing overseas," she says.

Ackourey's first trip to the field represented a milestone for her, the point at which she started going places at USAID—literally and figuratively. "It was my first field trip that I really began what I would consider my professional career at the Agency," she says.

Her journey was to Malawi in 1979, five years after she joined the Agency. "I dealt with the project teams, backstopped the Agency representative and managed the office at times," she recalls. "What I enjoyed the most, however, was traveling with one of the project doctors who went into the bush."

Since then, she has traveled overseas several times, something her job makes possible. "My primary responsibility is providing assistance to our missions for all their automation needs," she says. "That includes assessing on-site automation requirements, conducting mission-specific



and regional workshops, estimating costs for procurement of automation equipment and resolving user problems."

Ackourey joined USAID in 1974 as a GS-4 clerk-typist in the former Office of Management Planning. She moved up to secretary to the director of the office before becoming a management assistant, a promotion that occurred while she was on the Malawi trip.

She says the Malawi assignment was the key to her advancement. "I was on my own, in a sense, and had to work independently. I was able to show that I could be given an assignment and carry it out without supervision."

The experience was helpful in other ways, she adds. "I got to see a doctor training people, teaching them and caring for them. The interaction the doctor had with the people was really wonderful to watch. It gave me an appreciation for the person-to-person factor in the Agency's projects, and it really brought home to me how the Agency helps individuals.

From that point, Ackourey progressed to a management analyst, first in Management Planning and then in Information Resources Management, and was promoted to a GS-13 computer specialist last year.

Ackourey attributes her rise in the Agency to supervisors who were willing to give her greater responsibility and to her own eagerness to accept complex assignments.

"I've been given the opportunity to assume
(Continued on page 10)

YVONNE GAINES

As Yvonne Gaines looks back on her career, she can point to any number of influences, be they family, friends or colleagues. But she owes much to an unlikely mentor: a typing test supervisor.

Gaines, an administrative officer who has been with the Agency for almost 21 years, recalls taking typing tests repeatedly in her effort years ago to get an entry-level job in the government.

"I could never pass the test, mainly because with all the other typists in the room, the noise would really upset me and everyone seemed to be typing too fast," she recalls. "I just couldn't relax."

She was almost ready to abandon the effort, but she decided to give it another try. She went to the Securities and Exchange Commission, where she was the only typist taking the test. "On this test, the supervisor gave me a passing score," she says, adding with a laugh, "I think he just felt sorry for me, but he gave me the chance to prove myself."

After that big step forward, Gaines never looked back. She joined the General Accounting Office's typing pool as a GS-3 before coming to



the Agency's former Office of Management Planning in a similar capacity in December 1966.

From there, Gaines began climbing the ladder slowly, moving from typist to GS-7 secretary in Management Planning. After obtaining a degree from George Washington University in 1973, she was detailed within Management Planning as a management analyst for six months in 1975 before assuming that title formally.

Gaines then transferred to the Office of Financial Management, where she became a budget analyst. In 1979, she moved to the Office of Management Operations within the Bureau for Management as an administrative assistant. She came to the Bureau for Program and Policy Coordination (PPC) a year ago and is now a GS-12 administrative officer.

"In my present position, I serve as liaison between PPC and other offices within USAID as well as outside agencies," she says.

"My current assignment has really brought together all the things I've learned in the Agency," she says. "In Management Planning, I was taught how to analyze managerial problems and make recommendations for solving them. In Financial Management, I learned to analyze

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BETTY CASE

Having been with USAID for 26 years, Betty Case has seen a lot of changes—in her life, in Washington and in the Agency.

One thing that has remained constant, she says, is the sense of purpose and idealism that guides Agency employees.

"People here really believe in what they are doing," she notes.

"I see a lot of the same commitment that I remember when the Agency first started. It really makes you feel good to come to work."

Case began her USAID career as a GS-4 secretary in the former Office of Management Planning and soon moved up to administrative assistant. After three years, she transferred to the Latin America Bureau, where she worked eight years as a reports officer. Case then became a management analyst in the former Office of Data Management. By this time, she had risen to a GS-9.

Case then moved to the Bureau for Program and Policy Coordination, where she served as a budget analyst. For the last eight years, she has been in the Science and Technology Bureau's Office of Population, beginning as a program analyst and moving up to her current position, a GS-14 program officer.

That is quite a record for someone first recruited out of high school in western Pennsylvania by the Department of the Navy as a GS-2 typist. "I've been fortunate in that I've worked with people who have allowed me to grow in my job," she says. "That's one of the reasons I've been able to advance."

After working with the Navy, Case applied for a job with the Peace Corps. "The Office of Management Planning was helping the Peace Corps recruit people and get started," she says. "They saw my application and decided to hire me for USAID instead."

Looking back, she says she considers herself lucky, not only because she was able to join the Agency but because she always seemed to be in the right place at the right time.

"For example, I was in Management Planning in the early '60s, when the Agency was first established," she says. "It gave me a good appreciation for the organizational structure of the Agency. It helps to know who is responsible for what."

Similarly, she was in the Latin America Bureau when the Alliance for Progress was under way. "That was a really important program, and everyone was excited about it," she recalls. "It also made me appreciate the role of the regional bureaus."

Now as a program officer, she provides guidance to the technical staff on budget preparation and program implementation. She also follows various programs to determine effectiveness, funding trends and other information.

Case says she advanced in the Agency because she was willing to look at each job as a learning experience and because she never turned down an opportunity to gain knowledge.

"I always felt the need to go beyond what I was directly responsible for, even though it might not fall under my job description," she

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Program for Women Accents Leadership



Agency female employees interested in managerial and executive careers are eligible to participate in a yearlong Women's Executive Leadership Program (WEL), conducted by the U.S. Office of Personnel Management's (OPM) Training and Development Center.

Aimed at civil service (GS) 9 to 12 level women, WEL is designed to provide the federal government with a talent pool trained in management and leadership techniques. The demonstration model for the program was developed three years ago, and 50 GS women from the metropolitan Washington, D.C., area enrolled. Since then, the program more than tripled in size, and participants

come from regional as well as national offices of more than 80 civilian and military departments and agencies.

The part-time, 12-month program is tailored to meet the professional developmental needs of each participant. The course includes testing, counseling, formal training, planning and presentation of a workshop by each sub-group, supplementary leadership and management courses, interviewing and "shadowing" assignments (observing the routine of a senior-level manager). The program also includes "details" (temporary duty assignments), both within and outside the participant's organization.

The elements are included in an Individual Development Plan written by the participant with the

assistance of the supervisor, OPM training staff and the Agency WEL coordinator.

Two USAID employees from the Africa Bureau are participating in this year's program. Charline Reeves, who left for a 30-day detail in Malawi last month, and Minnie Wright, who is working in Kenya and Lesotho also as part of her training, addressed interested employees recently at an Information Open House sponsored by the Office of Equal Opportunity Programs (EOP) in Washington.

"USAID managers are enthusiastic about the program's potential to expand the number of qualified candidates for managerial and executive positions," observes Dennis Diamond, acting director of EOP. "Our Office of Personnel Management intends to sponsor four participants for next year's program."

The Office of Equal Opportunity Programs will distribute information and application forms to all GS-9-GS-12 employees for the WEL

1988 program the end of October.

Also in November, EOP will host an open meeting for all Agency GS/GM-13-14 employees to outline the upcoming Executive Potential Program (similar in scope to the Women's Executive Leadership Program) sponsored by the U.S. Office of Personnel Management. Applications will be distributed at the meeting.

The Agency plans to nominate one employee for this program, according to Clark. "USAID's participation in federal-wide career development programs is a part of the larger effort to promote the talents and abilities of all employees," she emphasizes. "But participation is limited by the number of slots available to the Agency and the financial resources available for such programs."

For additional information regarding these programs, contact Virginia Clark, EOP, room 1214, SA-1, (202)663-1339.

—Voncile Willingham

Agency Women

From page 9

CASE

says. "Most of the moves I've made occurred because someone noticed what I was doing and encouraged me. If a supervisor knows that you will do whatever it takes to get the job done, that gives you some of the leverage you need to advance."

Following that policy has paid off for Case, who adds, "A willingness to take the extra step has always given me a sense of personal satisfaction, regardless of whether it has led to a promotion."

Delays in promotion or barriers to advancement can discourage younger workers, she acknowledges. Her advice to them: "If you're going to get ahead, you have to be willing to do more, even if it doesn't seem to have any immediate benefit."

It also helps to know when to make a move. "All of my moves have been lateral ones, which eventually led to promotion," she notes.

She says she also gets satisfaction from the devotion of her fellow workers to their duties. "The programs change and the people change, but the need for the Agency is still here, maybe more so," she adds. "For example, it's more than just a job for the people in the Office of Population. I see the same dedication that I saw with the Alliance program."

Case plans to retire next year with a lot of memories and few regrets. She says she will miss her co-workers and the city in which she has worked for almost four decades. But then there are some things about Washington, D.C., she already misses.

"I remember the days of riding streetcars and going to Haines Point at night to catch a breeze," she says. "Pennsylvania Avenue has changed so much, and so has Rosslyn. Sometimes I have to remind myself what city I'm in."

Retirement means she will have more time to read her mystery novels, go antique shopping, travel and attend plays. She and her husband, who live in Columbia, also will have more time to spend with their children and grandchildren.

After a long and rewarding career in which she moved steadily through the ranks, Case says she is looking forward to retirement. "When you spend 12 to 13 hours away from home every day, there's not much time to spend on other things," she says. "It will be nice to have more freedom."

ACKOUREY

added responsibilities in each position I held," she notes. "I was willing to go beyond the basic requirements of my job as a clerk-typist and then as a management assistant. My supervisors recognized that ability and desire, and they saw I could perform the kind of job that I have now."

Although Ackourey does not have a degree and sometimes regrets that she did not pursue one, she has not permitted that to hold her back. "I have had a great deal of personal satisfaction in that I've been able to advance and be successful," she says. "It goes to show that there are people who can succeed in their career goals if given the opportunity."

To move up, an individual must take the initiative, she says. "You have to make a conscious decision to do a good job, no matter what your goal. That often means doing more than is required of your position."

Ackourey, originally from Scranton, Pa., came to Washington, D.C., early in 1974 and joined USAID later that year. "I had always thought about joining the Foreign Service, so an opportunity with the Agency was very close to my goal," she says.

Away from the office, Ackourey enjoys the outdoors, whether she is walking, biking, riding horses or playing baseball. She also likes to sing and for a while appeared with the Ambassadors of Song, a choral group made up of Agency employees and other federal workers.

"I've been traveling so much lately that I haven't been able to keep up with the group," she says. "But I really enjoy singing."

Ackourey says she may try to realize her goal of joining the Foreign Service one day. For now, she says, the contact that she has with USAID staff overseas is the most rewarding facet of her job. "I enjoy meeting my colleagues in the field," she says. "You can see a name on paper but to actually meet the person face-to-face is another thing. These are the people who really make it all happen."

GAINES

numbers, and in Management Operations I learned the kinds of services USAID gets from whom, where and how."

When Gaines arrived in Financial Management, "I was not very comfortable with numbers," she recalls. "But I had the best supervisor anyone could have. He taught me not to take errors too seriously but to continue and try not to make that same mistake again. After a

while, you learn that numbers are simple. They're right or they're wrong—no gray areas."

Gaines cites two principal factors in her advancement: good supervisors and her own perseverance. "Moving up was always in the back of my mind," she says. "I always thought I could do more. When I was a secretary, I had supervisors and their subordinates who would let me go beyond basic typing, answering phones and so forth. I was allowed to proofread documents, make changes and check to make sure figures used in reports or memoranda were correct, prepare the EEO (Equal Employment Opportunities) report and do various other kinds of non-clerical things."

Even so, "It was always a struggle to get out of the secretarial field," she adds. "I had to really push to get ahead. I let my supervisors know I wanted to accept more responsibility and to advance."

Gaines also benefited from the former Federal After-Hours Program, a four-year plan in which employees could take classes part-time for three years and attend school full-time for one year to earn a college degree.

She earned hers in political science, a major she chose because "working for the federal government, I thought it would be beneficial." She enjoyed the program but remembers the burden of attending class three nights a week, at various locations around the city, after a day at the office and, at the beginning, going home to a 6-month-old baby.

"The third year was the best," she recalls. "If you maintained a C average or better in your first two years you attended class full-time at GW (George Washington University) the next."

Gaines advises others seeking to advance to follow her motto from high school: "Know thyself." Just as important, she says, are to "work hard and to get to know someone who knows the system and who will help you. I think that's the quickest way to get ahead."

Away from work, Gaines enjoys traveling—"it doesn't matter where; even around the Beltway"—and singing in her church choir. She lives with her husband and two children in Washington, D.C.

Gaines has seen many changes at the Agency, though in one respect, she adds, it has not changed at all. "People and programs may change. Different things get emphasized at different times. But the goal of trying to help people in developing countries remains the same."

Procurement Tools Can Help Fight Fraud

A procurement specialist for a USAID mission in Latin America was sentenced in September 1987 to two years imprisonment for his part in an international conspiracy to divert hundreds of thousands of dollars from the Agency.

The employee, a citizen of Bolivia, was arrested and jailed in Miami when he arrived for further "procurement training" arranged by the Inspector General's (IG) Office of Investigations and Inspections. In addition to the prison term, he received a \$25,000 fine, three years probation and deportation.

The IG identified suppliers who had paid the employee more than \$250,000 over a two-year period to rig bid awards, resulting in contracts overpriced by 100-300% and valued at more than \$2 million.

Based on cooperation from the former USAID employee, the American companies involved in the scheme are under investigation.

The lessons learned from this investigation by John Cogdill, now regional inspector general for investigations in Dakar, Senegal, and Richard Boggs, recently assigned to the Regional Inspector General's Office in Tegucigalpa, Honduras, point out the need for continuing education as part of the IG's Integrity Awareness Program to detect and prevent fraud, waste and mismanagement. Cogdill talked with Gene Richardson, assistant inspector general for investigations, about the primary indicators of abuse of the system and the routine safeguards of which Agency personnel should be aware.

by John Cogdill

In recent years, the federal government has become increasingly concerned about abuses in the procurement process.

In response to that concern, the Agency has instituted additional systems and controls that have resulted in a number of suspected procurement fraud referrals to the Inspector General (IG).

When Agency employees understand how fraud schemes operate and can recognize the indicators and necessary safeguards, they can better detect and prevent such abuses, says Gene Richardson, assistant inspector general for investigations.

"Situations in which Agency employees and host government officials are heavily involved in procurement with minimal management oversight are particularly vulnerable," he notes.

"Supervisors cannot and should not review every action taken by subordinates. However, recognition of areas of vulnerability, combined with good record-keeping systems and occasional verification of information, can go a long way toward reducing the opportunities for fraud."

Although most employees are honest, Richardson asserts it is sometimes the most trusted staffer who takes advantage of that trust. "A supervisor is only too happy to have an employee who will do whatever is asked, who anticipates every need and who rarely asks for time off—in other words, one who does not cause problems.

"However, it is the diligent and trusted employee who knows the work habits of colleagues, what documents are likely to be signed without being read and what 'facts' will be accepted without verification. In short, the employee knows what he or she can get away with."

A record-keeping system is a particularly vulnerable area, says Richardson. "Most people assume that procurement files are in order and all requirements have been met. But official-looking pro forma

invoices and letterhead stationery are no guarantees. Cables, invoices and letters can be and have been forged.

"It is exceedingly easy to print an invoice with whatever name and address you want; it also is easy to get friends, relatives and freight forwarders to lend you their addresses and even telephone

"Supervisors cannot and should not review every action taken by subordinates. However, recognition of areas of vulnerability and good record-keeping can go a long way toward reducing fraud."

and telex numbers," he says. "We have recently discovered several such schemes."

It is not difficult to maintain complete files, Richardson points out, once the staff knows what to look for.

"Be sure that advertising actually takes place. Insist that copies of USAID bulletins, local newspaper ads and other documentation are made part of the official file, even in cases where the Agency is not involved in the selection of the supplier."

If a procurement officer contacts potential suppliers directly, documentation must include names, dates and telephone numbers. Copies of all pro-forma invoices received, whether originally submitted to USAID or to host government officials, must be retained in official Agency procurement files, he advises.

All invoices are to be inspected to ensure that they include the names (legibly printed or signed) of company officials responsible for providing the quotations. "Incomplete information may indicate that the company is not legitimate," notes Richardson. "A complete file also will make an investigation much easier."

He also suggests that supervisors familiarize themselves with sup-

pliers. "Be alert for instances in which all quotations come from small or unfamiliar firms. This may be a sign that there has been no advertising.

"In instances where advertising has been waived, a procurement official can easily influence the choice of a supplier by failing to contact large firms specializing in the products sought. He may contact several small firms and assure high quotations and then direct the procurement to a particular firm of his choosing."

To verify the existence of a bidder, an official should look for a listing in a telephone directory, consult business directories or speak with knowledgeable local people. For companies with a U.S. address, a Dun and Bradstreet report may be obtained through the Agency's Development Information Division (PPC/CDIE/DI, room 105, SA-18, (703) 235-8936).

Another effective method of checking the legitimacy of a company or its prices is to contact the supplier by telephone, cable or letter. "One should be especially alert if well-known firms have submitted quotations but have been underbid by unfamiliar com-

panies," Richardson explains.

"Ask company officials to confirm that they have submitted the quotations and to tell you the prices submitted. This type of contact, even when done sporadically, will reduce the likelihood that procurement officials and host government officials will engage in fraud.

"Of course," he adds, "they must be made aware that such verifications are part of the normal procedure. The key is that an Agency official makes such contacts and does so on a random basis." Unpredictability, he emphasizes, can be a great asset.

During just such a random contact, a USAID official detected a "kickback" scheme. During a recorded conversation a contractor met with the Agency employee who assured him that he would rush the contract through while his supervisor was on leave. "This unsolicited account was very telling about the methods those who would defraud the government will use," notes Richardson.

Another area of vulnerability is inflated pricing. The IG advises that when in doubt, consult catalogs, check with colleagues or contact the Office of Procurement's Commodity Support Division (SER/OP/COMS), room 1415, TT-II, (703) 875-1411 or a regional IG In-

vestigations Office.

"Price inflation is not merely confined to prices for goods," notes Richardson. "Shipping insurance and documentation charges may be wildly inflated. A general rule of thumb is to question any marine insurance charge, either proposed or invoiced, that is greater than 3% of the cost of the goods themselves."

In these cases, he suggests that the supplier be asked to provide documented proof of the actual price paid, such as a copy of the canceled check to the freight forwarder or a notice of a wire transfer. A freight forwarder's invoice may be fraudulent and is not sufficient verification, says Richardson.

When reviewing documents submitted for payment, supervisors should be alert for freight forwarder's invoices containing pre-printed numbers that have been crossed out and replaced by typed numbers.

"For example, an invoice originally printed with number '224' may have that number crossed out and the number '223' typed in," says Richardson. "This may mean that duplicate invoices have been prepared, with the original '223' showing correct charges, and the duplicate '223' submitted to USAID bearing inflated charges concocted by the supplier."

These are only a few of the potential areas in which fraud can occur, Richardson points out. "Through the IG employee briefings in Washington, D.C., and the field, we hope to encourage greater awareness and cooperation in our continuing effort to deter and detect procurement fraud."

FSNs' Actions Earn Awards



U.S. Ambassador to Egypt Frank Wisner recently commended investigators Rizkallah Zayat and Sarofim E.

Sarofim, foreign service national employees of the Office of the Regional Inspector General for Investigations in Cairo (RIG/I/C), for outstanding performance.

In addition to the ambassador's commendation, each received a cash award of \$1,000 at the embassy's semi-annual awards ceremony.

Although the awards were based on overall exceptional performance during a two-year period, Zayat and Sarofim were specifically praised for their participation in a recent joint RIG/I/C-Government of Egypt investigation. The case resulted in the recovery of more than \$100,000 worth of USAID-financed commodities stolen from a project site and the arrest of two people alleged to have been responsible for the theft.

International Team Combats Locust Threat

FAO As the rains come and most of Africa begins to recover from a record drought that devastated agricultural production and killed thousands of people, the continent once more is faced with a plague of biblical proportions.

"The long-awaited rains have produced climatic conditions that have allowed millions of long dormant locust eggs to hatch," says Julia Taft, director of USAID's Office of U.S. Foreign Disaster Assistance (OFDA). "But thanks to the joint efforts of OFDA, the U.N. Food and Agriculture Organization (FAO) and the affected countries, the international community is ahead of the curve, forestalling disaster."

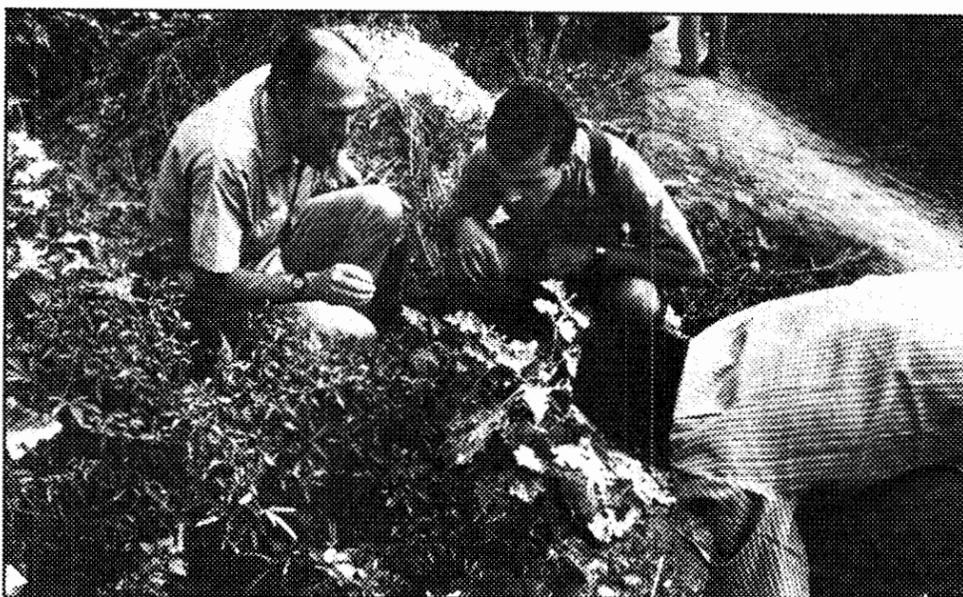
Taft says the locust control program is a direct result of an 18-month effort that began with the spring rains in 1986.

"Insect plagues descend on Africa in cycles, but this was the first time in 60 years that five different species of grasshoppers and locusts had hatched at the same time," she explains. "Crops were ravaged by the insects, causing African countries to turn to one another and to their friends abroad for help."

OFDA led the multinational assault on the grasshoppers and locusts by providing \$8.8 million last year for aerial and ground spraying support, pesticides and technical assistance in the 13 affected African countries. The United States has spent an additional \$9.1 million since last January.

FAO served as a conduit to potential donors and monitored the results of the control activities. FAO also gathered information from each country's coordinating group, specifically set up to monitor the country's insect programs, and sent it to international donors.

Taft stresses that the insect control program's success in 1986 was



(From left) Trainer Carl Castleton of USAID, Bill Sheldon, Canadian University Service Overseas, and Adama Cham, Gambian Crop Protection Service, inspect crops as part of a multinational insect control program.

caused in large part by the assistance given by the affected countries themselves. "The big contribution came from each of the crop protection services, the local governments, the farmers and the ministries of Agriculture personnel who helped organize these control campaigns," she says.

One of the major multinational insect campaigns targeted Senegal. Robert Thibeault, OFDA disaster operations specialist, led the USAID insect control team, comprised of logisticians, operations specialists, entomologists and agriculture aviation specialists.

"Our team sat down with the USAID mission, the host government, FAO, the Crop Protection Service and the international donors," says Thibeault, "and put together a working plan to help get the situation under control."

Problems of grasshopper infestation spread from Senegal to the Gambia, Mali, Mauritania, Burkina Faso and on to Niger and Chad. DC-7s, supplied by the Arizona-based firm of T&G Aviation, were joined by ground-spraying units, helicopters and small planes brought into the area. They sprayed nearly 3 million hectares in Senegal, the Gambia, Mali and Mauritania, controlling about 90% of the grasshoppers.

"Because of last year's successful international effort and weather conditions that were unfavorable to breeding, the 1987 grasshopper population has been kept under control," Taft notes. "The most serious problem this year has been caused by the desert locust."

A single female locust can produce 240 nymphs in just three months. Each insect can eat the equivalent of its own weight daily, which when applied to a swarm 400 square miles in area would mean that in one day these insects could eat enough food to feed 50,000 people for a year. (In the worst documented case, desert locusts destroyed 167,000 tons of grain in Ethiopia in 1958, enough to feed 1 million people for a year.) If the winds are right, a swarm can move 10 to 15 miles an hour.

Desert locust infestation problems now are being seen in Chad, Sudan and northern Ethiopia. If infestation levels were to remain uncontrolled, the locusts could

move to other West African countries within a short period of time. But the international community is responding to the situation by sending an assessment team to the field, repositioning additional supplies and repositioning excess materials from last year's campaign to countries where there is now a potential locust threat.

"Our experiences in 1986 and 1987 have provided a solid foundation for the crop protection institutions to sustain their intervention levels," says Taft. "The potential threat of the desert locust still remains and could cause massive destruction of crops, resulting in food shortages reminiscent of those experienced during the '84-'85 African drought."

"However," she notes, "due to effective preplanning by international donors and host country plant protection personnel, most of the countries appear to be prepared for any contingency."

—Renee Bafalis

Kleis Sees Challenges in Agency Assistance Program



The last two years with the Agency have been exciting and enlightening for an "academic type" from Nebraska, says R.W. Kleis, former executive director of the Board for International Agricultural Development, on his departure from USAID.

Noting that the experience broadened and modified his perceptions of the complex U.S. foreign assistance plan and the Agency's relationships with other international donors, Kleis says he hopes his work helped contribute toward ending hunger in the Third World.

"I recommend to academics such an experience for personal and professional growth and for providing another dimension to the personnel resource pool of the Agency," Kleis says.

The fundamental mission of the Agency is to serve humanitarian needs, he notes. But it also is integrally related to geopolitical, economic and security interests of the United States, and in Kleis' judgment, that is appropriate.

"Despite these important interests, resource constraints preclude fulfilling all needs and taking advantage of all opportunities," he says. "In particular, domestic economic troubles are a challenge to foreign assistance, especially in reaction to balance-of-trade issues. But aid is compatible with trade and must not be short-changed."

Although the last two years were not a time of program growth or new initiatives in any area, including Title XII, Kleis contends that the volume of business of Title XII universities in Agency-

funded programs has continued to grow significantly.

"The second decade of Title XII has brought increased commitment, capability, experience and expectations on the part of U.S. universities for participation in Title XII programs," Kleis continues. "All of this is occurring in a climate of changing circumstances, such as in U.S. agriculture policy, commodity trading shifts, budgetary constraints, reductions in Agency staffing and fewer, larger USAID projects."

"The need for sustained development education initiatives, adaptability, creativity and programming efficiency by the Title XII community is apparent."

Kleis commends the Agency for recognizing the development expertise the university community can offer and its potential as a network for public understanding and support. "Universities are responding to this need and want to further their public service mission."

"I have appreciated the privilege of serving the cause of food and agricultural development from a global perspective. It is a cause easily believed in," he says. "The community of organizations and individuals committed to ensuring food security for millions and political stability for still more represents a firm foundation for success."

"I know, too, that my involvement with the federal government will be relevant and useful in fulfilling my new assignment as executive dean for international affairs at the University of Nebraska."



The most serious problem has been caused by the desert locust. A single female locust can produce 240 nymphs in just three months.



CDIE DEVELOPMENT REVIEW

GENDER ANALYSIS ASSISTS SUCCESS OF PROJECTS

Gender-related factors influence the success of development projects and the quality of the entire development effort, according to a 1984 study initiated by the Center for Development Information and Evaluation.

These findings emerged from desk reviews of almost 100 USAID projects and detailed field studies of 10 projects in five sectors—agriculture, education, energy, employment/income generation and water/sanitation.

The findings show that projects

“Understanding the ways in which poor women and men interact is essential to planning effective development programs.”

designed and carried out with attention to variables based on gender analysis are more likely to achieve both their immediate purposes and their long-term socioeconomic goals. The study suggests that understanding the ways in which poor women and men interact, divide responsibilities and allocate resources is essential to planning effective development objectives.

Among the major findings of the study:

- Projects are more likely to achieve their objectives when the flow of resources to women matches the baseline division of labor in project-related activities. For example, in the agriculture sector, projects that deliver resources directly to women in accordance with their role in the local farming system are more likely to succeed in achieving their objectives.
- In direct-service projects such as training, credit and extension services, high participation by women is associated with the achievement of objectives. For example, several water supply and sanitation projects in which women's participation was known to be high were successful; in contrast, a water project with low participation by women failed to achieve its objectives.
- Gender analysis alone has little effect on project outcome unless appropriate adaptations are made to overcome barriers to women's participation. Adaptations include adjusting the focus of project activities and their location, modifying the timing and duration of

activities and providing support services such as child care. Even when no formal barriers to women's participation exist, adaptations may be needed to ensure women's involvement. For example, credit projects that adapted delivery systems and had high levels of female participation were more successful than those that lacked adaptations.

- Gender analysis helps explain why some projects achieve their immediate purposes but have limited socioeconomic impact. For example, a project may achieve income generation but fail to alleviate hunger if, because of family expenditure patterns, the additional income generated is not allocated for food.

- The study also says that while women-specific projects and women's components can be useful in certain contexts, gender-sensitive mainstream (integrated) projects promote and use women's contribution to development more fully and increase the potential of achieving overall development objectives. Gender-blind design correlates with failure to achieve objectives.

Female-only projects historically have had limited budgets, low government priority and minimal



In direct-service projects such as training, credit and extension services, high participation by women is associated with the achievement of objectives.

impact. The study found that these projects were more successful in delivering training than in generating income.

A women's component within a larger project can either benefit women or isolate them. For example, a component focused exclusively on women's family roles diverts attention from their economic roles and may reduce the primary project's attention to gender issues.

Integrated projects, those without a female-only design or a women's component, represented 82% of the sample. More than half of the projects reviewed were "gender-blind" (low levels of gender analysis and no adaptation) and only one-quarter were gender-

sensitive (specific gender analysis and adaptation).

The paper provides an analytic framework for gender analysis and gives guidelines for adapting project design and implementation to overcome barriers to women's participation.

Copies of the complete report, A.I.D. Program Evaluation No. 18, *Women in Development: A.I.D.'s Experience, 1973-1985 Vol. 1, Synthesis Paper*, April 1987, (PN-AAL-087), may be obtained from the editor of ARDA, A.I.D. Document and Information Handling Facility, 7222 47th Street, Suite 100, Chevy Chase, Md. 20815. Comments on the report should be sent to: PPC/CDIE, room 215, SA-18.

Seminar Highlights Private Sector's Role



Training has become an increasingly important tool to assist developing countries address problems caused by urbanization.

In rapidly growing urban areas in the Third World, the public sector cannot make the large investments in urban infrastructure that cities require. Developing countries have a better chance of meeting the needs of urban populations if the private sector takes a significant, active role.

As part of the Office of Housing and Urban Programs' objective to provide high-quality, short-term training not locally or regionally available, the office sponsored 13 professionals from eight developing countries to attend a seminar on "Public and Private Innovations for Urban Service Delivery," held July 21-30 in Alexandria, Va.

The course centered on public and private sector partnerships as an approach to making urban services available in developing countries and examined ways to involve the private sector in the delivery of such urban services as water, sewage and solid waste disposal and local transportation.

Alternative concepts and techniques appropriate to particular problems participants face at their

home institution also were presented.

Participants discussed a range of topics, including the private/public mix, efficiency and equity, and investment strategies. The role of policy and management considerations such as regulations, subsidies, profits and competition also was addressed.

In addition to classes conducted by the center's faculty, development professionals from the Washington, D.C., area delivered presentations to the participants highlighting the potential for public and private partnerships in urban service delivery and ways in which the public sector can support the growth of the private sector.

The group listed several practical institutional arrangements between government and private enterprise and evaluated their advantages and disadvantages. These included:

- government contracts to private parties to supply goods and services;
- government franchises to private entities;
- government grants or vouchers to consumers to buy goods and services;
- joint ventures in which the government invests as a partner with private enterprise;

- government support for non-profit, community activities;
- government deregulation over private activities; and,
- public investment in direct human resource development for the private sector.

Peter Kimm, director of the Office of Housing and Urban Programs, addressed the group on the "Evolution of Infrastructure Policy at A.I.D." and joined participants in a roundtable discussion.

The course encouraged participants to look to the private sector as an alternative to national and local governments in providing urban services. One participant, for example, said that the course showed him that the private sector could handle some elements of water supply more efficiently.

"The seminar presented new and fresh concepts that could be implemented in our home countries," said another.

The course was designed by the Center for International Development, Planning and Building, a Virginia-based consortium of Virginia Polytechnic Institute and State University, Florida A & M University and the Development Planning Unit of the University College in London.

—Barbara Foster

RETIRED

Nassib Hemaidan, Egypt/HRDC/ET, supervisory development training officer, after 13 years

Mark Laffin, M/SER/MO/CPM/M, messenger, after 3 years

Richard Meyer, ES, executive secretariat/senior adviser, after 22 years

Years of service are USAID only.

MOVED ON

Annette Abbott, COMP/CS/R

Elizabeth Ayoub, FVA/PVC/CSS

Cora Bellamy, S&T/H/CD

J. Peter Bittner, LAC/PSA

Loann Byers, A/AID

Anna Crean, COMP/CS/R

Rosette Damus, M/PM/FSP/A

Silkina Dixon, S&T/N/OP

Mark Edelman, AA/AFR

Arthur Handly, Egypt

D. Gale Johnson, S&T/RUR

Sherrie Keitt, BIFAD/S/IHR

Herbert Mackey, COMP/CS/R

Cecily Mango, El Salvador

Ault Nathanielsz, COMP/CS/R

Patricia Pettit, ES

Amy Nicholle Rodgers, LEG/OD

T.M. Salama, S&T/POP/OCS

Juliet Slavin, ANE/TR/ARD/APA

Lashaviao Spriggs, ANE/MENA

Terri Stephens, LAC/DR/CP

Blanch Sykes, M/PM/FSP/A

Lurethia Sykes, M/FM/LMD/AR

Laurie Louise Volk, GC/ASIA

Felicia Wilder, M/PM/PCF/FN

Lauren Yurchuck, PPC/WID

PROMOTED

Richard Boggs, IG/RIG/II/W, inspector

Elizabeth Borcik, M/PM/FSP/A, supervisory personnel staffing specialist

John Burns, IG/PPO, auditor

Laura Elizabeth Campbell, S&T/H/CD, secretary typist

Carolyn Carroll, M/PM/LMR, secretary typist

Richard Castro, IG/RIG/II/W, auditor

Jody Cunningham, S&T/AGR, clerk typist

Sheila Cunningham, M/SER/MS/EMS, administrative officer

Don Curtis, IG/SEC/PS, program operations assistant

Philippe Darcy, IG/RIG/II/W, supervisory auditor

Fernando Mario DeVoto, M/SER/OP/COMS, international development specialist

Lenora Doores, ANE/TR/ENR, program operations assistant

Tajuana Dorsey, PRE/ADM, administrative operations assistant typist

Karen Freeman, LAC/CAP, program analyst

Celia Garcia, M/SER/MS/EMS, secretary typist

William Anthony Gooch, IG/SEC/PS, electronics technician

Tawana Hall, PRE/PR, secretary typist

Joseph Heffern, M/SER/IRM/SP, supervisory computer specialist

Elizabeth Hogan, FVA/PVC/POS, program analyst

WHERE? IN THE WORLD ARE USAID EMPLOYEES

Roosevelt Holt Jr., IG/RIG/II/W, auditor

Yvonne Jackson, M/SER/MO/TTM/S, travel clerk

Victoria Johnson, PPC/EA, secretary typist

James Mabrey, IG/RIG/II/W, inspector

Diane Maxwell, M/SER/MO/RM/AP, purchasing agent

Harry McPherson, IG/RIG/II/W, auditor

Francis Method, PPC/PDPR/SP, supervisory social science analyst

William Montoney, IG/PSA, auditor

Andrea Mooney, FVA/PVC, special assistant

Everette Orr, IG/RIG/II/W, auditor

Karen Poe, FVA/PVC, program manager

Leon Polk, M/SER/MO/RM/AP, purchasing agent

Elena Prince, PPC/CDIE/DI, clerk typist

David Pritchard, IG/RIG/II/W, auditor

S.S. Resseguie, BIFAD/S/CP, secretary typist

Teri Lee Robinson, M/FM/WAOD/OADC, clerk typist

Frances Rogers, ES/CCS, administrative operations assistant

Georgia Sambunaris, PPC/DC/UN, program analyst

Donnaceia Catre Scott, PPC/CDIE, administrative operations assistant typist

Trenny Stephens, AFR/TR/ARD/PA, clerk typist

Dorothy May Stoltz, FVA/PVC, secretary typist

Paula Stone, IG/PSA, clerk typist

Reaver Louise Taylor, M/SER/MO/RM/AP, purchasing agent

George Urban, IG/RIG/II/W, inspector

Danny Venno, IG/RIG/II/W, inspector

Alfreida Walker, LAC/DP/DPD, secretary typist

Carolyn Weiskirch, PPC/PB/C, program analyst

REASSIGNED

Mary Ann Anderson, India, nutrition officer, to Food for Peace officer, COMP/FS/LT/TRNG

Peter Benedict, Niger, mission director, to director, ANE/TR

Katherine Blakeslee, PPC/PDPR/SP, supervisory social science analyst, to director, PPC/PDPR

Richard Boggs, IG/RIG/II/W, inspector, to supervisory inspector

Laurance Bond, REDSO/W&C, regional director, to supervisory regional development officer, LAC/CAR

Henry Braddock, Zaire, project development officer, to IDI (project

development) COMP/FS/R/AIDW

Roger Carlson, AFR/SA, supervisory regional development officer, to director, Swaziland

Jonathan Conly, Egypt, supervisory program officer, to program officer, AFR/EA/ED

Margaret Cooperman, LAC/CAP, secretary typist, to program operations assistant typist, PPC/PB/C

Vincent Cusumano, Haiti, supervisory agricultural development officer, to agricultural economics officer, S&T/AGR/EP

Owen Cylke, India, mission director, to deputy assistant administrator, AA/FVA

Frank Dickey, IG/RIG/II/W, supervisory auditor, to auditor, IG/RIG/A/W

Carl Dutto, Nepal, supervisory rural development officer, to special projects officer, AFR/TR/PRO

Jeffrey Evans, Thailand, supervisory project development officer, to deputy director, LAC/DR

Fred Fischer, COMP/FS/R/AIDW, AID representative to director, AFR/SA

Richard Fraenkel, ANE/DP/PA, program officer, to agricultural development officer, REDSO/W&C

Viviann Pettersson Gary, COMP/FS/LWOP, housing/urban development officer, to project development officer, AFR/PD/SA

Julian Heriot Jr., PPC/EA, program economics officer, to supervisory program economics officer, El Salvador

Bruce Howard, IG/PSA, supervisory auditor, to auditor, IG/RIG/II/W

Brian Kline, AFR/EA, international cooperation officer, to deputy director, AFR/TR

Akim Martinezreboyras, Mozambique, program officer, to supervisory program officer, COMP/FS/LT/TRNG

Carlton McGowan, M/PM/CSP, clerk typist, to administrative operations assistant typist, XA/PI

Dora Meeks, COMP/FS, personnel officer, to supervisory executive officer, M/SER/MS/EMS

Susan Merrill, COMP/FS/LWOP, supervisory project development officer, to project development officer, LAC/DR/SA

Patricia Moser, Jamaica, health development officer, to specialist projects officer, FVA/PVC/PD

Donald Muncy, ANE/EA/PB, program officer, to supervisory program officer, Bangladesh

Robert Resseguie, ANE/TR/ARD/APNE, agricultural development officer, to supervisory agricultural development officer, the Philippines

Sophia Riehl, M/FM/WAOD/OADC, financial management specialist, to employee relations specialist, M/PM/FSP/RSS

Benjamin Severn, PPC/PDPR/RP, supervisory program economics officer, to program economics officer, REDSO/E&S AFR

Wendy Stickel, AFR/PD/SA, supervisory project development officer, to assistant director, South Africa

Jimmie Stone, COMP/FS/LT/TRNG, deputy mission director, to AID representative, the Gambia

Paul Thorn, AFR/TR/ENG, supervisory engineering officer, to supervisory project development officer, AFR/PD/SA

College Information Offered



Every fall, seniors at high schools in the United States and overseas begin filling out applications for entrance into colleges and universities.

To help parents and high school dependents make decisions about undergraduate education options, the Family Liaison Office (FLO) and the Overseas Briefing Center (OBC) will sponsor the seminar, "The College Admissions Process for Foreign Service Families" from 9:15 a.m. to 3 p.m. Thursday, Nov. 5.

Topics will include preparing for college—testing, Advanced Placement programs, computerized college search services and the college admissions process. The presentation also will include criteria to consider in choosing a school, interviewing, campus visits and completing the application.

In addition, speakers will discuss what a college admissions officer looks for in candidates for highly selective, moderately selective and less selective colleges or univer-

sities. The afternoon session will focus on financial aid.

Speakers will include representatives from the State Department, the College Board, the American Association of Collegiate Registrars and Admissions Officers, and independent education consultants.

In addition to this program, a new seminar will be offered on Nov. 6 from 9:15-3 p.m. on "Parenting Foreign Service High School and College Bound Students Through Re-Entry." This workshop will focus on practical ways to assist foreign service children in adjusting to the U.S. school environment.

FLO Education Counselor Maryann Minutillo encourages foreign service families returning from overseas or anticipating overseas assignments before their children apply to college to take advantage of the college admissions and the parenting programs.

Persons interested in attending the sessions should call the (OBC) at (703)235-8784 or 235-8785.

Intern Looks at Global Biomass Resources

 Warren Chrusciel, a graduate student at Washington University in St. Louis, is an intern in the Office of the Science Advisor (SCI). Last summer Chrusciel returned to Central America, where he had served as a Peace Corps volunteer, to review research projects funded by SCI as part of his study of biomass resources and conversion technology.

On a bus wending its way from Tegucigalpa to Siguatepeque, I was able to view miles of healthy trees on my trip to observe biomass research projects in Honduras.

As I watched the passing landscape, it occurred to me that much of the world's forest is threatened. But this discouraging thought soon gave way to cautious optimism as I visited projects funded by USAID's Office of the Science Advisor (SCI).

SCI has directly supported 37 projects in biomass production and conversion, totaling more than \$4.5 million since 1981. In addition, it has indirectly supported 16 projects investigating fast-growing trees through the National Academy of Sciences. The principal investigators represent 26 institutions from 11 countries: the United States, Israel, Nepal, Guatemala, the Philippines, Thailand, Kenya, Sri Lanka, Sierra Leone, Peru and Portugal.

Biomass—wood from tree plantations, grasses such as sugar cane or agricultural wastes—can be used as fuels, food or medicine. It is readily available, it does not have to be imported and it doesn't drain limited foreign exchange. Biomass is renewable. If managed properly, it can meet the needs of a given region indefinitely. Processing biomass locally can create employment and markets for current wastes or new crops.

People have burned biomass for fuel since prehistoric times. Fermentation has been used to produce beer and wine for thousands of years. Yet, there is much to be learned as to how this resource can be applied. Proper management is essential to ensure that biomass is not exhausted to solve current problems and that biomass production is sustained to help meet future needs.

One example of related research can be seen in Thailand where researchers in the microbiology department at Kasetsart University work with cassava, an important tropical crop. Currently, there is an excess of cassava production in the country, resulting in a depressed market. Even more worrisome in the long run is what to do with cassava wastes even if industry and consumers were using all the edible parts of the cassava. Proper disposal of wastes is a growing and important issue.

The Kasetsart researchers are taking the first steps to solve this problem through a SCI-supported research project to enrich cassava

and various cassava wastes by fermentation processes. Among the products generated by this technique are fuel alcohol and pig feed.

A project between the University of Missouri and PADISCOR, a private company in the Philippines, is working on a system to heat rice husks in the presence of air to produce a gas that can be used as an engine fuel after impurities that might damage an engine are removed. With further refinement, this could be an economical process for providing

the fuel for agricultural irrigation.

Another concern is getting the results into the field once the research is completed. SCI is seeking the cooperation of interested parties to foster dissemination.

Equally important is the opportunity to collaborate with other researchers. Collaboration helps to ensure that the work that is done meets the standards of the international scientific community. Access to the newest techniques also speeds and improves the quality of research.

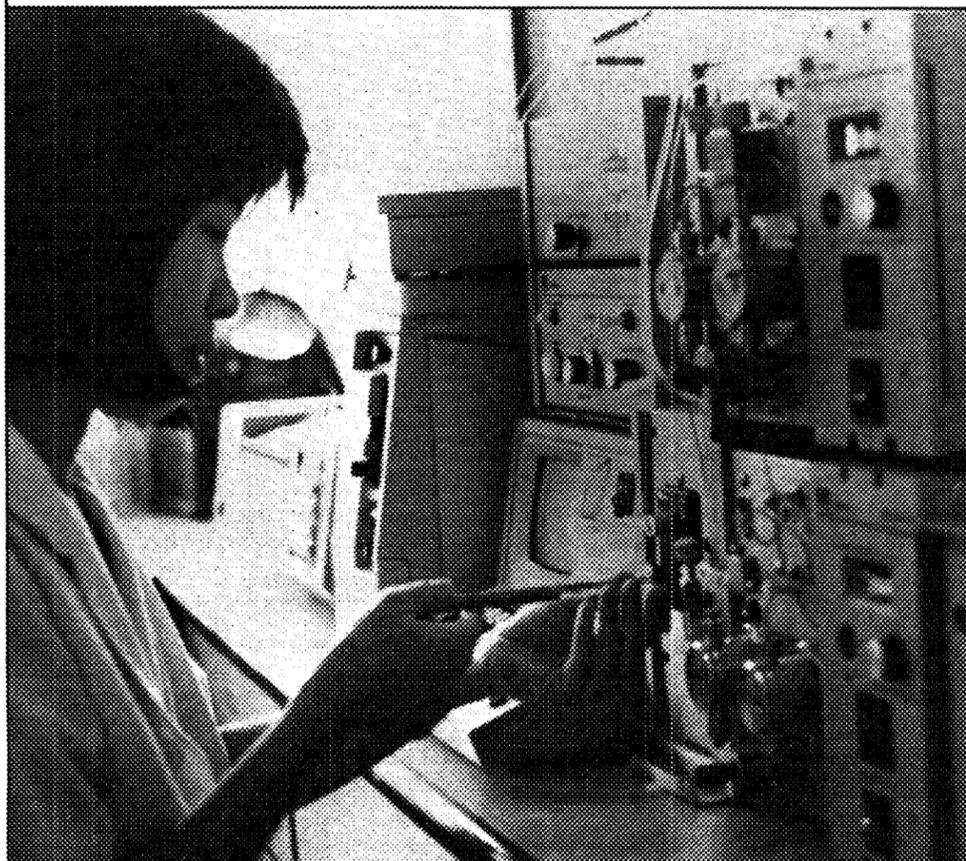
SCI also funds forestry projects through the National Forestry School in Honduras. Certain species of pine trees in Central America and Mexico have tremendous economic potential, but they are in danger because of the pressing needs of local people for fuelwood and land for growing crops. To preserve these trees so that future generations may reap their benefits, a cooperative effort was established by investigators from the National Forestry School, North Carolina State University and forestry organizations in Mexico and Guatemala.

Investigators identified areas in these countries where the trees grow and collected seeds from the most hardy trees, planting them under controlled conditions to produce offspring that are of the highest quality.

A panel of outside experts reviewed the performance of eight biomass projects in August 1987. The panel agreed that the work being done is important to developing countries. They noted that research could be performed by the developing countries because much of it does not require prohibitively large investments in lab infrastructure and because developing countries have access to biomass resources.

Biomass may not be a household word, but as these examples illustrate, it may be an important part of the solution to the problems of lack of food, energy and meaningful employment that people face all over the world.

—Warren Chrusciel



Access to new technology speeds and improves the quality of research in developing countries.

Go Cold Turkey on Nov. 19

'Smokeout' Goal: Kick the Habit Now

As a reminder of how advantageous it is to stop smoking, even for 24 hours, cold turkey will be served in the State Department cafeteria as USAID and other foreign affairs agencies observe the Great American Smokeout on Nov. 19.

To encourage and support employees to participate in the national event, which is sponsored by the American Cancer Society, a display will be set up outside the cafeteria where passers-by can view a video and read literature on the harmful effects of smoking and on ways to stop smoking.

The table displays will be set up on Nov. 10, Nov. 18 and Nov. 19. Those who wish to stop smoking should register on Nov. 10 for a six-day regimen suggested by the American Cancer Society.

Similar displays will be set up in the main corridor of SA-14 to serve USAID employees in Rosslyn.

Videos will spotlight experiences of former smokers who work at the Agency and other organizations in the State Department building, says William Alli, chairman of the

Great American Smokeout Coordination Committee. "Several videos explaining the health advantages of quitting smoking and describing the impact of 'second hand' smoke will be repeated this year."

In addition, movies on smoking will be shown at noon Nov. 12 in room 1912 at State.

The promotion's initial purpose is to help people stop smoking for a 24-hour period. Underlying this is the goal of helping people to stop smoking for good. To help achieve either goal, the event's coordinators will offer an "adoption" system of support. Those who sign up in advance will be assigned someone who will provide encouragement for the day.

Plans are under way to have a prize drawing among participants in the Great American Smokeout who enroll in the adoption program or stop smoking for the day.

"Arrangements also are being made for several other activities with the Smokeout, including entertainment in the State Depart-

ment courtyard and a simple, quick test at one of the display tables for carbon monoxide, one of the harmful chemicals in tobacco smoke, sometimes found in the lungs," notes Alli.

The observance is being sponsored by the Great American Smokeout Coordination Committee, whose membership includes local 1534 of the American Federation of Government Employees; the American Foreign Service Association; the Agency's Occupational Safety and Health Advisory Committee; Office of Management Operations; the State Department's Office of Medical Services; State's Safety Office; the Foreign Affairs Recreation Association; and Federal Employees for a Smoke-Free Workplace.

Other Agency members on the committee include Marcia Packer and Edward Caplan, both of S&T/PO; Mary Lester, M/SER/MO; Rozella Marshall, M/SER/OP; William Oglesby, SCI; and Oliver Davidson, OFDA.

—Edward Caplan