

USAID REPORTS: PROGRAM AND PROJECT EVALUATION

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

A.I.D. evaluation handbook

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

A.I.D. program design and evaluation
methodology report, no.7 Apr. 1987, v, 43p. + 4
attachments, En. Report no. TM-3S-12
Document number: PN-AAL-086

To help managers make well-informed decisions, the Agency has developed an intricate system to monitor and evaluate its development assistance activities at all levels and stages of implementation.

An initial overview of the system notes U.S. government requirements for accountability in the use of development assistance funds; USAID's focus on meeting management needs; the decentralized nature of the system; the multiple types of evaluation activities; and the importance of host country collaboration. A description of the procedural components of the system covers:

- using past experience in designing new activities;
- deciding when, how and what to evaluate; and,
- writing an evaluation scope of work.

A concluding section delineates the evaluation responsibilities of mission regional and central bureau personnel.

Appendices included.

Conducting group interviews in developing countries

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

A.I.D. program design and evaluation
methodology report, no.8 Apr. 1987, x, 46p., En
Document number: PN-AAL-088

Conventional qualitative data collection methods (e.g., censuses, sample surveys,

ethnographies) often yield overly elaborate and inappropriate information for the Agency's management and evaluative purposes. An alternative that is often overlooked is the group interview. This handbook discusses group interview methodology in non-technical language, paying special attention to the problems of conducting interviews in developing countries.

Elements of interview design and execution are examined at length, including:

- defining the scope and objectives of the interview;
- determining the size and composition (e.g., by age, sex, class, etc.) of the groups;
- interviewing techniques;
- methods for controlling the discussion; and,
- recording results.

Guidelines for data collection, monitoring and evaluation plans for A.I.D.-assisted projects

Norton, Maureen; Benoliel, Sharon Pines
U.S. Agency for International Development.
Bureau for Program and Policy Coordination.
Center for Development Information and Evaluation,
Washington, D.C.

A.I.D. program design and evaluation
methodology report, no.9
Apr. 1987, xii, 51p. + 3 appendices, En
Document number: PN-AAL-089

A review of recent Agency experience with data collection introduces these guidelines aimed at helping USAID managers obtain the project performance data they need for effective decision making.

The paper presents two sets of guidelines. The first set covers collecting data during project implementation to improve project monitoring and impact assessment, data-gathering techniques, the need for rapid, low-cost studies, and the use of the latter to answer questions posed by managers.

The second set of guidelines, which concerns the preparation at the project design stage of plans for data collection, monitoring and evaluation, presents a step-by-step approach to designing a project information system.

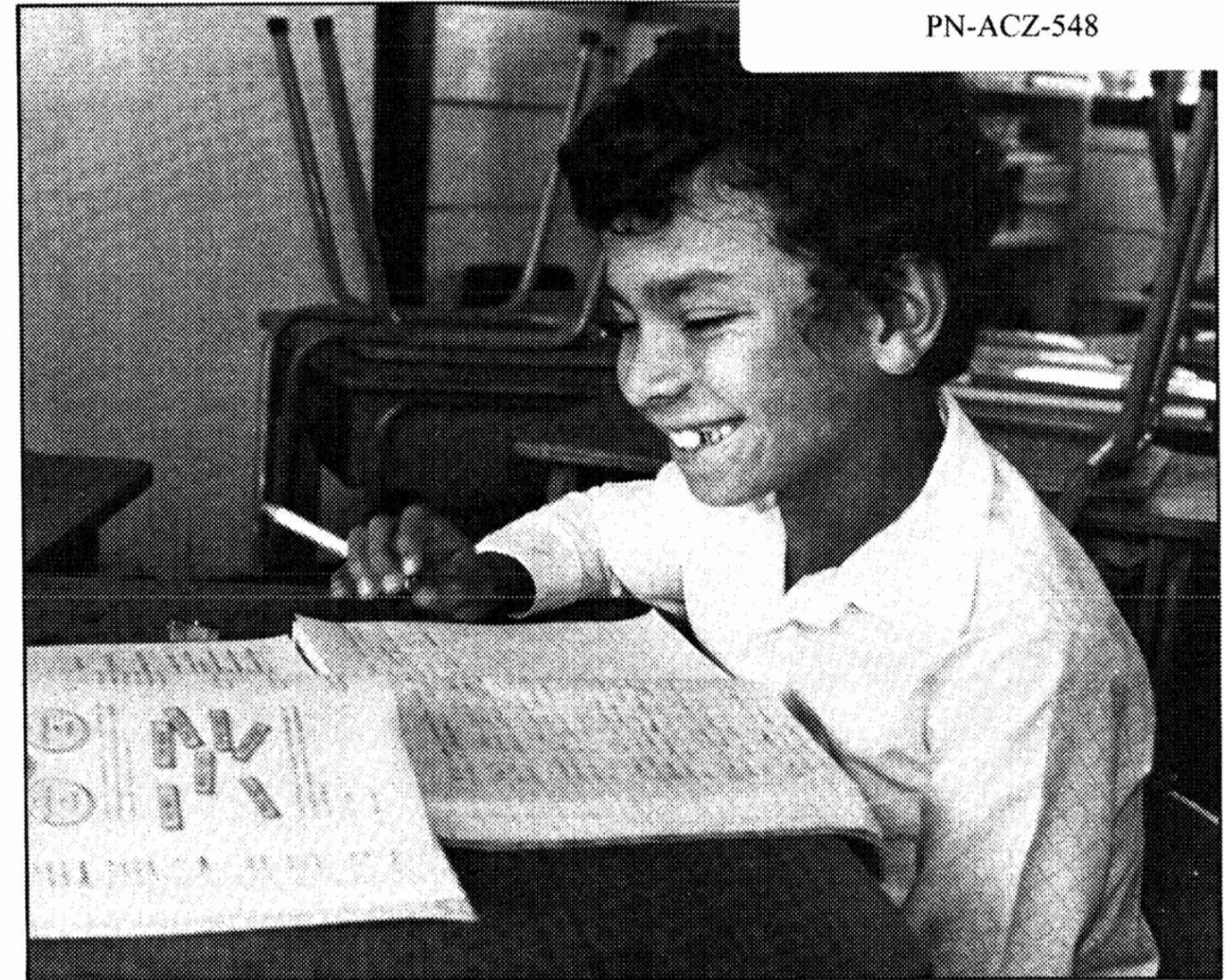
FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

DECEMBER 1987

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

PN-ACZ-548



Costa Rica Education Gets High Marks

Administrator Underscores Market Approach

Vitamin A: Children's Lifesaver

Administrator Stresses Market Orientation

by Jim Pinkelman

USAID's new administrator says, "The healthiest economies are the ones that are the most market-oriented," and that he will continue to promote self-sustaining growth in developing countries through Agency programs.

Administrator Alan Woods, speaking to several hundred USAID employees at introductory meetings Nov. 11 and 18, noted that he had dealt extensively with international economics as deputy U.S. trade representative, his position before coming to the Agency.

"I have a very strong orientation toward market economies and open trading—because they work," he said, adding that where free-market features exist, "it is hard

for authoritarian governments to succeed. In a democratic economy, it is difficult for anything other than democratic political institutions to flourish."

Yet, he cautioned, "there are no silver bullets in development. We need to be concerned about systemic approaches."

Woods said he plans to stress "excellence" in everything the Agency does. He said he will advocate a focused approach "to do fewer things better."

Woods, who said he was honored to represent the Agency as administrator, declared, "I take that responsibility seriously and am proud to be able to serve you and the American people in this position."

USAID employees "are known for their professionalism and

dedication," he said. "The people are the real strength of the Agency and are responsible for the success we have. I hope my actions will reflect that strength and dedication."

As he reviews Agency programs and policies, Woods said, one response he will reject is that a policy is justified "because we've always done it that way."

"That's unacceptable," he said. "It's healthy to look over our operations and policies and see if they're still appropriate. The only way you continue to be excellent is to constantly question what you are doing."

Agency staff must be risk-takers, Woods continued. "We're in development, which is a risky

(continued on page 2)



Officiating at the swearing-in ceremony of Administrator Alan Woods (right), Secretary of State George Shultz said that reduced funding for development assistance meant that Woods would face the challenge of doing more with less. Noting that foreign assistance is part of the American tradition, Woods told the audience that USAID would need the partnership of developing countries and the American private sector for its programs to succeed. Also pictured is Cameron Woods, the administrator's wife.

Agency Shows Support for Afghan Resistance

Administrator Alan Woods met Nov. 13 with five representatives of the Afghan resistance movement, the Islamic Unity of the Afghan Mujahidin, which is composed of seven Afghan political parties. The delegation was in the United States to attend the U.N. General Assembly meeting in New York to urge support of the assembly's annual demand for the Soviet Union's withdrawal from Afghanistan. The vote this year rose to 123 in favor, the highest level of international support since the Soviet invasion in 1979.

The Afghan delegates then traveled to Washington, D.C., where they met with President Reagan and senior members of the Administration.

In his first meeting with a foreign delegation as Agency Administrator, Ambassador Alan Woods conversed with the

newly elected first president of the Islamic Unity of the Afghan Mujahidin, Maulavi Mohammed Yunas Khalis, and four other leaders of the alliance.

Pointing to a possible 50% increase in support to the Afghan resistance over fiscal 1987 levels, Woods assured leaders of the alliance that the Agency was listening to their concerns.

Khalis, who also is the leader of the Hezb-i-Islami (Khalis) Party, called for increased autonomy in the alliance's use of humanitarian assistance funds and expressed the desire that assistance be delivered to the alliance without the use of intermediaries.

Woods pointed out that it was the Agency's policy to direct the maximum amount of aid possible through the alliance and to maintain strict accountability for all funding. "Today, two-thirds of the

(continued on page 8)

Grants Fund Programs to Combat Global AIDS

USAID recently announced two grants totaling \$43 million to fund programs designed to help prevent and control the spread of Acquired Immune Deficiency Syndrome (AIDS) in the developing world.

Under the agreements, technical assistance will be provided by Family Health International of Research Triangle Park in North Carolina through a \$28 million cooperative agreement. The Academy for Educational Development of New York and Washington, D.C., will receive \$15.4 million to support public health communications.

"These two grants are the largest contribution to date by any government for international intervention in the spread of this deadly disease," said Deputy Administrator Jay F. Morris. "The grants demonstrate the continuing commitment of the Reagan Administration to fight the disease on a global, as well as a domestic, plane."

The five-year projects will include technical and medical assistance, management and financial support, training, applied research, and information and education activities. The public

health communications effort will be undertaken at the request of host countries and will test approaches designed to inform high-risk groups of the dangers of AIDS, as well as ways to avoid exposure to it.

Both organizations will place advisory staff in Africa, Latin America, the Caribbean and Asia. Both have years of experience in providing technology to developing countries in collaboration with USAID in health care, education and family planning.

USAID's program will complement the efforts of the World Health Organization's (WHO) Special Program on AIDS by assisting Third World countries in the design and implementation of AIDS prevention and control programs.

More than 80 countries have received WHO assistance, and 37 have prepared plans to fight the spread of the human immunodeficiency virus, which is the agent that causes AIDS.

During fiscal 1987, the Agency provided more than \$15 million in assistance to WHO and to developing countries in Africa and Latin America as part of an international effort to combat AIDS.



Administrator Alan Woods (left front) and Jeff Malick, officer-in-charge of the Afghanistan desk, discuss the Afghan assistance program with representatives of the Afghan resistance movement. Members of the delegation included (from left) Maulavi Mir Humza, Maulavi Mohammed Shah Fazli, Hazrat Sibghatullah Mojadadi, Maulavi Mohammed Yunas Khalis, leader of the alliance, and Pir Sayed Ahmed Gailani (not pictured). At far right is Zalmay Khalilzad, State Department translator.

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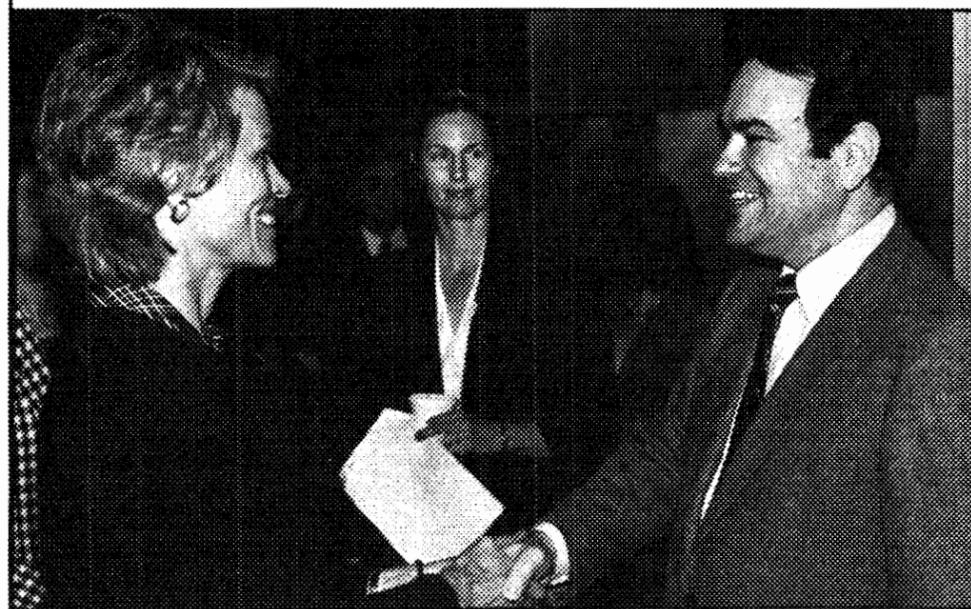
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Cover Photo: USAID and Costa Rica's Ministry of Education are working on a multifaceted education initiative that includes writing and distributing textbooks, school renovation, teacher training and student achievement testing. See story on page 6.



After his address to Agency employees in Rosslyn, Administrator Alan Woods talks with Adrienne Allison of the Office of Private and Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance.

Woods

From page 1, column 4

business," he said. "We should be prepared to take risks on what we think will work."

Acknowledging that the Agency is operating in an atmosphere of constrained budgets, Woods said, "USAID can do more in building support for the work that we do. We have to think about how we cast what we do.

"What we do is very much in our national interest, economically and politically," he said. "All our major trading partners today received U.S. economic assistance at some point after World War II. They are now major markets for U.S. exports, which means jobs in our economy.

"What we do has an economic and a political impact on the American people. We need to state that in such a way that it's understood. When it is, we will have plenty of support for what USAID does."

Woods, a native of Missouri, became deputy U.S. trade representative in 1985. Before that, he was president of International Service Corp., a Washington, D.C.-based consulting and international marketing firm that he founded. He was vice president for technology at Sears World Trade and, from 1977-83, was

vice president of DGA International, a consulting firm, where he was involved in defense and civil aerospace activities.

From 1976-77, Woods was assistant secretary of defense for public affairs and civilian chief of staff and senior adviser to the secretary of defense from 1975-76. From 1974-75, he was deputy director of presidential personnel.

Woods also was active in Missouri politics and from 1973-74 served as chief of staff for the governor.

SENIOR STAFF RETREAT HELD

"Market Economies and Economic Growth" was the topic of the first of a series of issue-oriented, one-day retreats for the senior staff of the Agency.

During the Nov. 20 meeting, Administrator Alan Woods discussed the effectiveness of economies that foster competition and look to the private sector to stimulate growth.

Referring to the senior staff as "USAID's Management Board," the Administrator emphasized to them that developing countries are going to have to grow at much faster rates (8-10% GDP) if they are going to "catch up."

Food Shortages Threaten Malawi

War, drought and insects have combined to thrust the African nation of Malawi into severe food shortages and the threat of widespread hunger.

According to the government of Malawi, the drought and insect damage has placed some 625,000 Malawians at risk of severe hunger. This is in addition to the large number of refugees who have fled to Malawi to escape the fighting in neighboring Mozambique between government and rebel forces.

To help meet the growing needs of both refugees and Malawian nationals, USAID is moving more

than 27,000 tons of white corn to Malawi from Zimbabwe where it was obtained in exchange for wheat. About 18,000 tons is destined for use by refugees, with the balance earmarked for hard-pressed Malawian citizens.

"The emergency has been created by a heavy and increasing influx of refugees, renewed drought in the country's southern corn-producing region and an infestation of mealy bugs in the cassava-producing region along the shore of Lake Malawi," said Charles Gladson, assistant administrator for the Bureau for Africa.

Agency Links Vitamin A Use with Saving Lives

by Ellen C. Irving

Eat your vegetables!" is every mother's plea throughout the industrialized world. But the children of developing countries rarely have a choice. Already weakened by protein- and fat-poor diets, the lack of green and yellow vegetables rich in vitamin A presents a threat not only to their eyesight but to their lives.

Xerophthalmia (Greek for dry eye), which blinds about 250,000 children annually, has been linked since 1915 to vitamin A-deficient diets. In addition, there now is evidence—including Agency-supported research—that the impact of vitamin A deficiency extends beyond "night blindness" and the progressive loss of sight to the ability to survive childhood diseases.

Researchers now believe that vitamin A deficiency results in the drying of the mucous membranes that line the respiratory, urinary and gastro-intestinal tract, creating an environment in which harmful bacteria flourish. The bacteria weaken the immune system, putting 8 million to 10 million preschool children in 73 countries at increased risk of death.

The Agency has expanded its research program to further explore the findings of the USAID-funded study conducted by Johns Hopkins University's International Center for Epidemiological and Preventive Ophthalmology in Indonesia. The study demonstrated a strong association between vitamin A deficiency and childhood mortality.

In a field trial involving 30,000 young children, half were given a large dose (200,000 I.U.) of vitamin A at six-month intervals. A control group was untreated. After 18 months, the children who received vitamin A showed a mortality rate of about 35% less than the untreated group.

"If these findings are generalized to other populations, they will have profound implications for primary health care," says Dr. Frances Davidson, nutrition adviser in the Bureau for Science and Technology's Office of Nutrition.

To determine the extent of this relationship, Johns Hopkins is replicating the project in Nepal. The Agency also is funding an additional study in the Sudan, through Harvard University, to test the findings of the Indonesian mortality study, and Helen Keller International (HKI), in conjunction with Cornell University, has received grants to conduct similar research in Bangladesh to validate and expand the initial findings. In addition, studies to explore the link between the incidence and severity of infections of the

respiratory tract on diarrheal diseases, urinary tract infections and childhood growth are under way.

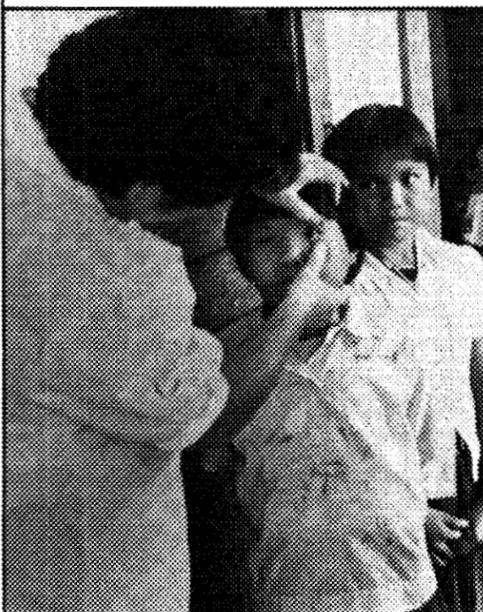
To provide independent scientific oversight of these projects, USAID asked the National Academy of Sciences (NAS) in 1985 to establish a special sub-committee on vitamin A. The group reviews all research proposals on vitamin A, defines the methods needed to produce valid results and recommends projects for funding.

The International Vitamin A Consultative Group (IVACG) was established by USAID in 1976 to coordinate research and resolve scientific and technical issues. Comprised of bilateral and multilateral government organizations, private voluntary organizations (PVOs) and international organizations such as the World Health Organization, UNICEF and the World Bank, IVACG also serves as a mechanism to disseminate research and operational information through its annual meeting and its publications.

Although the results of groundbreaking research will guide USAID's vitamin A program into the future, it is the supplementation program established in 1973 that is saving the sight and lives of children today.

"The distribution of high-dosage vitamin A capsules to children under the age of five is the crucial first step," says Davidson. USAID distributes the "golden capsules" in affected regions throughout the developing world. Each 200,000-I.U. dose can be stored by the liver for about six months, reversing early vision damage and improving the overall health of the child.

Governments and PVOs currently carry out large-scale, USAID-funded supplementation programs in India, Bangladesh, Indonesia, Haiti, the Philippines, El Salvador, Tanzania and Malawi. Refugees in Ethiopia, Niger and the Sudan



USAID has undertaken a social marketing program to increase awareness of vitamin A deficiency as a potentially life-threatening problem.



For children who suffer the physical ravages of vitamin A deficiency, the realization of their personal and economic potential is severely diminished.

also received supplements as part of the U.S. emergency relief programs during the 1984-85 famine in East Africa.

"However, such programs are crisis management," Davidson points out, "which can't be maintained forever. What we have been trying to do in the Agency's program is establish long-term solutions—ways of getting a regular supply of vitamin A to the individuals who need it—through nutrition education, mass communication, development of household gardens and fortified foods."

About \$6 million was allocated for vitamin A projects in fiscal 1987. To date, the vitamin A program has received more than \$18 million in Agency support.

Fortifying commonly eaten foods is an effective way of improving vitamin A intake. Davidson cites the fortification program in Bangladesh as a good example. Administered by Helen Keller International through a P.L. 480 Title I and II grant, the program is particularly effective because the national bread, Chapati, is made from whole wheat that preserves the fortified outer germ. The bagged grain is labeled as fortified, which allows HKI to identify recipients and monitor the effects of the treated wheat.

Trying to find creative and culturally appropriate methods to introduce vitamin A into established eating habits is one reason why programs to fortify foods take a long time to develop and implement.

Programs must be based on locally available foods that are affordable by those most in need and focus on a diet staple that is widely consumed by children if the efforts are to be sustained, Davidson points out.

"For example, in Thailand we are considering adding leafy green vegetables to the noodle dough—similar to our spinach pasta—to increase daily vitamin A intake," she explains.

Technical assistance in fortifying other commodities, including those

provided under the P.L. 480 Title II program, is under way through an Agency-supported Resource Support Services Agreement with the U.S. Department of Agriculture (USDA) Food Technology Group. The wheat fortification process was developed through a USDA cooperative agreement with Iowa State University under this program.

In Indonesia and the Philippines, appropriate technology is being explored for fortifying monosodium glutamate (MSG), a common food additive. Initial research on salt and rice also has been carried out in Nepal and the Philippines with USAID support.

Another long-range sustainable solution to vitamin A deficiency in children is to effect an increase in the consumption of available vitamin A-rich food through nutrition education and changes in eating habits.

"In many countries, sources of vitamin A foods are available, but either the people are not accustomed to eating them or do not find them appropriate for children," says Davidson. In Bangladesh, the primary food is rice, which contains no vitamin A. And, in Indonesia, where children frequently are allowed to choose their own foods, the choice does not include green leafy vegetables. Changes in the color or consistency of children's stools after eating vegetables also may be perceived in some countries as harmful.

To increase awareness of vitamin A deficiency as a potentially life-threatening problem and to develop appropriate nutrition education and mass communication strategies to encourage dietary changes, USAID has undertaken a social marketing program to be carried out by Manoff International. Assistance will be provided to governments and PVOs as part of the Office of Nutrition's vitamin A deficiency program.

For example, Manoff International will work with Mahidol University in Thailand to design a media campaign. Eating patterns

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Project Backs Tree Research to Help Asia

by Norma Adams

About 600 million people in Asia are experiencing an acute fuelwood shortage. Fast-growing multipurpose tree species (MPTS) can help solve this and related land degradation and rural poverty problems.

This conviction spurred the Agency to fund the Forestry/Fuelwood Research and Development (F/FRED) Project, whose overall objective is to develop and disseminate technology to increase productivity and use of multipurpose trees to help meet the needs of small farmers.

The F/FRED Project is a collaborative effort of the Bureau for Science and Technology (S&T) and the Bureau for Asia and Near East (ANE). The project is implemented through an approach known as "common theme research."

"The goals of this approach," says Nyle Brady, senior assistant administrator for S&T, "are to speed the development process and improve the operational efficiency of the Agency."

The common theme research network is the major tool in this approach. "Networking is a system characterized by well-defined information channels, storage and retrieval methods and feedback mechanisms," says Ian Morison, USAID's project officer for

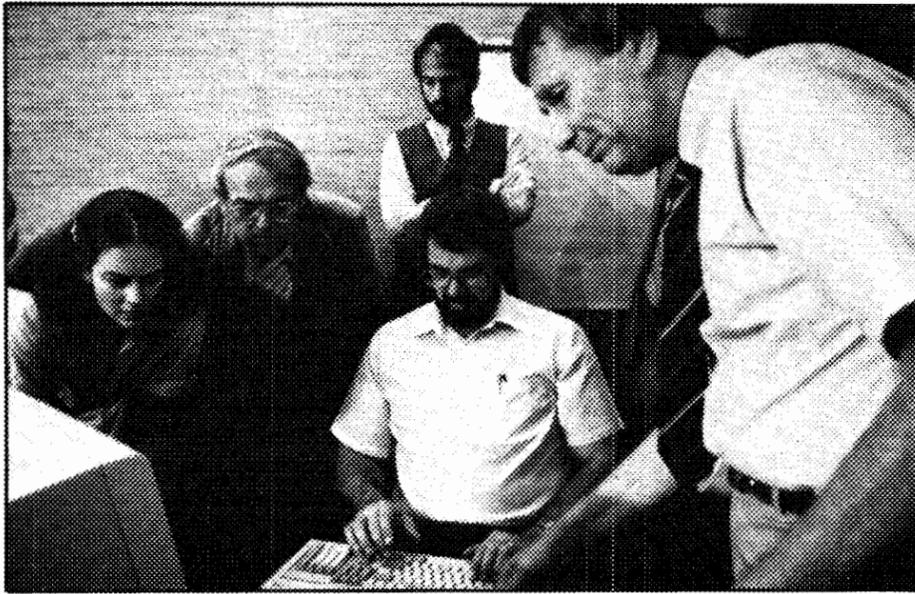
"Research addresses farmers' use of and preference for trees and analyzes socioeconomic and cultural factors that affect those preferences."

F/FRED. "Networks involve a variety of communications techniques, including methods for library and publications exchange and telecommunications links."

Winrock International Institute for Agricultural Development is implementing the networking for the Agency. A three-member U.S. team of scientists at the Kasetsart University Faculty of Forestry in Bangkok, Thailand, provides network support and works with USAID missions.

The formal F/FRED research network consists of 14 institutions in India, Indonesia, Malaysia, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka, Taiwan and Thailand. Other scientists participate informally through national meetings, seminars and workshops.

"For decades Western forest services and large lumber and paper companies have spent millions of dollars improving the quality and



Foster Cady (right), F/FRED research and development director, instructs USAID and Winrock staff on the use of the F/FRED data base.

productivity of highly commercial trees," says Thomas Niblock, Winrock's manager for the project. "But little or nothing has been done to improve the tree species on which most of the Earth's poor depend for their household needs."

Taking the recommendations outlined at a 1984 workshop, the F/FRED staff selected eight priority species in two major environmental zones: humid and semi-humid tropics and arid and semi-arid tropics.

Multiple end uses of the species chosen include firewood, forage for animals, timber and pulp, fenceposts, furniture and medicine. In addition, some trees serve as living fences, while others control erosion or provide shade.

Five of the eight species are nitrogen-fixing, leguminous trees that transform atmospheric nitrogen into a form of nitrogen that plants can use. Such trees help restore the land's fertility and provide fuel, food and fodder.

Members of the F/FRED research network have agreed on standardized data sets and methods for collecting, analyzing and reporting information. Collaborating scientists met in late 1986 to plan experiments and procedures for initiating 1987 field trials on three selected species.

Scientists from Thailand and the Philippines developed a guide for multipurpose tree research collaborators. The guide helps scientists standardize methods for establishing and maintaining experiments in tree planting.

Ten Asian institutions have set up 17 experimental sites in Indonesia, Malaysia, Pakistan, the Philippines, Taiwan and Thailand.

A team of U.S. and Thai scientists made complete soil characterizations at 12 sites in four countries last May. "The team, working with network and national soil scientists at each site, produced efficient and uniform soil characterizations," says Foster Cady, F/FRED research and development director. "Because scientists from different disciplines shared their technical knowledge and experience, scientists can now

expect improved modeling and matching of multipurpose tree requirements to soil characterizations. In addition, they will have a better understanding of land evaluation procedures."

"Many myths exist about how farmers use trees and what they desire and need from forestry and agricultural research to improve small-farm production of multipurpose trees," says Ken MacDicken, F/FRED team leader and network specialist.

"Through training, workshops, participant travel and small-research grants, the F/FRED field staff in Thailand can help encourage research to improve production of the trees on small farms."

"Integrating the biological and social sciences in research planning is an exciting aspect of the project," adds Charles Mehl, F/FRED land and forest management network specialist. Through workshops and training courses he helped organize, social scientists now are being introduced to basic forestry concepts, and biologists and foresters are learning about basic social science concepts used in analyzing forest and land issues.

Applied social science research in conjunction with the multipurpose trees is being initiated in Thailand, Indonesia, Malaysia and the Philippines. That research addresses farmers' use of and preference for trees and analyzes major socioeconomic and cultural factors that affect those preferences.

The F/FRED fellowship program helps strengthen research links between Asian and U.S. universities. During 1988, six graduate students from Asia will begin studies at U.S. universities. To the extent possible, these students will be matched with faculty working on topics covered by F/FRED.

In addition to training and education in research, F/FRED and USAID mission funds also support collaboration between Asian institutions and U.S. forestry schools. Three Indian institutions are working with Auburn Univer-

sity to develop better ways of growing trees on poor soils.

The program includes post-doctoral training of Indian scientists at Auburn University, cooperative research in the two countries, U.S. technical assistance in nursery technology and woody biomass research for scientists and resource managers in India, and nursery technology workshops in India.

"This project is a two-way street," says Mason Marvel of the Office of International Programs at Auburn University. "We are helping the people of India improve their fuelwood technology. By creating a dialogue with Indian scientists, we'll be able to apply what we learn from them in the United States."

The F/FRED Project also supports research to identify the potential of using biotechnology to increase multipurpose tree production. The project supports research on small-farm production of gums, resins and exudates, small-farmer access to biotechnology and the economics of its use, and the socioeconomic impact of biotechnology on Asian countries.

The F/FRED information and decision-support system builds on the achievements of related USAID-supported data base management efforts and the work of the international agricultural centers. The system is designed to take information on field trials and store it where it can be used to help make research management decisions.

"The experiment data base is the primary data base for F/FRED," says Cady. "It contains information from replicated experiments with priority species and provides a mechanism for scientists in the F/FRED network to organize, store and share this information."

Project staff also work with other projects and institutions that are developing related data bases.

"We must bear in mind that research is a means to an end," says George Armstrong, senior forester with ANE. "By working to unify the Asia research community, the F/FRED research network can break down barriers that prevent scientists from sharing information."

"The long-term success of F/FRED," notes Niblock, "will be measured by the continued collaboration of these scientists once the project ends."

By first establishing, developing and maintaining the research network, scientists can expect to move on to the next important steps: using the benefits of collaborative scientific research to influence the forestry decisions of national policy-makers and extend information about these important trees to small farmers who have immediate needs for food, fuelwood and fodder.

Adams is editor for the F/FRED Project.

Front Lines Interview:

Elliott Abrams

The USAID program in El Salvador has received a great deal of media attention in recent months. In an interview with Front Lines, Assistant Secretary of State for Inter-American Affairs Elliott Abrams discusses the current situation in that country and the role of the Agency in furthering U.S. foreign policy objectives in the region.

Front Lines: At \$500 million in fiscal 1987, El Salvador is the third largest recipient of U.S. economic assistance in the world. What have been the political, social and economic benefits to the people of El Salvador of this aid? Is this investment having a positive effect on the achievement of U.S. foreign policy objectives?

Elliott Abrams: In 1981, we didn't go looking for El Salvador because we had a couple of billion dollars we were itching to spend. In a sense, with all its problems in the middle of a region important to our national interests, El Salvador came looking for us. We saw that country's difficult problems: suffering from a sinking economy, threatened by a foreign-backed, Communist insurgency and so on.

But, as bad as things seemed, we also recognized people courageous enough and hopeful enough to tough it out to build stability through democracy. Either we helped the Salvadorans toward that goal or we risked seeing another country in this hemisphere slip under a brutal dictatorship, perhaps allied with the Soviet bloc. We couldn't risk that.

What have we set out to do in El Salvador? We have tried to help a fledgling democracy put down a Marxist insurgency, to support the consolidation of representative government that could address the political and social injustices of that nation that spawned the civil war, to promote respect for basic civil liberties and human rights and to help sustain the economy so the democratic institutions there could ride out the storm. Much remains to be done, but we can be proud of the USAID staff—both American and Salvadoran—who have worked toward these goals.

The economy has recorded modest growth. Although we had hoped for a greater upturn last year, let's remember that the war still exacts hundreds of millions of dollars in direct and indirect damages annually.

Political violence is down. A much more professional, disciplined military has taken the upper hand in the war. The days when the FMLN (insurgency) could go head-to-head with a Salvadoran battalion are gone. The rebels are reduced to hit-and-run terrorist tactics and economic sabotage that have only served to diminish their already scarce popular support.

Are things better for the people? I'm sure you'll still hear complaints about certain government

policies, economic problems or persistent inflation. Complaints are common to all democracies. But, there is a new confidence among the Salvadoran people.

We all know the Salvadoran people face grave challenges. We knew that 10 years ago. But, who would have predicted then this broad consensus that democracy is the only way to go? To me, that's remarkable progress, not only for the Salvadorans but for the region and for U.S. interests. El Salvador is an important, friendly neighbor and a trusted ally that is headed in the right direction and deserves our continued support.

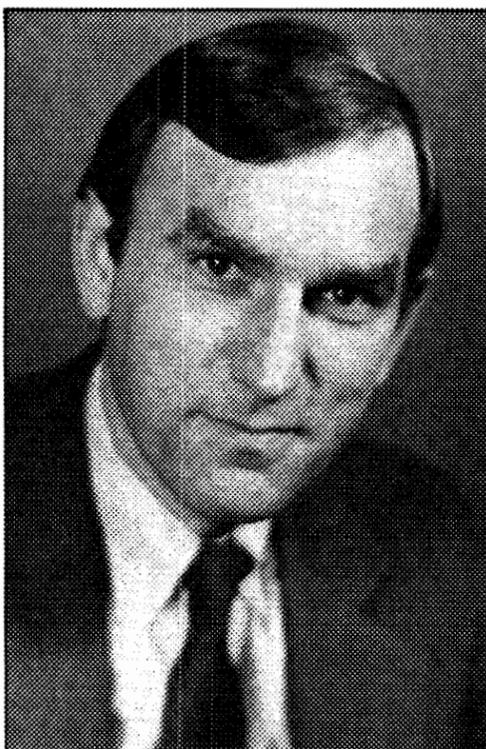
FL: The Salvadoran economy remains volatile. Many Administration and bipartisan Congressional supporters of aid to El Salvador, while recognizing the positive aspects of the Duarte Administration and its leading role in the Central American peace initiative, believe that the Salvadoran government could be more supportive of the private sector and should encourage the adoption of national economic policies that would promote greater growth and production. What is the United States doing to persuade the government of El Salvador to adopt more realistic economic policies?

Abrams: El Salvador has many complex economic problems; there's no denying that. But, they also have made solid progress on many fronts—trying to resuscitate their economy while fighting a guerrilla insurgency and attempting to break the cycle of violence that has stifled long-term development. Ironically, one of El Salvador's toughest problems may be that its surprising record of success in recent years has raised expectations.

Today, El Salvador has graduated to more exacting economic questions on how the government can "deliver the goods." Instead of asking about the basic commitment to human rights and whether democracy has a fighting chance there, we've moved on to a new set of questions. How do we encourage this elected government to fine-tune its economic policies? How can the private sector get more involved?

USAID knows that for development to work, it must have solid private sector roots. President Reagan is committed to this approach.

The practical problem in El Salvador is that President Duarte believes that many private sector leaders are unalterably op-



Elliott Abrams: "Much remains to be done in El Salvador, but we can be proud of the USAID staff—both American and Salvadoran—who have worked toward our goals."

posed to him, his party and the social changes he envisions for El Salvador. Naturally, he has been reluctant to adopt policies that he feels might strengthen their hand.

By the same token, the private sector distrusts the Duarte government.

There is historic tension there, and, although there has been some consultation with the private sector in making policy, it has tended to be adversarial.

Having said that, we have encouraged efforts to reduce government-owned enterprises and gradually open some government monopolies to private sector competition. For instance, in July the government announced plans to privatize some state-owned enterprises. Also, the government's latest economic plan calls for incentives for non-traditional exports and reduces subsidies to parastatal utilities.

Our \$187 million in balance-of-payments support this year helps the private sector obtain critical imports. We've also supported efforts to expand the private sector through investment and credit programs. USAID is helping FUSADES (the Salvadoran Foundation for Economic and Social Development) promote better public-private sector relations and increase investment in and export of non-traditional goods. The Agency has also backed agricultural diversification and promoted growth of small businesses. So, we're making a real effort to strengthen the private sector.

At the highest levels of policy dialogue, we have encouraged economic reforms that will open up the economy to more private involvement. Cumbersome foreign exchange policies and import restrictions, an overvalued exchange rate and inadequate foreign investment legislation have to be addressed. In March, the

Salvadoran government adopted limited reforms of INCAFE, the state coffee-exporting monopoly, that will permit some private sector involvement in coffee marketing. This is a good sign, but coffee prices are below 1986 levels, and production is likely to be depressed for several more years. The private sector has a direct role to play in that area.

Let's face it—the prospects for economic growth in 1987 and 1988 are cloudy at best. And, we have made clear to our Salvadoran friends that we believe reforms must be adopted and that the relationship between the government and the private sector must be improved to achieve productive growth and to maximize the benefits of U.S. economic assistance.

FL: The U.S. government strongly supports the democratization process in El Salvador—elections, judicial reform, strengthening local government—but several major political crimes remain unsolved and charges of human rights violations continue. What evidence is there to show that democratization is working in El Salvador? Has there been a noticeable improvement in the protection of civil and human rights? Finally, what will be the impact of Duarte's political amnesty program—on El Salvador and on Congressional support for U.S. economic assistance to that country?

Abrams: Unfortunately, some observers who recently have shared their opinions about El Salvador know just enough about that country to draw the wrong conclusions. You can't judge El Salvador simply from where it stands today. You have to look at where they've come from and where they're heading.

There is no greater example of the dramatic progress made in El Salvador than the recent decision of rebel leaders Ruben Zamora and Guillermo Ungo to return to test the country's political waters. El Salvador's political system is far from perfect, but it has come a long way since the early 1980s.

The human rights picture has improved markedly, despite recent setbacks, as with the killing of human rights activist Herbert Anaya. Overall, so-called "death squad" killings have been drastically reduced. No self-avowed death squad has taken responsibility for killings in El Salvador since late 1985. The Catholic Church recognized this last March when a spokesman declared that "great progress has been achieved." The U.N. special representative for human rights in El Salvador issued his most favorable report to date just last month and commended the Duarte government's improved human rights record.

How do you turn a human rights picture around, as they have tried to do in El Salvador? You start by

(continued on page 14)



Costa Rica's Education Plan Spells Success

The National Bipartisan Commission on Central America in its January 1984 report to the President made a series of recommendations for helping Central America's people. One key recommendation was that scholarships be provided for needy Central Americans in the United States. Other recommendations centered on measures to improve education in the Central American countries.

The Agency has responded over the last three years with several programs. The Central American missions have begun programs that will have an immediate impact and establish a base for long-term institutional development.

This article is the first in a series that will appear in Front Lines over the coming months. It and the articles to follow will report on accomplishments and illustrate the initiatives by USAID's Central American missions to respond to the bipartisan commission's educational recommendations.

by John Aragon

The Agency's assertion that foreign aid works is exemplified in Costa Rica's attitude: "Si, se puede—Yes, it can be done!"

The Costa Rica mission, through its General Development Division, has developed a multifaceted educational initiative that integrates USAID's four pillars of development: institution building, technology transfer, private sector involvement and policy dialogue.

Acting Mission Director Richard Archi cites the education activities as examples of that part of the mission's strategy to support equitable distribution of the benefits of growth and to improve the efficiency of public sector service delivery systems. "The program is a direct outcome of the education recommendations of the National Bipartisan Commission on Central America (NBCCA) and represents an innovative effort to provide a quick response to Costa Rica's primary education needs," says Archi.

The program is composed of five limited and specifically targeted activities, each complementing the other. The activities have been financed primarily with Economic Support Fund local currency generations complemented by limited amounts of development assistance dollars for technical assistance.

They are:

- supporting a Ministry of Education initiative to produce and distribute textbooks to all Costa Rican schoolchildren at the primary and secondary levels;
- improving the quality of teaching in the nation's one-room schools;

- repairing and refurbishing the nation's one-room schools;
- developing a national assessment test to establish a data base for educational achievement in grades 1-11; and,
- coordinating the above with the Central American Peace Scholarship (CAPS) Program, the Bureau for Latin America and the Caribbean's major response to the commission's recommendations.

The textbook activity had its start in early 1983 as an initiative of the Ministry of Education to meet the needs of Costa Rica's primary school children. One year later, coinciding with the release of the National Bipartisan Commission's recommendations, USAID/Costa Rica received a request to help.

The objective was to provide a set of textbooks, *Hacia la Luz* ("Toward the Light"), for each primary school student. The texts, in the areas of math, science, Spanish and social studies, were to be written by Costa Ricans and printed by the Costa Rican private sector. USAID agreed to underwrite the private sector publication of the texts. One year later, 1 million textbooks and 75,000 teacher's guides for grades 1-3 were ready for the 1985 school year.

The following year, textbooks for grades 4-6 were written and printed. At the beginning of the 1986 school year, 800,000 texts and 60,000 teacher's guides were distributed, bringing the total to 1.8 million textbooks and 135,000 teacher's guides. The series is composed of 24 different texts: four books for each of the six grades. Texts for grades 7-11 are being written.

"Now, for the first time, Costa

Rica has texts for all of its primary school children that were written and produced by Costa Ricans for Costa Rican children," says John Jones, director of the General Development Division.

Mary Vidoretta, director of textbooks for Costa Rica's Ministry of Education, notes the importance of Costa Rican teachers' participation in the project. "A group of us from all over the country were trained together. This represents a continuing source of talent for the country," she says. "Costa Rica has had textbooks from all over the world. Many of these were quite good. However, this series of publications is based exclusively on Costa Rican reality: books for *Ticos* written by *Ticos* that have been distributed to the farthest corner of the country."

As another example of the program's response to specific educational needs, support is being provided to assist the Ministry of Education in improving the country's one-room schools.

About 11% of Costa Rica's primary school students attend rural, one-room schools that account for more than 40% of the school buildings in the system. The schools are staffed by about 1,200 teachers.

Aside from serving in remote

areas with few teaching materials, the teachers face multiple responsibilities. The one-room school teacher, or *uni-docente*, not only teaches multiple grades and ages in the same room, but also acts as an administrator with the same reporting, supervising and maintenance duties as any principal of a multiroom school.

The *uni-docente* must also be a community leader, working with the local school board, scheduling community meetings and directing fund-raising drives. In addition, the *uni-docente* is a student—70-80% are working toward full certification and/or a university degree.

"The goal of the program was to improve the education of students in schools with few if any materials and with teachers who were marginally qualified for the jobs to which they were assigned," says Jones.

Mission support for improving the one-room schools was provided through a technical assistance contract with Creative Associates of Washington, D.C., which provided assistance in materials development, teaching methods and planning, and workshop training for the *uni-docentes*.

In September 1986, consultants from Creative Associates spent a week visiting one-room schools before working with a committee of subject matter specialists under the direction of the Ministry of Education. The committee's job was to develop a new program of studies for the one-room schools that would stress application and processes in addition to content. The committee also began work on a teacher's guide to ensure that the support materials were consistent with the new program. While the committee was developing the program and guide, the textbook division began to develop worksheets designed for rural settings to complement the new textbook series *Hacia la Luz*.

In two months, the new program was planned and the guides and worksheets written.

The technical assistance team then worked with ministry personnel to plan training workshops on the new program for *uni-docentes* last January and February. Five one-week workshops were held in Costa Rica's rural northern zones



USAID/Costa Rica's education initiative supports the Ministry of Education in producing and distributing textbooks to all the country's schoolchildren at the primary and secondary levels.

and included more than 500 *uni-docentes* and supervisors.

By the time the first workshops were completed, two things had become clear: The materials were in great demand, and a follow-up series of workshops for teachers in the southern part of the country was needed. At a meeting in late February 1987, then USAID/Costa Rican Mission Director Daniel Chaij, Minister of Education Francisco Antonio Pacheco and General Development Division Chief John Jones agreed to a second printing of the materials, a new guide to be designed for *uni-docente* supervisors and a series of workshops for teachers in the south. The southern workshops were held in July.

Workshop attendance, which totaled more than 1,000, represented more than 90% of the country's *uni-docentes*.

Each workshop featured instruction in time use because the school year in Costa Rica provides for only 630 hours of instruction.

When these hours are divided among children in six grades, effective planning assumes paramount importance.

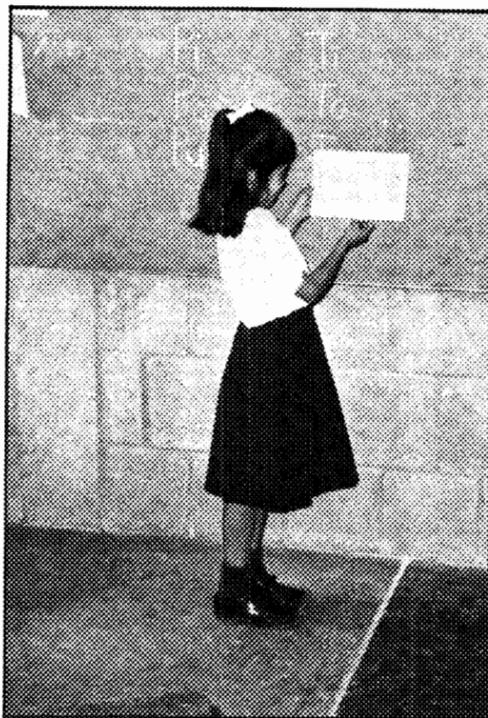
The workshops also emphasized practical approaches to teaching and learning. Participants were shown the relationships among the textbook series *Hacia la Luz*, the new *uni-docente* program of studies, the teacher's guide and the worksheets.

In addition, each workshop participant received hands-on experience in developing teaching materials with readily available resources, such as:

- making an abacus with scrap lumber, wire and bottle caps;
- making scientific equipment out of light bulbs, corks, tin cans and candles; and,
- making a hectograph (mimeo) out of tin, glycerine and gelatin.

One workshop participant commented: "I'm so glad that someone is finally realizing that we (the *uni-docentes*), too, are teachers and need help."

A particularly appropriate col-



About 11% of Costa Rica's primary school students attend rural one-room schools. USAID is helping communities to repair and renovate these schoolhouses.

laboration with the Central American Peace Scholarship Program to carry out the NBCCA's education recommendations occurred when a group of 20 *uni-docentes* from the northern provinces were selected to receive short-term training in the United States. After two weeks of training in methods and materials development at the University of New Mexico, they visited one-room schools in Vermont and Washington.

At an evaluation session following the rural school visits, the CAPS participants reviewed their impressions in group discussions. Several were impressed with the support American schools received from parents and community groups and planned to encourage similar support in their communities.

Another group singled out the respect given to teachers in small, rural U.S. communities and the important role the teacher played in the community.

On their return to Costa Rica, CAPS participants acted as group leaders in the January and February training workshops. Thomas McKee, director of the CAPS program, notes, "In this way, their U.S. training was reinforced, and they shared the benefits of this training with their colleagues, enriching the workshops immeasurably."

Following the initial program, a second U.S. study program is planned for 20 *uni-docentes* from the southern provinces that will give Costa Rica a nucleus of 40 *uni-docente* teacher-trainers throughout the country.

Another USAID education activity supports improved learning facilities. The USAID/Costa Rica Rural School Rehabilitation project provides an example of a grass-roots response to the Agency's dual interest in decentralization of education and increased collaboration with the Peace Corps, according to Ray Baum, deputy director

of the General Development Division. The purpose of this effort is to stimulate communities to take the initiative in upgrading their school's physical facilities. To do this, four key groups will be involved:

- the local school board, which oversees the local school and acts as the recipient and disbursor of some ministry supplies;
- the Ministry of Education's Regional Education Office, which establishes direct contact with the community and evaluates the community's plan and its capability to complete the renovation;
- the Peace Corps, which will assign a volunteer to each regional education office director to assist in publicizing and explaining the activity locally and in evaluating requests from the communities for assistance; and,
- USAID, which will make small (under \$4,000) grants, to be matched by the communities in labor, materials or cash.

"What is appealing to me is that the program deals with renovating and conserving, rather than building new things," says project director Trish Norton. "New is not always better."

Initial efforts are being directed toward rehabilitation and renovation of an estimated 450 schools. A later phase will involve rehabilitation of additional schools and possible funding for new construction.

Another of the ministry's requests to the mission was for help in assessing the national achievement level of Costa Rican primary and secondary students. This activity is a joint effort of the University of Costa Rica (UCR), the Ministry of Education and USAID.

As early as 1981, the Institute for Research and the Improvement of Education in Costa Rica (IIMEC) had begun the design of a national achievement test.

To carry out the design, in 1986 USAID agreed to provide \$70,000 for electronic paper, pencils,

duplicating and printing, and shipping and packing costs. The University of Costa Rica provided workspace, approximately \$12,000 and two staff members, and the ministry provided a staff of five.

The first test was administered in November 1986 to all children in grades 3, 6, 9 and 11 in the subject areas of math and Spanish. More than 150,000 students were tested on the same day throughout the country. An additional 90,000 tests in Spanish, science, math and social studies were administered using new test instruments in November.

"It is important to call attention to the need for quality control and progressive, chronological academic growth. The exam also can be used as an incentive to reward outstanding teachers and students," says Juan Manuel Esquivel, UCR faculty member and director of IIMEC.

Esquivel says that the innovative student assessment activity is unique in Central America. "The testing program is based on sound research techniques," he says, pointing out that an initial 20,000-student sample was used to establish the validity and reliability of the tests.

"In each activity of this multifaceted education program, USAID support was targeted carefully to be responsive to particular ministry needs and to reflect the National Bipartisan Commission recommendations," says Jones. "The ministry staff understood their most pressing needs and had the skills and abilities to address them. USAID was able to provide timely financial assistance required to satisfy these specific needs."

Pacheco also notes, "USAID help has been rapid, responsive and flexible." And consultant Walter Gandara says, "Perhaps most inspiring is the dedication of those sometimes called minor players—the authors, worksheet developers, subject matter specialists and the teachers themselves."

Flora Ruiz, who has worked in the mission for 21 years, observes: "For many years, USAID thought Costa Rica needed little help in its education efforts. This is partly because of Costa Rica's pride in its autonomy. When requests were finally made, the Agency responded quickly and generously. Dr. Pacheco believes that many of the significant accomplishments of his administration are due in large part to USAID's help."

"As a Costa Rican, I take special pride in seeing the results of these good works," says Ruiz. "I take additional pride in knowing that the children of my country will be the direct beneficiaries of these efforts."

The winners are the children in a country that continues to believe . . . *Si, se puede.*

Aragon, former president of New Mexico Highlands University, worked with Creative Associates as a consultant on the USAID/Costa Rica educational program.



Marta Champantier, director of academics for the Ministry of Education, and John Aragon, a USAID project consultant, look over teaching materials and guides developed for use in one-room schoolhouses.



Through a joint effort by USAID, the Ministry of Education and the University of Costa Rica, a national test was designed and administered throughout the country to assess student achievement.

Society Sparks Students' Awareness of Geography

American students must learn about other countries if they are to compete in an increasingly interdependent world, Deputy Administrator Jay F. Morris said Nov. 17 at a Washington, D.C., school program celebrating National Geography Awareness Week, Nov. 15-21.

Alice Deal Junior High School is one of two pilot schools sponsored by the National Geographic Society to test innovative geography curricula.

Noting that surveys show 95% of the students at a Midwestern college could not locate Vietnam on a map of the world and that 25% of students in Dallas high schools could not identify Mexico as the country south of the United States, Morris said Americans cannot hope to compete in the world if they are ignorant of it.

"The African country of Zaire, one of those countries on the other side of the world that we know so little about, is our major supplier of cobalt," Morris said. "And cobalt is the critical component of the alloys necessary for the construction of jet engines in our military and civilian aircraft. The next time you see an F-16 fighter jet or a Boeing 747 airliner flying overhead, I hope you'll remember

why an African country like Zaire is so vitally important to us."

Morris also said many Americans misunderstand foreign aid and the benefits the United States derives from it.

"The largest benefits of the aid program will come over the long term," he pointed out. "For instance, in 1950, Taiwan was in no position to be a major trading partner with us. Thirty-seven years later, after benefiting from American foreign aid, Taiwan is America's seventh largest trading partner, which means jobs for Americans.

"The real world demands that we keep pace with the constantly changing international conditions," said Morris. "That means people must have an understanding of geography and other information about the world."

Morris appeared with Princess Elizabeth Bagaaya Nyabongo, Uganda's ambassador to the United States. The school's principal, Reginald Moss, and the superintendent of D.C. Public Schools, Floretta McKenzie, made opening remarks. Gilbert Grosvenor, president and chairman of the National Geographic Society, gave a current events quiz to the students.



Students at Alice Deal Junior High School in Washington, D.C., launch 500 balloons as part of an experiment during National Geography Awareness Week, Nov. 15-21.

After the assembly, the students launched 500 balloons in an experiment to learn about wind direction, location and velocity.

Each balloon was affixed to an information reply card that contained site and retrieval data.

—Jim Pinkelman

Afghans

From page 1, column 2

humanitarian assistance provided goes to the alliance," he explained. "And, the assistance we channel through PVOs [private voluntary organizations] increases the amount of support to your cause.

"Although we are restricted by the amount of monetary aid we can provide, we are quite flexible on the manner and content of our assistance program."

The Administrator told the delegation that the Agency was prepared to discuss their suggestions for change. "A particular concern is agriculture assistance," said Woods. "The ability to provide food is critical to a successful program inside Afghanistan. And, we want ideas to make the program better—to make it as good as the medical and education programs."

Maulavi Mir Humza, a representative of the Jamiat-i-Islami Party, said that providing for Afghans within Afghanistan by revitalizing agriculture is extremely important and will help decrease the number of people likely to become refugees. "Developing the ability to produce and to obtain agricultural products from other areas is critical," he said. "There is much that can be done within the alliance to provide seeds and the necessary cash structure. But the immediate requirement is to increase the ability to transport. We need animals and trucks."

Expressing appreciation for the Agency's aid, Pir Sayed Ahmed Gailani, who heads the National Liberation Front of Afghanistan, said, "Because of USAID's assistance program, we have been able to establish quite a lot of schools. And similarly, in the medical field, the USAID program has been able to provide much assistance to those who suffer from the war.

"Though we are much better off than before, what we have done so far is insufficient. We still do not have enough doctors."

He recommended that the Agency devise a program so that medical students who have joined the mujahidin can complete the additional training they need.

At the conclusion of the hour-long meeting, Woods reassured the alliance leadership that the Agency is committed to strengthening support to the Afghan resistance and that their concerns would be a high priority in review of the program.

Other members of the U.S.-backed alliance who met with Woods, William Fuller, deputy assistant administrator of the Bureau for Asia and Near East, and Jeff Malick, officer-in-charge of the Afghanistan desk, were Hazrat Sibghatullah Mojadadi, leader of the Afghan National Liberation Front, and Maulavi Mohammed Shah Fazli, a representative of Maulavi Mohammedi's party, Harakat-i-Inqilab-i-Islami.

—Dolores Weiss

Woods Praises Efforts of Voluntary Agencies

America's voluntary organizations are one of the Agency's best resources in generating ideas to create prosperity and provide needed services in the developing world, Ambassador Alan Woods told the InterAction Board in his first official address as USAID Administrator.

"You will be the ones USAID looks to when it's time to turn good ideas into real ventures in developing countries," he said at the annual meeting of representatives from more than 75 private voluntary organizations (PVOs), held Nov. 10 in Washington, D.C. "When President Reagan talks about what the private sector has done—and can do—to change the world, he doesn't just mean private business—he means you," Woods said.

"The kind of partnership I am suggesting for USAID and American voluntary organizations is a partnership of ideas as well as resources."

At the session, Woods said that he believes that USAID and the PVO community could benefit from a greater understanding of each other's roles. To further that understanding, he plans to create a rotating fellowship in the Office of Private and Voluntary Cooperation (PVC). A member of the PVO community would join the PVC staff for one year, providing a means to exchange ideas and

enhance communication between the development organizations.

Woods noted that "when USAID staff work with their counterparts in developing countries to identify policy impediments to economic growth, they are, in a very real sense, trying to help a country help itself achieve the better living standards that come with increasing prosperity."

And, he pointed out, "Where markets are allowed to function, totalitarian regimes can't last for long. Economic democracy breeds political democracy."

Woods hailed the traditional efforts of PVOs in responding to emergencies, finding ways to bring development assistance to remote populations and serving as a model of what volunteer efforts can do to overcome difficult problems.

"Many of you are already thinking about new roles that you can play in developing countries to encourage economic independence," he noted. "And, I look forward to learning about the programs you operate and about your ideas for enhancing your work in developing countries."

"Voluntarism is part of the fabric that is the American culture. I'd like to think that wherever private voluntary organizations go in this world, they leave a touch of this American spirit behind."

—Ellen C. Irving

Economists Called Best Market Advocates

by Jim Pinkelman

USAID economists not only know how a free-market system works, they also serve as the best advocates of that philosophy, the Agency's chief economist says.

In stressing the important role economists play in achieving the Agency's objectives, Ernest Preeg, deputy assistant administrator for the Bureau for Program and Policy Coordination, outlined some of the problems and challenges they face at a Nov. 1-6 conference in Williamsburg, Va., that brought together economists from throughout USAID.

Agency economists are not just technical advisers, Preeg stressed at the conference. "Economists are critical players in carrying out the Agency's development strategy, and they play a unique role in development dialogue."

Many developing countries have turned away from statist economic policies in the last five years and have moved to adopt more market-based features, Preeg noted.

"That exemplifies the importance of policy dialogue and the role of the economist in helping this process along," he said. "The economist must be an active participant in promoting change."

"Most USAID economists have worked in the field," Preeg noted, "so they understand the problems, as well as the need to communicate effectively with officials in developing countries."

Administrator Alan Woods also stresses an advocacy role for economists. "They can explain and articulate the kind of economic practices that we know work," he says, adding, "That responsibility falls more heavily on economists because of their expertise."

In many of the poorest countries, the private sector is of limited scope, and local economists often lack advanced education, Preeg said. By contrast, in countries with larger private sectors, such as Pakistan, Indonesia and Thailand, economists are numerous and often are trained at top universities.

In either case, "If USAID is going to be a player in developing countries and work with the World Bank and the International Monetary Fund (IMF), we have to display comparable economic expertise," he said.

Despite the necessity for economists in development work, USAID is having difficulty recruiting enough of the kind of economists it needs to meet its requirements, Preeg said. The Agency now has about 80 designated economists, about 50 of whom have Ph.D.-level training. Two-thirds are in the field and the rest in Washington, D.C., and most are in the Foreign Service.

Competition from the private sector, other branches of government and academia is one reason recruitment is difficult, said Preeg. In addition, "we need a particular

kind of economist," he said. "We need someone who, for example, can go to an African post and deal with a finance minister or a representative from the IMF or the World Bank in a practical context."

"Many applicants are rejected in the review process," he continued, "because although their academic credentials are sound, they lack the kind of experience to deal with those situations."

An economist at a mission "can be a very lonely person," Preeg added. "Very few others at post have an economics background, and there are not many occasions to sit and compare notes."

Economists in the field also must have independence, Preeg said, which can sometimes make them unpopular. "Economists have to be the watchdog. Sometimes they have to explain why a project or a program should not be undertaken. They have to elaborate the downside."

Because of that, Preeg said

economists must maintain a close working relationship with the mission director. "The better the level of understanding, the better economists can fulfill their role," he added.

The recruiting problems, the role and the value of economists and their contributions to development strategy all were discussed at the conference.

A task force of USAID economists has been created, Preeg said, to examine those and other issues regarding the role of economists at the Agency. Their recommendations for improvement will be presented to the administrator.

The conference also demonstrated the quality of work that Agency economists are performing, said Preeg, particularly in the area of computer-based modeling. Economists presented a variety of macroeconomic and sector models and described techniques they had designed or adapted.

"I was impressed by the scholarship that was shown," said Preeg, who is on detail from the State Department. "About a dozen models were presented, all but two of which had been developed by Agency economists."

Economic models are not an end-all, said Preeg, but rather a tool. "They give us a better feel for the outcome of programs and also provide to policy-makers a range of options in a clear-cut, quantitative way."

John Kelly, deputy director of the Bureau for Management's Office of Information Resources Management, said his office was trying to purchase more microcomputers, with the goal of providing one to every professional by 1989.

The Agency organized a similar conference three years ago, said Preeg, who noted, "It's useful and productive to bring in economists from throughout the Agency to share ideas and research results and to talk about various issues."

Satellite Beams IMPACT Broadcast

The impact of family planning on economic development and on the health of mothers and children was the focus of recent interviews with international health and population experts and government leaders.

The two-hour radio and television broadcast, "IMPACT: The World's Population," brought together an international panel of reporters in Washington, D.C., to question participants attending the International Conference on Better Health for Women and Children through Family Planning in Nairobi, Kenya. Michael Marlow of the Bureau for External Affairs served as moderator and executive producer of the broadcast, which was beamed to more than 60 nations by satellite through an Agency-funded project of the Population Reference Bureau.

Duff Gillespie, director of USAID's population programs, noted that the conference in Kenya was in itself a measure of the international acceptance and support of family planning programs.

"A conference such as this could not have taken place 10 years ago," Gillespie said. "There is acceptance now among most development and health experts that family planning can have a very significant health impact."

"It has been estimated that infant mortality could be reduced from 20% to 35% if birth intervals could be lengthened to more than two years."

Also participating in the program was conference chairman Dr. Mavis Gilmour, a member of the Jamaican Parliament and minister of Social Security and Consumer Affairs.

Gilmour observed that governments, in general, are giving



Infant mortality could be reduced from 20% to 35% if birth intervals could be lengthened to more than two years.

higher priority to family planning programs as the relation between family planning and economic development becomes more apparent.

She outlined a Jamaican education program aimed at teenage girls that has resulted in fewer pregnancies and only a 2% repeat rate by young mothers before completing their schooling. Gilmour stressed the importance of focusing on youth, noting the "emotional and psychological damage" caused by teenage pregnancy.

She also cited the potential loss to society and the economic growth of a country when teenagers begin the downward spiral of repeated pregnancies and incomplete education.

Research presented at the conference showed that a major challenge today is to reach young girls before they begin an early

childbearing pattern. Existing family planning programs are rarely geared to reach adolescents, Gilmour pointed out.

Dr. Pramilla Senanayake, assistant secretary general of the International Planned Parenthood Federation, noted that improving the status of women should be an integral part of any family planning program. Education, literacy programs and income-generating activities will help toward achieving this goal, she said.

Dr. Fred Sai, senior adviser on population at the World Bank, addressed the need to expand the delivery of health services. "We must remember that people can be treated in very simple facilities, and we must train a corps to provide these services," he said.

More than 300 delegates attended the five-day conference, including representatives from government, private sector, private voluntary and non-governmental organizations from around the world.

IMPACT panelists included Georgie Anne Geyer, Universal Press Syndicate; Scott Simon, National Public Radio; Ian Steele, Press Foundation of Asia; Ray Cromley, Cromley News Service; Barbara Pyle, Turner Broadcasting (CNN); George Gedda, Associated Press; Paula Wolfson, Voice of America; Luis Covarrubias, Spanish News Network (UPD); Hedayat Abdel Nabi, Al Ahram, Cairo; and Adebisi Olawunmi, News Agency of Nigeria.

The program was transmitted by Project SHARE (Satellites for Health and Rural Education) of the International Telecommunications Satellite Corporation.

—Ellen C. Irving

Scholarship Deadline Nears

Children of Foreign Service parents who have outstanding academic records and are being graduated from high school in 1988 are eligible for a scholarship program sponsored by the American Foreign Service Association (AFSA) and the American Association of Foreign Service Women.

Students interested in the 1988 Merit Award competition should obtain an application by writing to Dawn Cuthell, Scholarships Administrator, AFSA, 2101 E St. N.W., Washington, D.C. 20037. Applicants should provide eligible agency affiliation (USAID, the U.S. Information Agency and the departments of State, Commerce and Agriculture).

Full-time undergraduates studying in the United States may be eligible for financial aid. Grants are disbursed on a need basis. Students may apply for financial aid at the same time they are applying for a scholarship.

Feb. 15 is the deadline for returning all material to the scholarship office.

TAX SEMINAR

(pictured right) Richard Green, a program officer in the Bureau for Africa, makes a point during a panel discussion on "USAID Tax Reform Initiatives: The Case of Senegal." The discussion was part of a two-day seminar at the State Department, sponsored by the Bureau for Africa, on tax policy in sub-Saharan Africa. Among the participants were experts from the University of Illinois, Syracuse University, the Brookings Institution, the International Monetary Fund and the Internal Revenue Service.

USAID BRIEFS



10th ANNIVERSARY

Ambassador Charles Bray III (second from left), director of the Foreign Service Institute (FSI), joins George Vest, director general of the Foreign Service, in a ribbon-cutting ceremony marking the opening of the newly expanded Overseas Briefing Center in Rosslyn. The Oct. 14 celebration also marked the center's 10th anniversary. Also participating in the ceremony are Jean German (left), coordinator of the center, and Lee Lacy, assistant coordinator.



Investigators Receive Awards

Two employees of the Office of the Inspector General (IG) at USAID were among 20 investigators recognized by the National Association of Federal Investigators as recipients of its 21st Annual Awards.

Each year the association honors those who have contributed significantly to federal law enforcement and investigations.

James Mabrey and Virginia Van Cleave, criminal investigators in IG, won the Special Achievement Award for their work that led to the conviction of a U.S. supplier who improperly manufactured oral rehydration salts and distributed them in Peru.

Investigator Hector Luis Zuazua of the Food and Drug Administration also was honored for his work on the case.

— TV Specials —

The Public Broadcasting Service (PBS) is broadcasting several programs in December and January that may be of interest to development professionals.

"Will the World Starve," to be aired from 8-9 p.m., Dec. 22, will report on soil problems around the world.

In "Costa Rica: Paradise Regained," to be aired from 8-9 p.m., Jan. 10, American scientist Dan Janzen reports on a tropical dry forest.

Five former secretaries of state discuss international issues in "The Fifth Annual Report of the Secretaries of State," to be aired from 10-11 p.m., Jan. 24.

"The Desert Doesn't Bloom Here Anymore," to be aired from 8-9 p.m., Jan. 31, examines water resource management and the causes of desertification.

Seed Money Aids Research

USAID's Regional Economic Development Services Office in Nairobi has provided \$120,000 in seed money to the African Caribbean Institute to help the organization establish a five-year research fellows program in Africa.

The program will finance research in strategic areas of natural resource conservation. The research will focus on policy, national planning and the involvement of local communities and the private sector in the management of natural resources.

Africans working with natural resource ministries, academic institutions or local African non-governmental institutions will conduct the research.

This initiative is intended to enhance Africa's research capacity in natural resources, result in improved policies and develop Africa's institutional capability to manage natural resources.

IN MEMORIAM

ROBERT BELL

Robert H. Bell, 47, died of a heart attack in Nairobi, Kenya, Nov. 22. Since last July, Bell had served as director of the USAID Regional Economic Development Services Office for East and Southern Africa.

He joined the Agency in 1966, serving as an intern in Korea and later as a project development officer. He returned to Washington, D.C., holding a variety of assignments. In 1974, he was transferred to the Nairobi Regional Office, where he worked in several positions, including that of deputy director.

In 1979, he served as deputy director for project development in the Bureau for Asia and Near East (ANE) in Washington. Bell was named director of the office in 1983 and held that position until 1985, when he was named deputy assistant administrator for ANE. During his time with the Agency, Bell received USAID's Meritorious Honor Award and the Superior

Honor Award.

Survivors include his wife, Jane, a son and a daughter. Condolences may be sent to Mrs. Robert Bell, c/o Africa Bureau, Office of Management, Washington, D.C. 20523.

EDWARD HOGAN

Retired foreign service officer Edward B. Hogan, 68, died of a heart attack at his home in Falls Church, Va., Nov. 30.

Hogan joined the Agency's predecessor organization in 1959. During his career, he served as director of the Bureau for Africa's Office of Development Planning; director of the Regional Economic Development Services Office for East and Southern Africa; associate assistant administrator for the Office of Policy Development and Program Review in the Bureau for Program and Policy Coordination; and mission director for USAID/Ethiopia.

He retired in 1980.

Hogan is survived by his wife,

Shirley (Kay). Condolences may be sent to Mrs. Hogan, 6616 Mid Hill Place, Falls Church, Va. 22043.

JOHN SHANNON

John Shannon, 61, died in a car accident in Knoxville, Tenn., May 21.

Shannon joined the Agency in 1957 as an attorney adviser in the legal office. In 1964, he entered the Foreign Service and served in Iran as a contract service officer and as a development loan officer in Pakistan and Korea. Later, Shannon served as the deputy capital resource development officer in Panama and the capital resource development officer in Guatemala.

Before retiring in 1976, he was assistant program officer in the Bureau for Program and Policy Coordination.

Shannon is survived by his wife, Valerie, and a daughter. Condolences may be sent to Mrs. Shannon, Apple Pie Farm, Lancing, Tenn. 37770.



CDIE DEVELOPMENT REVIEW

CENTER OFFERS LATEST INFORMATION TECHNOLOGY

A USAID desk officer needs the latest International Monetary Fund assessment of his country. He needs it right away. The document is in his hands an hour later.

A USAID public health officer needs abstracts of projects and evaluations in two countries. He calls the USAID Information Center and receives the abstracts of each document in two days.

Later, that same officer decides he needs several complete documents. Within two more days, the documents are sent by courier from the Center for Development Information and Evaluation's (CDIE) Document Facility in Bethesda, Md.

Those are just a few examples of the hundreds of information requests that come to CDIE each month and of the ways that the Agency Information Center, which is maintained by CDIE, can help USAID staff obtain the documents or the information they need.

The center, which represents the latest in the information revolution, has two computers for data retrieval. It also has microfiche files of Agency documents and congressional presentations dating back to the early 1970s. And, it

has a microfiche reader-printer that provides immediate access to USAID documents.

"This is only the tip of the iceberg," says Robert Craig, Sr., a CDIE program coordinator. "The Information Center at State is a tremendous resource for the entire Agency."

The center can show USAID employees the vast resources that are quickly available to them. Staff also can use the center to determine what part of CDIE can best serve their needs.

Through CDIE's Technical Inquiry Service with the U.S. Department of Agriculture, for example, staff can have direct access, by cable, letter or phone, to the department's research facilities.

Data from CDIE's Economic and Social Data Service can be provided on paper or disk by request from a mission or from Washington, D.C. A wide range of information on a given country or a region can be obtained using a variety of data bases from throughout the Agency, as well as from organizations such as the U.N. Food and Agriculture Organization and the World Bank.

Missions also can request specialized research, which is carried out by CDIE staff using computers with access to as many as



Donnaceia Scott, who oversees CDIE's information center, shows Jonathan Olsson of the Africa Bureau the kinds of data that can be retrieved from the center's information system.

60 million volumes contained in America's leading libraries, more than 300 commercial data bases and USAID's own document system.

CDIE has become the Agency's institutional memory for program activities. In a matter of seconds, a staffer can view a summary of USAID project papers and their evaluations of the projects on a computer screen while a nearby printer is printing them out.

CDIE is in the forefront of the information technology industry, says Craig, with the goal of making as much information available to as many people as possible in the most appropriate form. That

ranges from one-page condensations of benefit to someone who needs only a synopsis to several documents for the technician who needs detailed information.

The information center provides a link for USAID staff with CDIE's comprehensive resources. Donnaceia Scott, assistant to the coordinator, offers guidance that often involves referring an employee to an office that can customize an information package.

The center is located in room 3659 NS, (202) 647-7923. Assistance in obtaining documents also is available through the USAID library in SA-18, (703) 235-1000.

Educators Face Challenge of Development



Government officials are placing greater importance on development educators to help

educate the public on economic issues, said Tom McKay, deputy assistant administrator for Private and Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance.

Trade and budget deficits, international debt problems, stock market fluctuations and reduced funding for private agencies have added to the need for an informed public, said McKay, speaking at the fourth annual development education conference held Nov. 1-4 in New York City.

"Officials realize that their decisions are being made without adequate public understanding of the consequences of those decisions, especially when they involve choices between domestic priorities and their international consequences," he said.

"Suddenly, development education is no longer a community apart. Washington decision makers are now looking to development education for quick results through what we know to be a long-term process."

That presents development educators with problems and op-

portunities, he said, adding, "The challenge is to see ourselves as active participants in this larger context."

More than 150 people attended the conference, which was sponsored by the Office of Private and Voluntary Cooperation, the American Institute of Cooperation, Global Perspectives in Education, the Global Tomorrow Coalition and InterAction.

The conference, titled "Development Education 1987: New Insights, Important Trends, Opportunities for Action," drew participants from 20 states, Canada and Europe, representing 52 organizations.

Twenty-nine of the participating organizations were Biden-Pell grantees, which are institutions that carry out development education programs with support from the Office of Private and Voluntary Cooperation. More than 60 such agencies have received grants since the program began in 1980 as a way to increase awareness of the U.S. role in Third World development.

Two items discussed were the publication of *Our Common Future* (the so-called Brundtland Commission Report) and a March symposium in London at which more

than 100 development professionals from 42 countries defined new roles and relationships for non-government organizations involved in development.

Peter Thacher of the World Resources Institute presented the issues raised in *Our Common Future*, the product of three years of study by the World Commission on Environment and Development. Hussein Adam of Harvard University said the roles of PVOs in the United States and other developed countries may have to be redefined in relation to their counterparts in less developed countries.

Educational policy was identified as critical for development education. Conferees expressed concern that U.S. schools and colleges may be failing to prepare students for the interdependent world of the 21st century.

John Maxwell Hamilton, author of *Main Street America and the Third World*, cited a survey by InterAction and the Overseas Development Council on American opinion toward developing countries and foreign assistance. He called the survey "one of the highlights of 1987," saying the poll shows that Americans are unaware of the links between their economic well-being and develop-

ment in the Third World.

Only half of the U.S. public favor government foreign aid or economic assistance to the Third World, the survey showed.

"Many of us pay so much attention to the Third World that we often overlook the views of the great mass of American people whom we are trying to convince," Maxwell said.

Economic interdependence, he said, is "a story yet to be told."

Conferees later split up into small groups to discuss topics that included: "Issues Analysis: Developing Citizens' Skills;" "Transforming American Attitudes about the Third World and Development;" "Institutionalizing Development Education;" "The Globescope Process: Local Action on Global Issues;" and "How Are We Doing: Building Evaluation into Program Planning for Development Education."

In the final sessions, conferees planned activities in three critical areas: devising regional strategies for development education; developing communication networks and resources; and influencing educational policy as it relates to international development.

—Beth Hogan

PVO Collaboration Supports ANE Goals

 Private voluntary organizations (PVOs) play an important role in the Asia and Near East region and are at the forefront in defining development strategies for collaboration between U.S. PVOs and local non-governmental organizations, said Julia Chang Bloch Oct. 15.

Speaking at a one-day seminar for PVOs operating in the region, Bloch, assistant administrator for the Bureau for Asia and Near East (ANE), said PVO activities should be fully integrated into the bureau's programs and should not be viewed as "something to be tagged on at the end."

The seminar, organized in conjunction with the PVO association InterAction, included bureau and PVO officials who discussed topics such as ANE development priorities, PVO programming, budgetary constraints, natural resources management, the bureau's new agricultural strategy, child survival and current emergencies in Asia.

ANE provides more money to private voluntary organizations than any other Agency bureau, Bloch pointed out, adding that the amount estimated for fiscal 1987 is \$90 million. The bureau also has eight major PVO co-financing programs, a number of sector-specific PVO projects and the West Bank, Gaza Strip and Lebanon programs that are run almost exclusively through PVOs.

Development progress should be measured in more ways than funding levels and the number of projects, she noted, saying that development professionals must "address new issues in new ways and old issues in new ways while

keeping in mind the constraints, particularly budgetary ones, that we face. PVOs should think about issues in the 1990s and how we as development professionals can work to stay at the forefront of development."

Because of cutbacks in foreign aid budgets, "times are hard and are going to get harder before they get better," Bloch said. "We all need to learn how to tell our success stories better. We face no more difficult challenge than to think about how we can inform the American public about the benefits of foreign aid so that they will support development."

Charles McCormack, president and chief executive officer of the Experiment in International Living and a representative of InterAction, called for efforts to mobilize public support for development assistance.

"We haven't succeeded in making development programs a priority of the American people," he said. "PVOs can provide more education about development efforts."

Voluntarism has a long history and tradition in the United States, he said, while the same is not true in Asia. "But I'm struck by the increase of indigenous PVOs in Asia," he said. "Many of them did not exist 20 years ago."

Despite that growth, many PVOs in Asia remain in a fragile position, said McCormack, who urged organizations in the United States to examine ways in which Asian PVOs can be strengthened.

PORTUGAL HOUSING FUNDS INCREASED

The Portugal Low-Cost Housing Guaranty Program (HG) re-

ceived \$25 million in funding, raising the total authorized level of support to the program to \$75 million, according to Julia Chang Bloch, assistant administrator for the Bureau for Asia and Near East (ANE).

In conjunction with a December 1983 bilateral agreement on use of the Lajes Air Force Base, the Agency agreed to provide up to \$75 million in Housing Guaranty Authorization funding to Portugal, subject to the availability of U.S. funds and the development of mutually acceptable programs.

"The HG was designed in 1984 to introduce programs that reduce housing costs and subsidies, decentralize housing production and promote more private sector participation," said Gerry Kamens, director of ANE's Office of Middle East, Europe and North African Affairs (MENA).

"One of the notable features of the HG program is its emphasis on establishing rational sectoral financial policy," he added. "As a result, the housing staff spends a great deal of time with operational officials to ensure that their management systems are in place."

Beginning last June, consultants were provided to assist the three-year-old implementing agency, the Instituto Nacional de Habitacao (INH), in an evaluation of its program and institutional strategies. "INH's long-term objectives are important, particularly those projects not scheduled for completion before USAID ends its financial contributions to the program," Kamens noted.

The INH acts as a public developer and provides construction financing to local private developers. Almost all of the project-financed housing have been built for sale rather than for rent, with long-term financing provided by mortgage banks.

When projects are completed,

construction loans are repaid to INH. That money, including HG money, is used to finance new projects.

INH has promoted the construction of lower-cost units, making housing more affordable and attainable for low-income residents. USAID's HG financing is disbursed against INH loans for units that meet particularly small size and price limitations. A total of 7,575 housing starts were made in 1987, with 18,200 projected in 1989.

"The HG program is a pump primer," said Philip-Michael Gary, MENA program officer. "It focuses on local resource mobilization and investment. Once these factors get in full gear, the public and private sectors will respond and exponential growth is expected."

Since USAID's initial loan of \$50 million was authorized in 1984, Portugal has made several changes in the housing sector, the most important being the withdrawal of direct government support in the housing sector. In its place, the INH channels public resources to private developers.

"Also, new standards for low-income housing have been adopted that reduce costs," said William Fuller, ANE deputy assistant administrator. "Maximum allowable sale prices have been substantially reduced for housing built with public funding." To eliminate past problems, he explained, legislation has been passed to reduce inflexible controls that have been applied for decades.

"The HG program approach in Portugal is typical of the way ANE wants to do business: Accept the challenge, lay the groundwork for success, implement a program that makes a difference, leave the host country with a legacy of excellence—and move on to the next challenge," Fuller said.

—Irene Ricks

Black History Month Survey Results Announced

 Information on education, personal finances, drug abuse, health and political issues affecting the black community were among the program ideas for Black History Month suggested by Agency employees.

Employees responded to a questionnaire distributed in September by the Office of Equal Opportunity Programs.

The questionnaire was designed to gauge the effectiveness of past programs, solicit suggestions for future programs and increase employee participation in the Black History Month observance.

A review of the 86 responses indicates that employees are supportive of continuing the annual observance but preferred less emphasis on the historical aspects of black culture and history in America and more information on

social, political and economic issues affecting black Americans.

Of the respondents who evaluated past programs, about 50% rated the participation of media personalities and prominent black speakers as "excellent."

On the other hand, less than 13% gave the high rating to the panel discussions.

The majority of the respondents supported the practice of scheduling the programs during lunch time. However, many respondents suggested holding programs in the annexes as well to allow a maximum number of employees to attend.

To help determine the audience at such programs, respondents were asked to give their grade level and office. Of the 71 employees who responded to this question, about 35% were GS 11-13 and about 28% were GS 6-9.

FS TENURE BOARD RESULTS REVIEWED

A review by the Office of Equal Opportunity Programs of the fiscal 1987 Foreign Service Tenure Board Reports shows that minority group candidates have continued to achieve tenure at the rate of 100%. During the same period, the rate

of tenure for non-minority females rose from 93.3% to 100%.

The table below shows percentages based on race and sex groupings. The data for the review was taken from the January and July 1987 Foreign Service Tenure Board Reports.

—Voncile Willingham

	EMPLOYEES REVIEWED		EMPLOYEES TENURED		EMPLOYEES DEFERRED		EMPLOYEES NOT RECOMMENDED	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
NON-MINORITY	62	27	57	27	3		2	
%	100.0	100.0	91.9	100.0	4.8		3.2	
MINORITY	6	2	6	2				
%	100.0	100.0	100.0	100.0				
BLACK	2	1	2	1				
%	100.0	100.0	100.0	100.0				
ASIAN	2	1	2	1				
%	100.0	100.0	100.0	100.0				
HISPANIC	2		2					
%	100.0		100.0					

SOURCE:
Compiled by R.I.D./ESP from the Foreign Service Tenure Board Reports for January 1987 and July 1987.

^{1/} Percentages are based on total employees reviewed by race.

Creative Technologies Spur Development



A recent Congressional Forum brought together representatives from USAID, Appropriate Technology International (ATI) and multilateral assistance organizations such as the World Bank and the U.N. Development Program to explore the growing economic impact of appropriate technology in developing countries.

Nyle Brady, senior assistant administrator for the Bureau for Science and Technology, outlined the Agency's work in appropriate technology and the efforts to mainstream the technologies developed through USAID's program.

The Agency's emphasis on "small-scale, labor-intensive technologies that suit the people

and the environment for which they are intended will support equitable economic growth without abusing the resources needed to sustain development," he said.

The generation of appropriate technologies, Brady asserted, requires not only research, but also "the kind of creativity that takes into consideration the cultural and sociological factors too often neglected in the search for development tools."

He observed that replication of successful demonstration projects is a cost-effective way to "expand the impact of scarce research dollars" and make the original investment pay off.

"ATI already is getting returns from its investment through replication," Brady noted. "Often, with only limited modifications, profit-making small enterprises based on proven technologies can be successfully 'transplanted' to another community, another country and sometimes even to another geographical region."

Tom de Wilde, executive director of ATI, gave an overview of the organization's initiatives over the last decade and outlined the challenges ahead in developing and implementing new technologies.

De Wilde emphasized that in identifying "technologies that fit the incomes" of the poor majority, "small is not only possible, small is powerful."

A recent analysis of ATI projects launched during the last four years indicated that more than 5,000 jobs were generated at an average per job investment cost of about \$2,550—a fraction of the job-producing costs reported by many other assistance groups, he noted. Fourteen technologies developed in ATI demonstration projects from 1983-85 have been used elsewhere.

The forum also heard from three ATI project partners. Barnabus Anguh, founder of the Cameroon Agricultural Tool Manufacturing Industry, told how ATI helped him improve the small-scale industry he began some years ago. The

maize mill Anguh developed and the oil press he also manufactures have become models for similar equipment in other developing countries, creating new jobs for rural villagers.

Malee Suwara-adth, executive director of SVITA, spoke about efforts the private, non-profit organization in Thailand is making to combat rural poverty through small-scale agricultural and related enterprises.

SVITA's dairy project, which introduced modern dairy farming to the country, has resulted in an average annual income of \$1,800 for participants—about double the current per capita income in Thailand.

Another SVITA project will help reduce the need for ecologically damaging fertilizers by making reasonably priced, fresh rhizobium inoculant available to farmers. The rhizobium greatly increases the biological nitrogen-fixing capacity of soybean, mungbean and peanut crops. SVITA now is moving ahead to create a small industry that can furnish fresh supplies of the fragile bacteria to local farmers.

Oscar Arce, vice president for research at the Instituto Tecnológico de Costa Rica (ITRC), explained that although development efforts in Costa Rica have concentrated on education and health, ITRC is working with the productive sectors to encourage competition and improve income. As part of the project, ITRC is constructing an energy-efficient kiln to produce high-quality lime for cement. ITRC researchers also are exploring new energy sources to replace the use of fuelwood, he said.

Through a recently approved Companion Ordering Agreement, ATI's expertise in identifying, analyzing and designing appropriate technology projects will become more directly available to USAID missions.

For further information, contact Ed Smith in S&T/RD.

—Marcia Packer

Workshop Stresses Role of Women in Africa Agriculture



A recent training workshop sponsored by the Bureau for Program and Policy Coordination's Office of Women in Development (PPC/WID) and the Bureau for Africa was an important step in helping USAID staff address gender issues in the Agency's development planning, monitoring and evaluation process, said Kay Davies, WID director.

The workshop, "Gender Resources in African Agricultural Systems," took place in Nairobi, Kenya, from Sept. 24-26. "The effort was largely experimental," said Davies, "and was designed to test a set of analytical tools, guidelines and information that has been developed to help USAID staff incorporate gender issues into the Agency's policies and program and project cycles."

Among the participants were project development officers and agricultural development officers from Africa-based USAID missions and from Washington, D.C. Representatives from developing countries, private voluntary organizations and the Peace Corps also attended.

PPC/WID funds activities that will increase the productivity and income-earning capacity of women in developing countries. The workshop was part of its efforts to institutionalize the ability to analyze gender issues and their impact on program and project effectiveness.

Dee Ann Smith, special assistant to Deputy Administrator Jay F. Morris and a workshop participant, read a letter sent by Morris to participants in which he cited the importance of women to the overall economy of sub-Saharan Africa.

"As the primary producers of domestically consumed food, African women play a key role in achieving food self-sufficiency, increased production and income generation," Morris said.

"We recognize that any development program that neglects women not only neglects half the population but, in effect, dooms the program to failure."

Charles Gladson, assistant administrator for the Bureau for Africa, noted in a letter to participants that progress on incorporating women into development

has been made in Africa. "Virtually all donors agree at the policy level that African women have a key contribution to make in development, particularly in agriculture," he said, "and that the impact of programs on women, both as participants and beneficiaries, needs to be factored into programs and project design as a matter of course."

A growing number of African governments are beginning to accept that precept, Gladson noted.

Carol Peasley, director of the Office of Project Development and head of the WID Working Group in the Bureau for Africa, told participants that the bureau was determined to implement gender analysis in all planning documents.

The workshop helped to provide special training in gender issues for bureau officers, one of the key activities foreseen in the Bureau for Africa's WID Action Plan.

Conference participants provided essential feedback on how the tools, guidelines and training developed by WID can be improved, according to Ron Grosz, coordinator of training for the office.

"People said they didn't want a rigid 'checklist' of things to consider but rather an overall process that incorporates gender issues in the Agency's policies, programs and projects," he said.

The workshop was structured to provide a basic understanding of WID issues and to provide a laboratory experience in using a gender framework for analyzing USAID planning and project documents.

Grosz said that a framework for addressing gender issues had been drafted in the last few months, incorporating a great deal of work that has been developed over several years. During the conference, participants applied that framework to existing Agency country development strategy statements for Africa, project identification documents and project papers.

"By applying the framework to these documents," Davies said, "participants were able to see deficiencies in real world development situations and were led toward strategies for addressing them."

10,000th Participant Honored

Indonesia's 10,000th participant in USAID's Participant Training Program recently was honored in a ceremony at the American Embassy in Jakarta. Suwardi Sumadiwangsa, who will enroll in a doctoral program in forestry at the University of Washington in Seattle, received a plaque from U.S. Ambassador Paul Wolfowitz at the Sept. 14 event attended by U.S. and Indonesian officials.

This year marks the 35th anniversary of USAID/Jakarta's Participant Training Program, which sponsors Indonesians for long- and short-term training abroad.

While the majority of participants have undertaken courses

averaging three months, about 40% have attended graduate programs in the United States or third countries. Participants enter programs in priority development areas agreed upon by the U.S. and Indonesian governments, including agriculture, economics and education.

Prior to his selection, Sumadiwangsa was senior researcher at the Ministry of Forestry's Research Laboratories in Bogor. His U.S. studies are funded through the mission's General Participant Training II Project, implemented by the Midwest Universities Consortium for International Activities.

Scientists Volunteer Time to Development



Each year more than 100 scientists come together in Washington, D.C., to evaluate and select development-related research projects for the Agency's Program in Science and Technology Cooperation (PSTC), administered by the Office of the Science Advisor (SCI).

Participants in this peer review process are drawn from the leading ranks of "bench" (working) scientists at universities, industry, private institutions and other government agencies across the country. They donate their time and skills to assist developing countries build an institutional capacity to apply modern science and technology to development problems.

"PSTC was created by Congressional mandate in 1981 to help developing countries strengthen their scientific and technological capacity, support collaborative research on critical development problems and foster the exchange of scientists and other technological experts," explains Miloslav Rechcigl, SCI's research review coordinator.

Panel members are picked for their expertise in a specific project discipline submitted under one of six research modules—biotechnology/immunology, plant biotechnology, chemistry for world food needs, biomass resources and conversion technology, biological control and diversity of biological resources. In addition, the broader areas of engineering technology and atmospheric, marine and earth sciences also may be represented.

Since the program began, over 2,300 preproposals have been submitted for consideration through USAID missions or directly to the SCI office for prescreening. Sector councils, composed of senior technical officers of the geographical bureaus and the bureaus for Program and Policy Coordination and Science and Technology, seek to determine the relevance of proposed research to development and its potential usefulness to the Agency. Detailed proposals of the approximately 150 projects selected during a review cycle are then submitted for consideration by the independent peer review panel.

Each of the eight to 10 panel

members reviews all the applications assigned to the member's panel. Applications are rated on four criteria: scientific merit, relevance to development, innovative character and the ability

to improve developing country research capacity.

About 50 projects are selected in each cycle for funding. Grants range from a few thousand dollars up to a total of \$150,000. This year about \$1 million will be disbursed through the program.

Last fall, 140 scientists on 12 panels reviewed 150 proposals in three days—a daunting task, yet, according to Rechcigl, not one scientist has refused to participate when approached by SCI.

"There is a desire in the academic community to support innovative projects and the best scientists developing countries have to offer," says Shain-Dow Kung, acting director of the Agricultural Biotechnology Center at the University of Maryland.

Don Sparks, a professor of soil chemistry at the University of Delaware and a panel participant for five years, says that the research, while focused on needs in developing countries, also may have applications in this country.

There are professional benefits as well. "The review process allows us to keep abreast of the latest theories and research," he adds.

PSTC PREPROPOSAL DEADLINE ANNOUNCED

Missions are requested to inform scientists in their host countries of the approaching Feb. 1, 1988, deadline for submission of preproposals for new grants in the Program in Science and Technology Cooperation.

Applications are sought in the areas of Biotechnology in Plant Systems, Biotechnology/Immunology, Chemistry Applied to World Food Needs, Biomass Production and Conversion, Biological Control of Vectors, and the Diversity of Biological Resources.

Information about the program is available from the Office of the Science Advisor, room 720, SA-18.

Abrams

From page 5, column 4

disciplining your own armed forces, teaching respect for basic rights and making offenders pay a price for abuses. You also promote the rule of law by ensuring independent courts and effective investigation. The fundamental reform is democracy—a peaceful, legitimate way of settling political differences.

Today, much of the political violence in El Salvador is committed by Communist insurgents who desperately oppose the advance of democracy. They have carried out kidnappings and scattered land mines in the countryside that indiscriminately kill or maim civilians, including children, as well as soldiers.

USAID's contribution to judicial reform in El Salvador should be recognized, especially for establishing the special investigative unit and forensic laboratory. These civilian entities have had a very positive impact on the collection and use of evidence in solving major crimes.

Regarding the amnesty recently offered by the Salvadoran government under the Esquipulas II peace plan, we believe that people who have committed savage murders, including those who killed American nuns and American Marines, should not escape justice. It's hard to say whether the amnesty plan will cost the Salvadoran government some U.S. support. But, we should temper our criticism by noting that the kidnappers of President Duarte's daughter also went free

and that this painful exercise underscores his passionate commitment to regional peace and national reconciliation.

FL: Recently, the U.S. media has chronicled "widespread mismanagement and corruption" within the government of El Salvador. What is the United States doing to ensure that its economic assistance is being tightly controlled, monitored and efficiently used? Are we voicing our concern for efficient and honest government at the highest levels of our policy dialogue with the government of El Salvador?

Abrams: The reports are widespread, to be sure; I'm not sure the corruption is, however. Although it is tough to ferret out all petty corruption, I believe it has been overstated by critics of our policy and by political opponents of the Duarte administration. Having said that, it is important to recognize that even the perception of official corruption is very damaging. We believe the Salvadoran government could do more to combat it, and we have said so.

Our government, notably USAID, is not prepared to compromise the good reputation of this country's foreign aid program because of petty corruption in El Salvador. About a dozen Inspector General and GAO [General Accounting Office] reports on El Salvador have confirmed that the USAID program is well-managed. In some cases of reported corruption, the Agency had already uncovered problems and taken steps to cor-

rect them. For instance, a *Wall Street Journal* article reporting abuses based its information on a U.S. government report that discovered them.

FL: President Duarte is considering a plan to expand the number of beneficiaries of land reform. However, the government may decide to do so by expanding the number of production cooperatives rather than increasing the number of individual landowners. What are we doing to encourage the Salvadoran government to increase the amount of land being given to the landless campesinos in the land-to-the-tiller portion of the program?

Abrams: The continuing commitment of the Salvadoran government to land reform and other major initiatives is essential to the long-term stability and growth of that country. The inequity of land distribution was recognized by reform-minded military men in the 1970s as the root cause of many of El Salvador's problems, particularly the growth of the Marxist insurgency that preyed on the discontent of the campesinos. When President Duarte first joined the *junta* in 1980, he insisted on a sweeping land reform plan. So, the commitment has been solid.

In El Salvador, agrarian reform is a reality, and there is no way to turn the clock back. More than one-fifth of the country's arable land has been redistributed, either through cooperatives or directly to small farmers. About one in four farm families has benefited from reform—that's

about 525,000 people.

Reform-sector farms are performing relatively well. They're keeping up with the national production average, although per capita production overall is down from a decade ago. There is particular promise among the single family farmers, the so-called "land-to-the-tiller" beneficiaries. For example, working in some cases with less desirable land, they increased their contribution to production of basic grains from 11% in 1982 to 25% in 1984. Today, they grow about one-fourth of the corn and one-fifth of the beans consumed in El Salvador. They have managed to increase their incomes where many non-reform farmers have been unable to do so. The land-to-the-tiller program, benefiting about 340,000 people, is working well.

FL: What is the United States doing to encourage other donors to participate in postwar reconstruction of El Salvador?

Abrams: There is no question that the United States has provided most of the economic assistance in El Salvador in the past few years. But, many other donors have been contributing, and we encourage them to increase their involvement.

If there is a peace settlement—and I know President Duarte is doing his best to pull it off—the United States should make a special effort to assist with postwar reconstruction. But other countries will need to contribute. El Salvador must begin now to plan for the postwar period and reach out to other donors for ideas and assistance.

MOVED ON

Jon Anderson, Senegal
Lois Cleveland, M/SER/OP/
W/CO
Philip Cormany, M/FM/WAOD/BA
Nongkran Daks, ANE/TR/ARD/
APA
Paul Golding, ANE/DP/PA
Mark Hayden, S&T/PO/PR
Christian Holmes, TDP/OD
Hazel Kassebaum, Chad
Paul Lippold, REDSO/WCA
Cecily Mango, COMP/FS
Anthony Mazzocchi, M/SER/OP/
COMS/M
Valerie Mitchell, SDB/OD
Ambrosio Jose Ortega,
COMP/FS/DS
Howard Ottenstein, M/FM/
LMD/AR
Gerald Alan Pagano, COMP/
CS/DS
Steven Riggins, COMP/CS/R
Carol Riley, ANE/TR
Donna Sampson, S&T/POP/PPD
Paulasue Sawyers, PPC/WID
Maureen Sey, COMP/CS/R
Paula Stone, IG/PSA
Daisy Thomas, PPC/EMS
Ronald Toler, M/SER/MO/CPM/T
Barbara Trueheart, M/SER/
IRM/TS
Robin Williams, COMP/CS/R
Russell Wolford, COMP/FS/R/
AIDW
Nancy Wolicki, FVA/PVC/POS

RETIRED

James Anderson, Morocco/RCO,
contract officer, after 19 years
Willie Cook, Zambia, agricultural
development officer, after 11 years
Elias Padilla, LAC/DR/EST,
development training officer, after
10 years
Richard Webber, LA/R/ADV/Haiti,
contract officer, after 11 years

Years of service are USAID only.

PROMOTED

Edward Aker, Somalia, super-
visory executive officer
Veronica Busby, M/SER/
MS/EMS, administrative operations
assistant
Linda Cope, M/AAA/SER, pro-
gram analyst
James Edward Corley, Hon-
duras, contract officer
Linda Crawford, Rwanda,
secretary
Mary Cross, Yemen, executive
assistant
Michael Curtis, Pakistan, super-
visory executive officer
Peggye Forster, M/SER/OP/
COMS/O, secretary typist
Mirinda Foti, Egypt, executive
assistant
Shirley Frierson, M/FM/LMD/AR,
accountant
Nancy Gallup, PPC/PB/RPA, pro-
gram analyst
Lois Gibson, AA/XA, secretary
stenographer
Bryien Gray, IG/SEC/PSI, clerk
typist
Sharon Hailstalk, M/SER/MO/
RM/PPD, program operations
assistant
James Hampton, M/PM/CSP/

WHERE? IN THE WORLD ARE USAID EMPLOYEES

SER, personnel staffing/employee
relations specialist

James Harmon, Zambia, com-
modity management officer
Michael Hase, Pakistan, super-
visory financial management officer
Anne Hunt, GC/EPA, program
operations specialist
Effie Hunter, Egypt, communica-
tion/records specialist
John Jacobson, Kenya, general
services officer
Leonard Kata, Liberia, contract
officer

Cynthia Kemner, RFMC/Kenya,
financial management officer/finan-
cial analyst

Donna Maria King, SAA/S&T,
clerk typist
Richard Lawrence, Somalia,
financial management officer
budget/accounting
Michelle Lawson, COMP/CS/R,
clerk typist
Kathleen Leblanc, Chad,
controller

Christine Lyons, Honduras, com-
modity management officer
Gloria Malinowski, Pakistan,
secretary

Harry Manchester, IG/SEC,
security officer
Linda Martin, Sudan, supervisory
financial management officer
William Miller, M/SER/MO/RM,
supports services supervisor

Audrey Moore, COMP/FS, assis-
tant personnel officer

Jerome Morton, M/SER/MO/
TTM/TS, transportation specialist
Beverly Morton Jr., Indonesia,
supervisory executive officer

Micheal Nicholas, Egypt, con-
tract officer

Ernestine Peyton, IG/PPO, pro-
gram operations specialist

James Politte, M/SER/OP/
O/ANE, contract officer
Linda Porter, M/SER/MO/PA/RM,
management assistant

A. Dean Pratt, Pakistan,
controller

Edward Rhatigan, M/SER/
MS/OM, supervisory executive
officer

Nella Rishoi, Jordan, secretary
Sharon Smith, M/SER/OP/
COMS/T, clerk typist

Michael Synder, India, contract
officer

Floyd Spears, Uganda, executive
officer

Virginia Stewart, Pakistan,
secretary

Pamela Swinson, LAC/DP/SD,
secretary typist

Stephen Wallace, Senegal,
supervisory executive officer

Anne Walsh, Guatemala, super-
visory executive officer

Thomas Walsh III, REDSO/WCA,
supervisory financial management
officer

Virginia Yellott Wiley, AFR/SWA,
secretary typist

secretary typist

Julia Williams, FVA/FFP,
secretary typist

Minnie Wright, AFR/TR/PRO,
program analyst

Orion Yeandel, Egypt, contract
officer

George Zegarac, Senegal, finan-
cial management officer/financial
analyst

REASSIGNED

Betsy Brown, Liberia, health
development officer, to population
development officer, S&T/POP/FPS

Christopher Brown, Liberia, proj-
ect development officer, to program
officer, ANE/EA/ISP

Peter Deinken, El Salvador,
supervisory general development of-
ficer, to program officer,
ANE/MENAYO

Patricia Gibson, El Salvador,
supervisory general development of-
ficer, to supervisory health/popula-
tion development officer,
ANE/TR/PHN

Stephen Grant, Egypt, education
development officer, to special pro-
jects officer, ANE/TR/HR

David Hagen, El Salvador, super-
visory private enterprise officer, to
private enterprise officer, ANE/PD

Rhoda Isaac, XA/PL, public af-
airs specialist, to general business
specialist, SDB/OD

Linda Kelley, El Salvador, super-
visory health development officer, to
health/population development of-
ficer, ANE/TR/PHN

Alfred Lundberg, Kenya, super-
visory agricultural development of-
ficer, to supervisory special projects
officer, AFR/TR/PRO

Benjamin Page, M/SER/IRM/PE,
management analyst, to ad-
ministrative officer, LAC/EMS

Charles Patalive, PRE/PD, proj-
ect development officer, to super-
visory private enterprise officer,
RDO/Caribbean

Bonnie Pounds, Bangladesh,
deputy mission director, to super-
visory regional development officer,
AFR/CCWA

Karen Simpson, ANE/DP/F,
financial operations specialist, to
budget analyst, LAC/CONT

Barry Smith, Honduras, health
development officer physician, to
agricultural development officer
livestock, LAC/CONT

Diana Swain, ANE/PD/ME, proj-
ect development officer, to program
officer, ANE/SA/Afghan

Jan Herre Van Der Veen,
S&T/RD/DA, special projects officer,
to supervisory programs economics
officer, PPC/PDPR/RP

Vitamin A

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of the target audience will be
monitored throughout the project
and after the campaign ends to see
if behavioral changes are main-
tained. The resulting "how-to"
methods will be available for use
in other countries.

Catholic Relief Services also has
received a three-year grant from
USAID for nutrition education and
the promotion of homestead
gardening in Thailand.

The Agency-funded Asian Vege-
table Research and Development
Center (AVRDC) project, recently
expanded to Africa, represents the
"hands-on" approach to nutrition
education that USAID advocates.
The three-year program will
recruit West African participants
with experience in horticulture to
receive training in establishing
home and community gardens to
improve vitamin A consumption
and supplement incomes.

At the newly established field
center in Niger, trainees will
develop a prototype garden of
vitamin A-rich vegetables ap-
propriate to their native country.
They also will learn how to teach
others in their country to start
garden outreach programs.

AVRDC horticulturists will visit
the trainees' countries to provide
follow-up technical assistance and
will be available to help PVOs in-
itiate gardening programs that em-

phasize vitamin A-rich foods.

School garden programs are
another noteworthy concept,
according to Davidson. Planted and
tended by children under the
auspices of the participating
government agency or PVO, the
vegetables are used in the school's
daily lunch program.

"The idea is that the children
will learn to grow the vegetables
and then teach their parents," she
explains. "Meanwhile, the children
have a regular source of vitamin
A-rich vegetables to add to their
meager diet."

School gardening programs are a
part of many newly funded projects
in the vitamin A program, in-
cluding those in Thailand and
Mauritania.

Preventing and reversing
vitamin A deficiency are essential
to development efforts, Davidson
emphasizes. "USAID, through its
program of vitamin A capsule
distribution, education and
research, is striving to integrate
vitamin A programs into the na-
tional health plans of the affected
countries to ensure that this effort
can be sustained.

"For children who suffer the
physical ravages of vitamin A defi-
ciency, the realization of their per-
sonal and economic potential is
severely diminished," she says.
"They cannot go to school, and,
thus, they cannot learn. If they
cannot learn, they cannot be pro-
ductive members of their society.
It is a desperate situation."