



## AFRICA

**Botswana Gaborone**  
Director John Hummon  
Assistant Director John Roberts

**Burkina Faso Ouagadougou**  
Director Herbert N. Miller

**Cameroon Yaounde**  
Director Jay F. Johnson  
Deputy Director Elisworth M. Amundson

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

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

**Liberia Monrovia**  
Director Mary C. Kilgour  
Deputy Director Michael A. Rugh

**Malawi Lilongwe**  
Director John F. Hicks  
Assistant Director Richard L. Shortlidge

**Mali Bamako**  
Director Eugene R. Chiavaroli  
Deputy Director Wilbur G. Thomas

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

**Senegal Dakar**  
Director Sarah Jane Littlefield  
Deputy Director George Carner

**Somalia Mogadishu**  
Director Lois C. Richards  
Deputy Director Dale Pfeiffer

**Republic of South Africa Pretoria**  
Director Dennis Barrett  
Assistant Director Wendy A. Stichel

**The Sudan Khartoum**  
Director John W. Koehring  
Deputy Director Frederick E. Gilbert

**Swaziland Mbabane**  
Director Roger D. Carlson  
Deputy Director Harry R. Johnson

**Uganda Kampala**  
Director Richard L. Podol  
Assistant Director Fred E. Winch

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

# WHO'S WHO IN THE FIELD

**Zambia Lusaka**  
Director Leslie A. Dean  
Assistant Director (vacant)

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

**USAID Offices**

**Burundi Bujumbura**  
USAID Representative Donald F. Miller

**Cape Verde Praia**  
USAID Representative Thomas C. Luche

**Chad N'Djamena**  
USAID Representative Bernard D. Wilder

**Ethiopia Addis Ababa**  
USAID Representative Willard Pearson

**The Gambia Banjul**  
USAID Representative Jimmie M. Stone

**Ghana Accra**  
USAID Representative Furman G. Towery

**Guinea Conakry**  
USAID Representative Byron H. Bahl

**Guinea-Bissau Bissau**  
USAID Representative Ann Williams

**Madagascar Antananarivo**  
USAID Representative Samuel S. Rea

**Mauritania Nouakchott**  
Director Glenn Siocum

**Mozambique Maputo**  
USAID Representative Julius P. Schlotthauer

**Rwanda Kigali**  
USAID Representative Emerson J. Melaven

**Tanzania Dar es Salaam**  
USAID Representative Joseph F. Stepanek

**Togo/Benin Lome/Cotonou**  
USAID Representative Mark G. Wentling

**Sections of Embassy**

**Nigeria Lagos**  
USAID Affairs Officer  
Elizabeth Keys MacManus

**Sierra Leone Freetown**  
USAID Affairs Officer  
James W. Habron

**Regional Economic Development Services Offices**

**East & Southern Africa (REDSO/ESA)**  
*Kenya, Nairobi*  
Director Satishchandra P. Shah  
Deputy Director Monica Stading

**West & Central Africa (REDSO/WCA)**  
*Cote d'Ivoire, Abidjan*  
Director Arthur M. Fell  
Deputy Director Howard R. Handier



## ASIA AND NEAR EAST

**Bangladesh Dhaka**  
Director Priscilla M. Boughton  
Deputy Director Malcolm J. Purvis

**Egypt Cairo**  
Director Marshall D. Brown  
Deputy Director (vacant)

**India New Delhi**  
Director Robert N. Bakley  
Deputy Director Dale E. Pfeiffer

**Indonesia Jakarta**  
Director David N. Merrill  
Deputy Director James M. Anderson

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

**Morocco Rabat**  
Director Charles W. Johnson  
Deputy Director (vacant)

**Nepal Kathmandu**  
Director David M. Wilson  
Deputy Director William S. Rhodes

**Pakistan Islamabad**  
Director James A. Norris  
Deputy Director J. Paul Guedet  
USAID Representative for Afghanistan Affairs Larry K. Crandall

**The Philippines Manila**  
Director Malcolm Butler  
Deputy Director John S. Blackton

**South Pacific Suva, Fiji**  
Regional Director John B. Woods

**Sri Lanka Colombo**  
Director Peter J. Bloom  
Deputy Director Gary L. Nelson

**Thailand Bangkok**  
Director John R. Eriksson  
Deputy Director Steven P. Mintz

**Tunisia Tunis**  
Director Charles F. Weden, Jr.

**Yemen Sanaa**  
Director Kenneth H. Sherper  
Deputy Director Michael F. Lukomski

**USAID Offices**

**Burma Rangoon**  
USAID Representative Earl J. Young

**Lebanon Beirut**  
USAID Representative (vacant)

**Oman Muscat**  
USAID Representative Duncan R. Miller

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



## LATIN AMERICA AND THE CARIBBEAN

**Bolivia La Paz**  
Director G. Reginald Van Baalte  
Deputy Director Howard R. Kramer

**Costa Rica San Jose**  
Director Carl Leonard  
Deputy Director Douglas L. Tinsler

**Dominican Republic Santo Domingo**  
Director Thomas W. Stukel  
Deputy Director Raymond F. Rifenburg

**Ecuador Quito**  
Director Frank Almaguer  
Deputy Director Scott E. Smith

**El Salvador San Salvador**  
Director Henry H. Bassford  
Deputy Director Richard K. Archi

**Guatemala Guatemala City**  
Director Anthony Cauterucci  
Deputy Director Paul White

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

**Honduras Tegucigalpa**  
Director John Sanbrailo  
Deputy Director George A. Wachtenheim

**Jamaica Kingston**  
Director William R. Joslin  
Deputy Director Myron Golden

**Peru Lima**  
Director Donor Lion  
Deputy Director Alan A. Silva

**Regional Office for Central American Programs (BOCAF)**  
*Guatemala, Guatemala City*  
Director Nadine M. Hogan  
Deputy Director William Schoups  
Peter Orr

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

**USAID Offices**

**Belize Belize City**  
USAID Representative Mosina H. Jordan

**Brazil Brasilia**  
USAID Representative Howard B. Helman

**Chile Santiago**  
USAID Representative Paul W. Fritz

**Colombia Bogota**  
USAID Representative James F. Smith

**Mexico Mexico City**  
USAID Representative Samuel Taylor

**Paraguay/Uruguay Asuncion/Montevideo**  
USAID Representative (vacant)

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

JULY 1988

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

PN-ACZ-554



## Conferees Study Microenterprise

## Nicaraguan Aid Program: An Update

## AIDS Poses New Problems for Development

## Conferees Study Role Of Microenterprise

by Ellen C. Irving

**M**ore than 300 representatives of bilateral and multilateral donor agencies, private voluntary and non-governmental organizations, and the private and public sectors of 47 countries gathered at the first International Conference on Microenterprise in Washington, D.C., June 6-7, to examine the status of microbusiness in the developing world.

"Because microenterprises are so numerous and because they are a fundamental building block in a free enterprise system, the attention we pay to them is well worth our time and our best ideas," Administrator Alan Woods told conference participants at the opening ceremony.

The Agency, together with the Inter-American Development Bank and the World Bank, sponsored the conference under the auspices of the Donors Steering Committee on Small Enterprise Development. The committee was established in 1979 to provide a forum for the exchange of experience and information on small-scale enterprise development.

Woods noted that there was truth behind the message on the

conference commemorative T-shirt, "Microenterprise is Big Business."

"In most developing countries, microenterprises employ more people than any other kind of business outside of agriculture," said Woods. "Even among agricultural households, part-time and seasonal microenterprise activity often generates more family income than is earned through farming. And in some countries, the value added to the economy by the informal sector can exceed that created in the larger, formal sector."

The administrator urged participants to address the need to build a supportive business and policy environment, create sustainable institutions to provide needed appropriate technology, training and management tools, and improve quality control to increase markets.

An acknowledged pioneer in the field, USAID has further extended its support through allocating \$50 million in fiscal 1988 for microenterprise development. Among the program's objectives, Woods said, are technical assistance to developing country institutions that have income and employment generation through

(continued on page 4)



Workers in Tegucigalpa, Honduras, load supplies destined for the Nicaraguan Resistance and their families as part of the USAID-administered \$47.9 million humanitarian assistance program.

## Task Force Reports On Nicaraguan Aid

by Sharon Isralow

**L**egislation making USAID responsible for administering humanitarian assistance to the Nicaraguan Resistance has thrust the Agency into a leading role in one of the most highly debated policies of the U.S. government.

The U.S. House of Representatives rejected two aid plans in February and March after pitched battles over whether the packages should include military assistance and how the aid would be delivered. In late March, Congress overwhelmingly passed a \$47.9 million compromise plan, signed into law on April 1.

The legislation provides \$17.7 million in humanitarian assistance to the Resistance, \$17.7 million for services to children affected by the Nicaraguan civil strife and \$10 million to support the Verification Commission established by the preliminary cease-fire agreement signed by the Resistance and the government of Nicaragua on March 23 at Sapoa, Nicaragua. Congress designated USAID to manage the program, which is set to operate through Sept. 30.

"Our goal is to fulfill Congress' mandate to keep the Nicaraguan Resistance in the field as a viable unit able to negotiate with the government of Nicaragua on firm footing," said Administrator Alan Woods.

More than \$5.1 million worth of humanitarian aid has been obligated in the first two and a half months of operation. Over three-quarters of that has been delivered to Resistance forces in Honduras.

"We assumed, as did Congress, that a *modus operandi* in the cease-fire zones would have been negotiated promptly and that the Nicaraguan government would

allow food to be delivered to the Resistance inside Nicaragua as called for in the Sapoa Accord. Obviously, this hasn't been the case," explained Ted Morse, director of the Agency's Task Force on Humanitarian Assistance in Central America.

"We have made every effort to comply with the spirit of the Sapoa Accord by using neutral parties to deliver the humanitarian assistance," he said.

"The operation is being closely monitored, and the legal basis for USAID activities has been established by the Office of the General Counsel of USAID, the Department of State and the Department of Justice," added Robert Meighan, deputy director for operational support activities.

USAID contracts with commercial trucking and air cargo firms to deliver the food and other supplies, which are verified as humanitarian by Catholic Church representatives. As of mid-June, thousands of troops and Resistance families had received about 1,700 metric tons of locally procured food, valued at about \$1.8 million.

"We're delivering the humanitarian assistance with the support of the government of Honduras," said Phil Buechler, director of task force operations in that country. On April 19, the Honduran Ministry of Foreign Relations issued a communique stating, "The Government of Honduras has authorized the delivery of this humanitarian aid to the Nicaraguan populace that can be found on Honduran territory along the border with Nicaragua."

Resistance units also are receiving clothing under the program. About \$1.5 million worth of quartermaster gear—fatigues, field packs, canteens and mess kits—has been procured through the Depart-

(continued on page 5)

## TV Depicts Togo Success

**T**he Water of Ayole," a 30-minute film released by PBS for independent broadcast by local stations, captures the story of an Agency-assisted development project in West Africa that is a model of the self-help philosophy.

"Much of the news from Africa is of war, famine, sickness or corruption," said Thomas Blank, assistant administrator for the Bureau for External Affairs at a special previewing of the film at the State Department June 21. "This film is a story of hope."

"The Water of Ayole" describes a water and sanitation project in Togo that began in 1980 in the village of Ayole. After seven years, the project is providing safe water to about 600,000 people in 864 villages.

"People of the developing world risk cholera, dysentery and guinea worm disease from unsafe water," Blank continued. "Yet, women and children walk miles every day to collect the precious commodity from polluted rivers and streams for drinking, cooking and washing."

Governments and international aid organizations have committed billions to make clean water available. But many of the efforts failed as wells and pumping gear fell into disrepair, largely because villagers were never trained to do

the necessary maintenance.

"The Water of Ayole" shows what happens when villagers are involved in planning for the operation and maintenance of a clean water project and how this process has led the villagers to undertake additional improvements, such as building sanitation facilities and a school.

Village Development Committees organized in the project area were essential to the construction and long-term operation and maintenance of the systems. Each committee consisted of seven to 13 members, including a president, secretary, treasurer, pump repairman, woman pump caretaker, women oral rehydration therapy demonstrators and committee advisers.

USAID provided \$7 million in grants toward the \$19 million water project. Other funding came from the Peace Corps and French development agencies.

The film was funded by the United Nations Development Program, the Peace Corps and USAID.

Videocassettes of the film are available (\$80 for VHS or Beta and \$90 for 3/4-inch videocassettes) from Transit Media, 445 West Main St., Wyckoff, N.J. 07481. For more information, call Transit Media, (201)891-8240.

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# Worldnet Serves As Washington's Global Window

by Nancy Long

Every day, television programs are beamed by advanced satellite technology to cities all over the world, enabling people from Madras to Managua to see what U.S. politics, culture, education and life are all about.

"The Worldnet international satellite network has given America an unprecedented, unqualified capacity to reach the minds and hearts of people around the globe," President Reagan declared.

Worldnet, the live, global television network of the U.S. Information Agency (USIA), links Washington, D.C., with U.S. embassies and key foreign contacts and audiences abroad to provide news and feature programs for foreign broadcast placement.

"This project is tailor-made for explaining the United States to foreign audiences," says Alvin Snyder, director of USIA's Television and Film Service and chief executive in charge of administering Worldnet.

"Accurate and balanced information about the United States is often hard to obtain overseas, and Worldnet helps fill that gap," Snyder adds. "Our service is unique because we now are providing programming in the languages of many of the countries that receive our broadcasts."

A large spectrum of development issues has been addressed using Worldnet capabilities. The seminars and policy forums focus on everything from nutrition and privatization to the environment and AIDS.

Administrator Alan Woods has participated in two Worldnet

dialogue sessions. In the first, on return from a fact-finding trip to Ethiopia, he gave his analysis of the situation there and answered questions from European journalists on USAID's famine relief effort.

During Woods' second session, Latin American journalists and ministers of government asked the administrator questions about the Agency's assistance policy in Central America.

"Worldnet owes much of its success to the active participation and involvement of other U.S. agencies, organizations and officials," emphasizes Snyder.

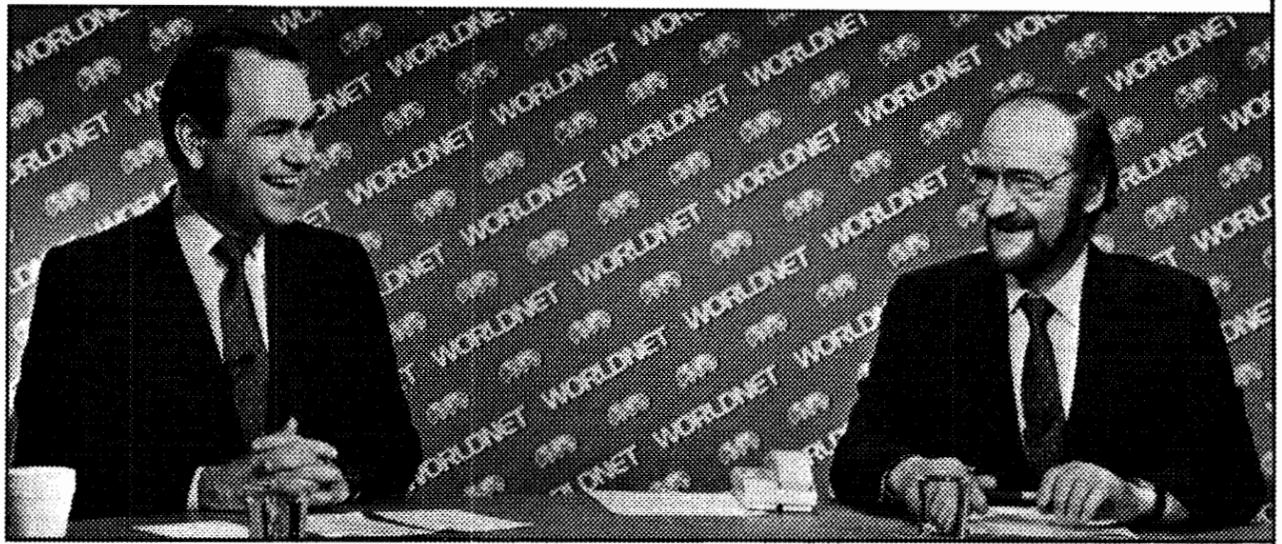
In other sessions, Louis Faoro, privatization adviser for USAID, and Paul Elicker, director of the Washington, D.C.-based Center for Privatization, participated in a dialogue on the role of the private sector in developing countries. Faoro and Elicker discussed entrepreneurial policies with government and business leaders in Mexico in one exchange and with participants from Jamaica and Guyana on another occasion.

Today, Europe, the Middle East, Africa, South Asia and most of East Asia receive a total of 14 hours of Worldnet coverage daily—including multiple rebroadcasts of some shows as necessitated by time-zone changes as the signal circles the globe. Service to the remainder of the Pacific area, which will complete the worldwide network, will begin in October. Latin America and the Caribbean receive 10 hours of Worldnet coverage weekly, five of which are taken from the European feed for the anglophone community in the Caribbean.

Service to Europe was initiated in November 1983 to provide accurate information on the U.S. rescue mission of Grenada, explains Snyder.

"One of the more prominent of those programs

**"Technology is going to streamline the way the government communicates around the world."**



At USIA's Worldnet studio in Washington, D.C., Administrator Alan Woods (left), shown with a moderator-interpreter, answers questions on USAID policy relayed by satellite from government officials and journalists in El Salvador, Honduras, Costa Rica and Guatemala.

involved a discussion with then U.N. Ambassador Jeane Kirkpatrick and Grenadian and Caribbean leaders," he says.

"Another one of the early dramatic programs enabled viewers to watch as Chancellor Helmut Kohl of Germany and President Reagan in Washington talked with German and American shuttle astronauts in orbit." The event received wide media coverage.

Just before the Moscow Summit, the President's pre-trip address was beamed twice over the European network, transmitted in English and Spanish to South America and sent out in English, French and Arabic on News File. The speech reached more than 203 million people worldwide via TV, radio or print.

As the speech was being fed, USIS/London reported that BBC TV, taking the speech live, immediately placed two minutes' worth. A sampling of the wide placement included: West German television's early evening news led with

three-minute excerpts, both Greek stations carried excerpts and TV Belgrade aired a one-minute excerpt subtitled in Serbo-Croatian in prime time news.

Worldnet also linked members of the U.S. House of Representatives Select Committee on Hunger with agricultural experts in Africa; U.S. Trade Representative Clayton Yeutter with business leaders across the Pacific; and, former Chief Justice Warren Burger with constitutional scholars in East Asia.

Providing a forum for senior U.S. government officials is an important aspect of Worldnet's dialogue programs but not the sole purpose. For instance, a direct two-hour medical conference linked Dr. Michael DeBakey of the National Institutes of Health and a team of leading U.S. cardiologists with their counterparts in the Soviet Union to share information on new lifesaving techniques.

The interactive programs recently gave overseas audiences a glimpse of how the American election process works, Snyder points out. "Only days before the Super Tuesday primaries on March 8, three U.S. journalists engaged in a panel discussion on the polls, offering their personal insights and predictions on the different states' voting patterns," he says. Afterward, viewers had the opportunity to call in with their questions about the election system.

The interactive programs also have provided stimulating cultural forums, as with poet Nikki Giovanni and historian Daniel Boorstin. Said spy novelist Tom Clancy after his Worldnet experience: "I think Worldnet has the potential to become the most powerful, most useful, most cost-effective tool of American diplomacy—the potential to remake the world."

In addition to the one-hour interactive programs, daily programming includes a two-hour "America Today" newsmagazine similar in format to U.S. morning "breakfast shows" and "Hour USA," a series of programs covering art, sports, science, business and English language classes. A fifth hour, designed especially for African viewers, began in April.

The news and feature shows are popular, Snyder says. "We have an ever-increasing number of requests from the field for programs," he continues. "In the first five years of operation, over 750 interactive programs have been taped. In 1988 alone, more than 750 specific program requests have been received for interactive program topics.

"By using available technology, Worldnet becomes another educational tool for the missions," Snyder notes. "And we are constantly looking for ways agencies can benefit from new capabilities."

For instance, he points to USIA's worldwide wire service, the wireless file, which is transmitted over telephone lines, giving missions immediate access to speeches and other information.

"We are studying ways to deliver the wireless file by satellite," Snyder says, "and recently completed a test transmitting the file directly to a satellite dish in the Dominican Republic.

"This capability," he emphasizes, "will enable agencies to deliver information to more missions quickly and cost-effectively." For example, in Africa, the wireless file now is carried in only four posts where telephone communications are good; sending the wireless file by satellite will enable expanded coverage to other countries that experience telephonic problems.

"Technology is going to streamline the way the government communicates around the world," Snyder says.

Worldnet programs also are in great demand in foreign classrooms. Tapes are distributed to help teachers explain American history, scientific achievements and current events and to assist students studying English.

Tapes of the Worldnet news and interactive programs also are sent to foreign leaders, Snyder says. "For instance, in Israel, the U.S. Embassy delivers a tape of "America Today" to the prime minister daily," he says.

In a letter to USIA, Giuseppe Dasara from Latina, Italy, wrote, "I am very glad to be able to watch a news program that gives a global view of the events and the facts of the world. Because of your service, I hope people will begin to consider themselves as citizens of the world, not only of their own countries."

"The interesting part of this worldwide satellite capability is that no boundaries are recognized by satellite," Snyder says. "One program can be seen by the whole world simultaneously, making our world a global village."



# Nicaragua

From page 1

ment of Defense and shipped. More than \$1 million worth has been delivered via commercial trucks to Resistance units.

"A major obstacle in delivering humanitarian assistance has been the inaccessibility of the Resistance forces located inside Nicaragua, who are facing a critical food need," said Morse.

"When we began the program, these guys were desperate," said John Lovaas, deputy director for operations. "Because the Resistance couldn't get food inside Nicaragua, they started moving into Honduras where food was available. Clearly, this is not what either the Sapoa Agreement or the Congress intended."

After consulting with Congress, USAID on May 13 announced a program to provide cash-for-food for delivery to Resistance units inside Nicaragua. "We provide a little less than \$1 a day per person, based on cost estimates of an average daily diet in rural Nicaragua," Lovaas noted. The first deliveries were made June 2.

The legislation under which USAID is operating links aid deliveries to the continuing negotiation process. The Resistance and the Sandinista government failed to reach a resolution during the last round of negotiations held June 7-9 in Managua. One major point of contention, according to State Department sources, is whether the Resistance will be required to lay down its arms before the Sandinistas have adopted irreversible democratic reforms.

"We met with Resistance leaders after the recent round of talks, and they are continuing to pursue a negotiated settlement," Morse said.

"Our team in the field, headed by Phil Buechler, is doing an outstanding job under emergency circumstances," said Morse. "By

the end of May, all but \$485 of the Congressionally mandated monthly ceiling of \$2.9 million had been obligated and largely delivered to Resistance forces and their families.

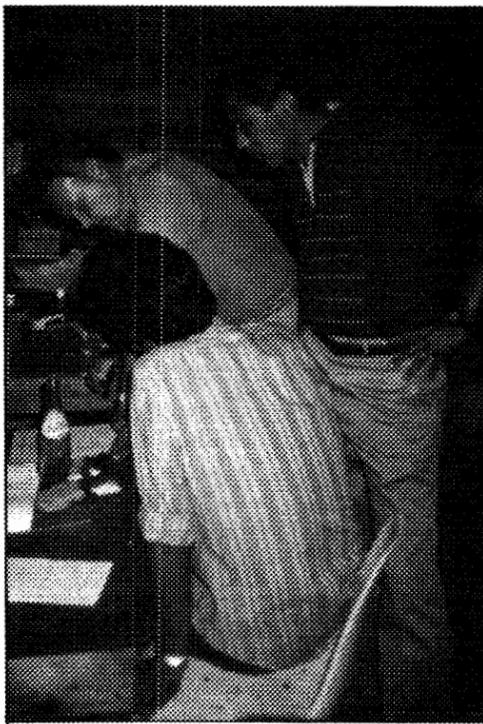
"This is a truly remarkable accomplishment. It takes an exceptional group of people to sacrifice their normal lives and quickly become a self-sufficient team delivering aid under extremely difficult circumstances—in rugged, remote areas—and under rigorous scrutiny," said Morse, who helped direct USAID's emergency feeding program for the African drought and famine in 1985-86.

The Inspector General's (IG) Office also is playing a central role in overseeing the program, which receives continuous coverage by Congress' General Accounting Office and the independent private accounting firm of Price Waterhouse as well. "The IG has carried out its sensitive role in a fashion that is ensuring high standards of accountability," Morse pointed out.

The legislation also earmarks \$2.19 million of the humanitarian assistance for the Indian resistance group known as Yatama. Yatama forces inside Nicaragua cannot be reached at present, but an aerial resupply operation to provide food and medical supplies to those who are accessible began May 23. Quartermaster supplies began reaching Yatama forces by boat in mid-June.

The legislation provides up to \$1.5 million for communications equipment for Resistance forces. Initial orders for communications equipment and spare parts have been placed, and some deliveries have been made. Batteries to power existing communications gear also have been provided.

In addition, humanitarian assistance funds support the medical services system already established by the Resistance for its troops, support personnel and



**Ted Morse (standing, center), director of the Agency's Task Force on Humanitarian Assistance in Central America, and Alex Sundermann (right), task force member stationed in Honduras, inspect supplies in Tegucigalpa.**

dependents. About \$528,000 worth of medicines and medical supplies has been ordered from the Veterans Administration. More than half the order was delivered to medical facilities in the region with the balance to be delivered over the next several weeks.

A USAID medical supply specialist is working with Resistance staff to improve their system for determining usage rates, inventory control, ordering and storage of medical supplies. A grant to the Dooley Foundation will provide specialized care in Honduras, referral treatment in the United States, medical equipment and technical advisory services in medical logistics.

They also will survey medical services needs of the Yatama forces. "Based on the results of the survey, additional medical services will be provided, in addition to the referral care now being furnished for serious cases," explained Lovaas.

In Costa Rica, the USAID task force has funded medical services and related supplies since April. These include medical and dental care and recuperation facilities for Resistance combatants able to reach Costa Rica for badly needed treatment.

Ray Baum, general development officer at the USAID mission in Costa Rica, has been managing task force operations in that country. According to Lovaas, "Ray brings a wealth of experience in emergency programs, problem-solving skills and a 'can do' attitude to our program. I doubt that we would have been able to fund these essential medical services so promptly if it hadn't been for his efforts and the support of the Costa Rican mission management."

Another component of the legislation is \$17.7 million for medical care and other support to

children affected by the Nicaraguan civil strife. USAID has signed grants totaling \$12.3 million with nine private voluntary organizations (PVOs), including the Adventist Development and Relief Agency, American Red Cross, CARE, Catholic Relief Services, International Medical Corps, Pan American Development Foundation, Partners of the Americas, Project Hope and World Rehabilitation Fund.

"These groups were selected for their experience in Central America and their proven track records in delivering the services called for in the legislation," explained Regina Coleman, the task force PVO liaison officer. The remaining funds will be used to "fill the gaps" in services performed and people and regions served.

"Unfortunately, government of Nicaragua approval for activities funded under this legislation has been slow," noted Coleman. "We hope that the organizations will soon be able to move at a quick pace so that the affected children from both sides of the conflict can get the care they need."

The third component of the legislation provides for \$10 million to support the Verification Commission consisting of Joao Baena Soares, secretary general of the Organization of American States, and Cardinal Miguel Obando y Bravo, leader of the Nicaraguan Catholic Church. The role of the commission is to verify all aspects of the Sapoa Agreement, including compliance with the cease-fire, delivery of strictly humanitarian aid, progress toward democracy and implementation of amnesty.

"Frankly, reaching an agreement on verification procedures was difficult," explained Morse. "It took more time than we had anticipated to work out concerns regarding the secretary general's and the cardinal's respective roles in the verification process."

After extensive consultation with both parties, USAID signed an agreement on May 18 that included a viable plan and budget for support to both parties' activities for verifying compliance with Sapoa and any subsequent agreements.

"It is our fervent hope—and one shared by Nicaraguans and Americans alike—that a peaceful and lasting solution to the conflict can be agreed on and that the Resistance can return to normal life in a truly democratic Nicaragua," said Administrator Woods.

"Until that day comes, however, we're doing everything we can to ensure that the Resistance members and all the children affected by the Nicaraguan conflict receive the supplies and services the American people want them to have."

*Isralow, a public affairs specialist in the Bureau for External Affairs, is on detail to the Task Force on Humanitarian Assistance in Central America.*

# Microenterprise

From page 4

vide domestic banks with guarantees for any losses incurred and give domestic banks preferential interest rates if they engage in microenterprise lending.

"Bilateral and multilateral agencies can induce the central banks and financial regulators to implement these types of incentives by making such policies the condition of their larger loans to those governments.

"I believe one of development's best kept secrets will soon be public knowledge," said Gilman. "Namely, investing in poor people is good business. Not only are the poor bankable, they may be one of the most productive and safest investments today." He concluded by urging conference participants to "believe in the indigent, because with that belief, it is possible to

work wonders throughout the world."

During the plenary sessions, a host of international microenterprise experts presented papers on topics such as policies for microenterprise development, the role of NGOs in aid programs, the role of microenterprise in economic development and a review of the Grameen Bank project in Bangladesh. The institutional aspects of microenterprise promotion, the impact of structural adjustment on the informal sector in Africa, the role of microenterprise in rural development and the sustainability of microenterprise assistance programs were among other areas of interest explored.

Conferees also had an opportunity to share their experiences and exchange information during discussion groups on credit programs, training and technical assistance, and collective groups and institutional aspects.

## Personality Focus

# William Fuller

by Jim Pinkelman

**W**hen William Fuller arrived in Washington last year, he was the proverbial stranger in a strange land, for two reasons.

Fuller, deputy assistant administrator for the Bureau for Asia and the Near East, had spent more than 20 years in the field, working for a number of major institutions and for USAID as mission director in Indonesia, before deciding to come to Washington, D.C., to assume his current position.

In addition to the challenges posed by his initial assignment in Washington, Fuller is experiencing something else new. "I'm in serious debt for the first time," he says with a laugh.

He and his wife live in a 65-year-old house in northwest Washington

***"We are dealing with complex problems . . . and we've got to have our facts right."***

that they are restoring. "I had been landless all my life," he says. "This is the first time we've owned a house, and I'm doing a lot of things I've never done before, such as cleaning gutters, shoveling snow and repairing plumbing."

Although he is originally from California, some of Fuller's co-workers over the years might suspect that he hails from the "show me" state of Missouri.

After all, the staff says, "show me the evidence" is a statement that Fuller uses often.

"When we would be considering an idea or a project proposal, that would often be my response," he says. "Careful, rigorous analysis is essential for all aspects of our work, from problem definition and project design, implementation and evaluation," he notes. "We are dealing with complex problems and increasingly capable host-country counterparts, and we've got to have our facts right."

Still, he adds with a chuckle, "the staff kids me about it some, and they probably get tired of hearing it over and over."

Fuller also is known for other things, such as the fact that he was recently awarded the Agency's Distinguished Honor Award for his efforts as mission director in Indonesia.

During his career as a development professional, Fuller has experienced the challenges of the field from just about every angle that one could have. After study-

ing development issues at both the undergraduate and graduate level, he worked for a number of years at organizations such as the United Nations, the World Bank and the Ford Foundation.

Fuller also has viewed the Agency from the perspective of a mission director and from USAID's headquarters in Washington, D.C. "When I was in the field, I often felt that Washington was pretty insignificant," he says with a smile. "Now that I am here, I recognize Washington's importance, not just because I'm now sitting here but because I've found that Washington is so important in negotiating support, keeping competing interests at bay, serving as a point for exchanging information and ideas about development, and acting as a buffer, in a sense, for the missions."

With that buffer, says Fuller, the missions are able to carry out programs under general policy guidance from Washington. "In that manner, USAID continues to have a fair degree of decentralization, which makes it far more effective in a world of diversity," he says.

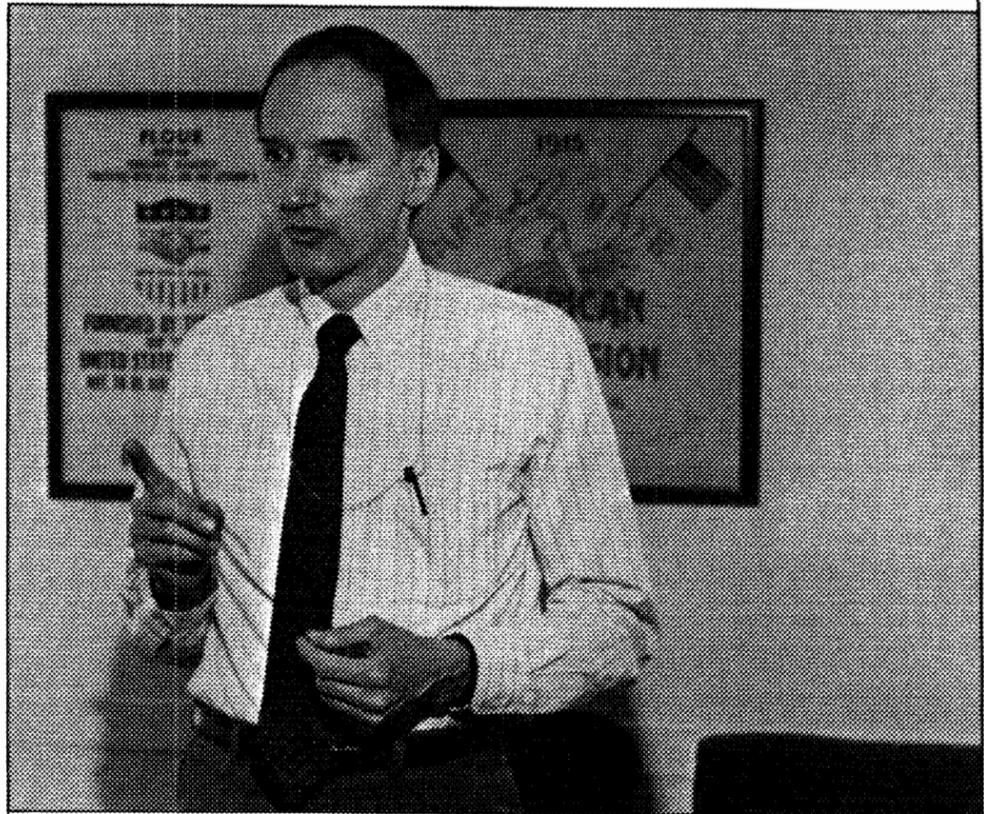
While acknowledging Washington's importance, Fuller says the perspective he has gained from his years in the field is vital in carrying out his duties today. "It's important to have the full perspective from both sides and, in particular, to appreciate the constraints and challenges that the missions face," he adds. "Policy dialogue and project development are not easy and require strong support from Washington."

The San Francisco native attended college at Stanford University and then at Harvard, where he earned an M.B.A. "While I was at Harvard, I became very interested in the economics of the oil industry in the Middle East," he says. "That is one of the reasons I was interested in returning to this position, which covers the Middle East."

After completing his degree, Fuller joined the United Nations Children's Fund, where he spent 5½ years as a project officer in the Middle East, living in Egypt and Lebanon. Later, he decided to return to Stanford and finish his work for a doctorate.

"I did my dissertation research in south India, examining problems related to worker productivity in state-run enterprises and private firms," he says.

Fuller then spent two years at the World Bank as an economist, working with the U.N. Educational, Scientific and Cultural Organization. Next, he joined the Ford Foundation, where he served as an adviser in Thailand for five years and head of the foundation's office in Bangladesh for five more years.



**William Fuller: "Careful, rigorous analysis is essential for all aspects of our work."**

Fuller enjoyed living in Southeast Asia, which is one reason he came to the Agency. He was named mission director in Indonesia in January 1982 and held the position until June 1987, when he moved to Washington.

Fuller recalls his years in Indonesia fondly. "It was a superb experience," he says. "The country is growing and modernizing rapidly. It has a rich and varied culture and extraordinary diversity, which poses a real challenge for a development agency. Its geography includes tropical and non-tropical zones and a wealth of natural resources. And, Indonesia has a rapidly growing human resource base."

A number of technocrats in the Indonesian government were interested in promoting greater economic efficiency and reducing the country's reliance on oil revenue. USAID helped support their efforts with emphasis on sectoral policy reform and institution building, says Fuller, and was able to help the Indonesians achieve their goals.

"The mission was involved in a number of important areas such as agriculture diversification, family planning efforts and health programs," says Fuller. "We also focused on ways to broaden the role of the private sector."

As deputy assistant administrator, Fuller monitors the Agency's programs in the Middle East. "Egypt consumes much of our attention as the Agency's largest development program, but we have important programs in Jordan, Lebanon, Morocco, Tunisia, Yemen and Oman," he notes.

Given the turmoil that seemingly never ends in the Middle East, many people tend to view the region in political terms, says Fuller, and the development success stories in the region therefore don't get much play.

"The Middle East has had a number of achievements that tend

to get lost or ignored amid all the other news," he says. "Jordan, for example, is engaged in a comprehensive private sector effort. Egypt has a number of excellent projects in areas such as agriculture, energy, water and sewage, and education, as well as an oral rehydration therapy program, which has saved thousands of lives."

Fuller also cites Morocco's child survival program, Tunisia's compensatory program for those affected by structural adjustment and Oman's private sector fisheries program. "All of these are proving to be effective," he says.

It is with some sadness that Fuller thinks of his days in Lebanon and how things have changed since then. He worked in Beirut in the early 1960s when "the Paris of the Middle East" was the financial, cultural and educational capital of the region. "It was a dynamic place to be," he says. "Development was occurring rapidly, the private sector was booming and the American University drew scholars from Africa, Europe and the United States."

These days, he notes, the Agency is trying to provide relief to victims of the civil strife that has plagued the country for more than a decade and to maintain the institutions that once flourished.

Egypt has made remarkable progress in many respects, Fuller notes. "The first time I was in Cairo in 1963, the city had 4 million people," he says. "I thought it was as densely populated as a city could be. Traffic was snarled, electricity was unsteady and sewage often bubbled up into the streets."

Today, Cairo's population is three times larger at 12 million, Fuller notes. "But traffic is better, the sewage system is much improved and, in general, the standard of living is up," he says.

Although the Arab socialism that

*(continued on page 7)*

by Nancy Long

*"Rarely, if ever, is a federal official indispensable, irreplaceable and absolutely unique."*

In the opinion of the National Association for Foreign Student Affairs (NAFSA), Hattie Jarmon of the Office of International Training (OIT) is all of these things.

NAFSA recently honored Jarmon as that rare exception when the

*"I've enjoyed helping participants from diverse backgrounds get a fair evaluation from U.S. universities."*

organization presented her with a certificate and an engraved pewter cup for her "enormous contributions to this nation's understanding of educational systems throughout the world. . . . She has been a public servant in the very best sense."

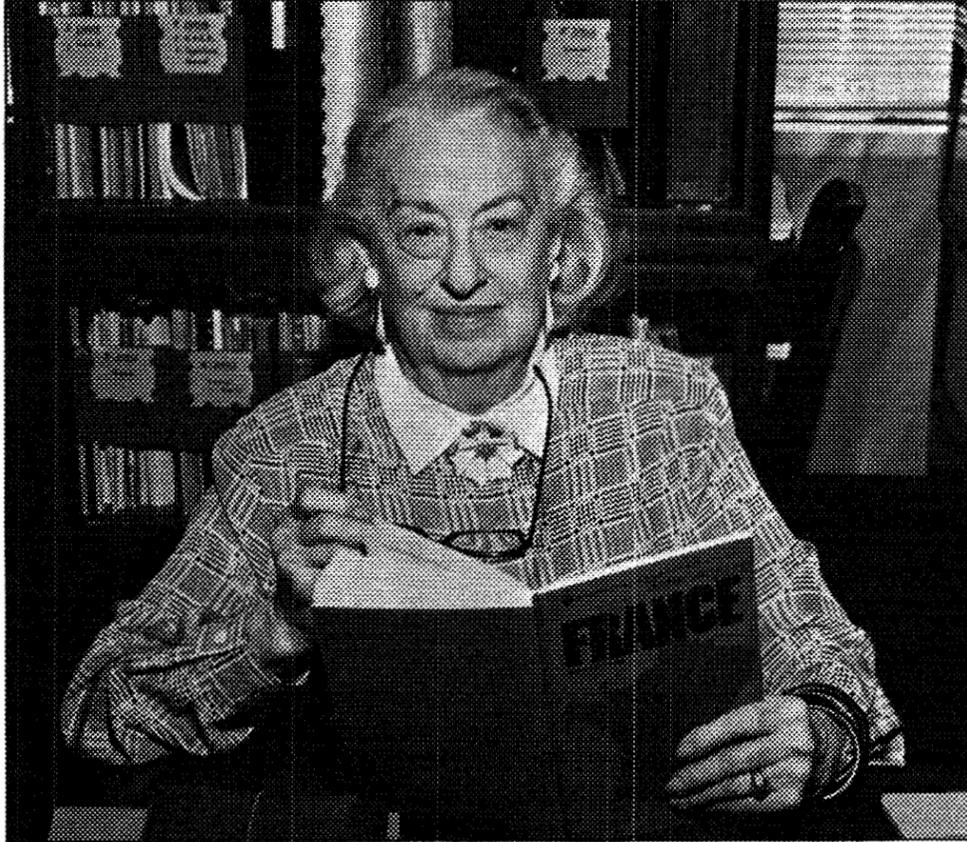
The award was presented June 1 at the closing of NAFSA's 40th anniversary conference in Washington, D.C. The conference brought together more than 3,000 professionals from the academic and international educational exchange community.

"It was a big surprise to me and much appreciated," Jarmon says of the honor. "I had worked with these people for many years, and it meant a lot to be recognized by them."

Jarmon, who is OIT's academic adviser and English language officer, celebrated her 28th anniversary with the Agency June 27.

What is noteworthy, however, is

## Student Group Honors 'Irreplaceable' Jarmon



**Hattie Jarmon, academic adviser and English language officer for the Office of International Training, recently was honored by the National Association for Foreign Student Affairs for her "enormous contributions to this nation's understanding of educational systems throughout the world."**

that her USAID career follows another of equal length. "On that day, my career experience was divided evenly between government work and my former university employment," she says.

It was almost 60 years ago that Jarmon accepted her first foreign student from Mexico as the registrar for a small Texas college, her first job after graduating from Texas Wesleyan College. The registrar position enabled Jarmon to learn a great deal about the admissions process.

While in Texas, Jarmon met

visiting lecturer Ben Wood, a professor at Columbia University. Inspired and encouraged by Wood, Jarmon accepted a fellowship for graduate study in education administration for universities and colleges at Columbia.

"At Columbia, Professor Isaac Kandell, the pioneer of comparative education in the United States, was my tutor, and we spent many hours discussing the practices and philosophies that underlie education systems across cultures," she says.

When she completed her master's

program, Jarmon stayed with the university for 24 years as admissions officer and later as executive officer in charge of admissions.

"In 1960, I was recruited to work with the participant training program for the former International Cooperation Agency, and I've been with the Agency ever since," she says.

To do her job, Jarmon explains, it is important to have a thorough knowledge of how U.S. universities operate, the application process and foreign education systems. "It also is critical to help U.S. registrars and deans understand the differences in the education systems in other countries," she says.

"For instance, there is a tendency for university officials to relate all marks to a standard grade point average. But in many foreign systems, 85-95% of the students receive the third grade down despite excellent performance."

All year long, Jarmon works directly with admissions officers and graduate deans from universities across the United States in the evaluation of the academic credentials of participants from foreign education systems.

"I've enjoyed helping participants from diverse backgrounds get a fair evaluation from U.S. universities and accepted into a program that is right for them," she adds.

Adding to her expertise, Jarmon has visited school systems in countries all over the world. "I've always been impressed by how well Agency-sponsored participants do in U.S. universities even though the schools they were educated in often lacked laboratories, library resources and other educational facilities," she says admiringly.

With no retirement plans in sight, Jarmon says smiling, "I love my work—it's very rewarding."

## Fuller

From page 6

Gamel Abdel-Nasser championed is gradually giving way to a more market-oriented system, the country must continue to promote policy reform and maintain a sufficient pace of economic reform, he adds.

Fuller also monitors the Agency's programs in Europe. "It may surprise some people that USAID supports activities in Europe, but we have programs in countries such as Portugal, Spain, Turkey and Poland."

He also spends time dealing with Congress, the State Department, the International Monetary Fund and U.S. business, as well as some of the organizations for which he once worked, such as the World Bank and the Ford Foundation.

Managing a mission is quite a difference from his position now, Fuller notes. "When I was in Jakarta, I'd call the staff together,

consider ideas and suggestions, and act on them," he says. "In Washington, the bureaus deal far more with emergencies, competing interest groups and congressional inquiries." In between all that, Fuller adds with a smile, "We still find time to work on Agency policies and program substance."

One of the Agency's virtues is its ability to recognize its faults and correct them, says Fuller. "I have never worked for an organization that is as self-critical as USAID," he asserts.

USAID's staff is always looking for a better way to carry out a project or to meet a goal, he says. "We have a well-trained and energetic staff that is committed and, at the same time, self-critical," he adds. "That's quite a strength."

A quality staff is more imperative, Fuller notes, because the quality of USAID's counterparts in the developing world continues to improve, too. "We need to be

sharp, because the issues and the challenges of the next decade—promoting growth, providing employment, managing rapidly changing technology and increasing trade and investment—are certainly not going to get easier and will require a different development relationship with many countries," he notes.

For one thing, says Fuller, the Agency will have fewer resources, which means it will have to "take more risks and really be a stronger leader in development, which will require stronger analysis and management skill. We will experience occasional failures, but that's part of life, and that needs to be recognized by the Agency and Congress."

In addition to his other duties, Fuller is a member of an Agency panel that is reviewing the Foreign Assistance Act with an eye toward modifying it for the next decade. "We're trying to identify development issues in the

1990s in the broader context of U.S. interests and the Agency's goals and to find ways to streamline USAID's management systems and congressional requirements," he says. "At the same time, we are trying to strengthen constituencies. It's quite a challenge."

Fuller maintains an active pace away from the office as well. He plays tennis and enjoys outdoor activities such as skiing and scuba diving.

He recalls a rafting trip down a river in Sumatra that he went on a few years ago. "We camped in the jungle for five nights and managed to avoid a crocodile or two while bathing," he says. "It was quite an experience."

Fuller's wife, Jennifer, works with a consulting firm in Washington, D.C., and his son, Will, is finishing law school this year and will be working for the Sixth Appellate Court in Kentucky.

# AIDS Effects Felt Most in Developing World

## Agency Officials Weigh Implications of Disease

by Jim Pinkelman

**A**lthough Acquired Immune Deficiency Syndrome (AIDS) is a global concern, its effects are particularly severe in a number of less-developed countries where the Agency has assistance programs, says Administrator Alan Woods.

Those countries find that their budget and resources are already stretched thin to meet the needs of their burgeoning populations, said Woods. The spread of AIDS only compounds their difficulties and thus could be a serious impediment to future economic development, he added.

Woods, speaking before the President's Commission on the HIV Epidemic at a recent hearing in Washington, D.C., said the Agency will spend more than \$30 million in fiscal 1988 to combat the growing threat of AIDS.

The World Health Organization (WHO) estimates the number of AIDS cases worldwide at more than 100,000 and says that as many as 10 million people may be infected with the causative agent, the Human Immunodeficiency Virus (HIV). WHO estimates that as many as 100 million may be infected with HIV by 1991.

In some central African countries, sample surveys of urban adults indicate that more than 5% are infected with HIV, said Nyle Brady, senior assistant administrator for Science and Technology. The infection also has spread in

**"We are challenged by the many unknowns surrounding the disease."**

the Caribbean, he added, and the extensive international contacts of prostitutes and other high-risk groups carry the potential for rapid contagion in cities around the world.

Brady also spoke recently on "Meeting the Challenge of AIDS in the Developing World" at the American Pharmaceutical Association's annual meeting in Atlanta, Ga.

People with sexually transmitted AIDS are frequently young urban adults, often the best educated and the most productive citizens of their countries, said Brady. "Productivity and the resulting economic gains may decline as many contributing members of developing countries fall victim to the disease," he added.

Woods cited a "growing willingness of people and governments to



**People susceptible to AIDS in developing countries are often the best educated and the most productive.**

talk candidly and responsibly about this very sensitive issue," a trend he called encouraging. Despite the potentially disastrous nature of the epidemic, "donors, health professionals and policy-makers are demonstrating their ability to participate in an unprecedented worldwide alliance to fight this disease," said Brady.

WHO is leading efforts to control the spread of HIV, and Brady pointed out that the United States was the first country to provide financial support to those efforts. "WHO has marshaled support from around the world and is implementing a global AIDS strategy," he said. "These efforts give all countries and donors a framework within which they can expeditiously develop their own programs to control AIDS." USAID made the first donor contribution to WHO's program in fiscal 1986, providing \$2 million. In fiscal 1987, the Agency more than doubled its contribution, to \$5 million, and began developing a new AIDS Technical Support Project of its own.

The Agency contributed \$15 million to the WHO program in fiscal 1988 and plans to contribute the same amount in fiscal 1989 as part of its \$30 million budget to fight AIDS.

Brady said USAID also is working with other federal agencies, including the State Department, the Centers for Disease Control, the National Institutes of Health and the Public Health Service Federal Committee, to ensure that the Agency's programs benefit from their findings and experiences. "We can avoid any duplication of effort as well," he said.

The Agency's AIDS policy makes use of existing programs and ex-

pertise and adds several activities that increase USAID's capability to provide information and help to people in developing countries, said Brady.

The Agency has developed a worldwide project with three components, he noted. The first, the Technical Assistance Component (AIDSTECH) provides technical assistance in surveillance, blood screening, consultation on financing AIDS health care, and prevention. The project also supports training of health workers and dissemination of technical information.

The second, the Public Health Communication Component (AIDSCOM), focuses on providing socially and culturally relevant education to reduce high-risk behavior.

Under the third, the Agency is working with the Centers for Disease Control and the National Institutes of Health in their work to control the spread of AIDS. Among those activities, USAID co-sponsored a workshop with the National Institute on Allergy and Infectious Diseases to assess the cultural and behavioral considerations in slowing the transmission of AIDS in Africa.

The Agency is giving particular attention to preventing the spread of infection by the use of unsterilized or inadequately sterilized needles and syringes during immunization programs, said Brady. USAID also is supporting research on the development of inexpensive, non-reusable devices such as a self-blocking needle and a collapsing syringe that can be easily introduced into existing immunization programs.

The Agency must obtain as much information as it can about the

disease and its progression, said Woods. "We then have to construct appropriate models with which to make projections," he said. "We are taking steps to address both the data needs and the model construction. We also are supporting research designed to determine the effectiveness of various strategies to prevent further HIV transmission."

The social, economic and political implications of the AIDS epidemic in some areas prompt a number of questions, said Woods. "Will patterns of migration and population change?" he asked. "Will economic and agricultural productivity decrease as a result of increased death rates? Will family and social structures change? Will resources be diverted from other health, education and family planning programs to deal with increasing levels of HIV infection and AIDS?"

Answering those questions requires not only data and projections on the spread of the disease, said Woods, but qualitative analyses of human response to the epidemic. "The answers have implications far beyond health," he said. "And, they must be handled responsibly lest economic development and foreign policy objectives be jeopardized."

The implications of the disease for subgroups within the population of some developing countries are sobering, said Woods. "We are challenged by the many unknowns surrounding the disease and the limited number of interventions available to combat it," he said. "And, in a period of overall budget stringency, we are further challenged by the need to ensure that our child survival, family planning and education efforts do not lose ground."

# Rural Women Launch Thai Dairy Industry

by Arleen Richman

**A** Thai private voluntary organization (PVO) has brought a thriving dairy business to Thailand through its innovative efforts to involve rural women in small business.

SVITA, founded in 1978 by concerned business, academic and technology professionals to consolidate the efforts of private voluntary organizations to combat poverty in Thailand, coordinated the activities of 13 different government, private, local and international agencies to launch the Thai Agribusiness Dairy project in 1983.

Originally planned as a mini-enterprise, the project has grown from 10 families and 50 cows to encompass villagers in two provinces and more than 1,000 cows.

SVITA's Small Economic Enterprise Development (SEEDS) project coordinates resources to establish small enterprises that are designed to increase employment and

*"Women in rural areas can establish businesses and increase their incomes, provided they have access to credit."*

generate income among the rural poor. Appropriate Technology International (ATI), which is funded by the Office of Rural and Institutional Development in the Bureau for Science and Technology, provided SVITA with technical assistance and almost \$73,000 in grant funds to get the SEEDS project under way.

SEEDS manager Karnitha Karnchanachari emphasizes that SVITA coordinates as well as implements activities. "There already were some 3,000 registered PVOs in Thailand," she points out, "but there was no one organization to bring together all the available resources to identify innovative projects and technologies and to secure financing and management."

SVITA has helped the organization's full-time staff of 10 to mobilize a dairy industry that has generated about \$1.2 million using a small amount of money and technical assistance.

Identifying the first SEEDS project was easy, Karnchanachari notes. More than 80% of all milk sold in Thailand was imported, with Bangkok as the major market. Although the Thais traditionally have not been a milk-drinking people, she says, milk products were being promoted by the government, and market

studies indicated that milk consumption would increase.

The Thailand Institute for Scientific and Technical Research compared the technical aspects of proposed locations within a maximum of two hours from Bangkok. Because the government-run Dairy Farming Promotion Organization (DFPO) was active in Saraburi Province, locating the project there meant the farmers would receive a guaranteed price for their milk. DFPO also would help train the farmers in dairy technology.

Although the first village leaders SVITA spoke with refused to take the risk necessary to promote the project, Kamanan Chantee Maassoongnein, a community leader, saw the project's possibilities. "I knew we had no future living the way we were," he recalls. "If SVITA was giving the possibility of hope, we had to take that opportunity."

Although the project was conceived with women in mind, at the outset the only women actively involved were the SVITA organizers. So SVITA set out to raise the social consciousness of the villagers, says Karnchanachari.

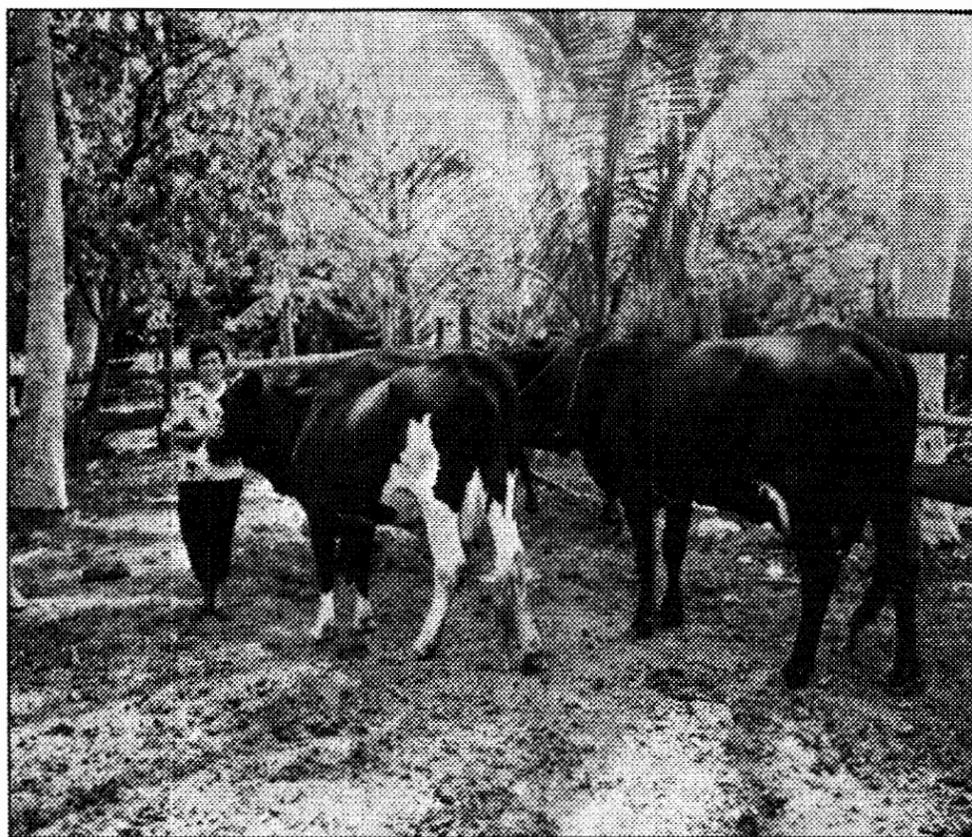
"At orientation meetings, we would call out the names of the women," she explains. "At first, the men tried to answer the roll call for their wives and other female members of their families. The audience would laugh, hearing a man answer for a woman. It didn't take very long for the women to speak for themselves."

Almost 100 people in Ban Klong Muangnua village applied for cows. The applicants' circumstances were reviewed to make sure there was enough family labor, a stable family history and four acres—one per cow—to raise four dairy cows, the minimum number that would be profitable.

At this point, two related incidents occurred: The neighboring village demanded permission to join the project; and a second site was identified in Ratchaburi Province, a small land reform cooperative of five villages that needed a commercially viable venture to generate income. SVITA now needed to obtain a much larger loan.

A SVITA board member intervened and personally guaranteed the loan. The Bangkok Bank, a commercial bank interested in involving women in development, then agreed to provide \$750,000 in loans to 82 families in Saraburi Province to purchase the cows, insurance and milking equipment and to build the barns and wells. The bank charged 1% below the standard interest rate and allowed a one-year grace period for the 12-15-year loan repayment. SVITA coordinated the financial package.

In a separate agreement, the



**As the farmers have become more skilled in milking and in caring for their cows, milk production per cow has increased from 6-8 liters a day to an average of 16 liters.**

Bangkok Bank agreed to provide \$150,000 in credit to the Ratchaburi group to purchase 70 cows. Women were signatories on all but two loans, and the husbands were the guarantors. SVITA promoted the formation of a group of PVOs—Friends of Women World Banking in Thailand—which deposited 1 million baht (local currency) at the Bangkok Bank as a guarantee and obtained a commitment of an additional 2 million baht loan guarantee from Women World Banking, based in the United States. USAID's Bureau for Private Enterprise contributed \$100,000 to the Women World Banking guarantee fund.

The villagers received extensive education in dairy farming as a year-round agribusiness operation. Although the entire family participates in various aspects of the feeding, cleaning and milking, women are responsible for the financial management of the operations. More than 90% of loans made under the SVITA program have been repaid.

The second year of the project, SVITA established a feed mill, which is administered by a central committee. The small feed mill buys corn and other grains from local farmers, grinds it and sells the feed to the local dairy farmers. After its second year of operation, the feed mill paid a dividend to its 81 family owners.

Boontiang Lattisoongnein is a member of the central committee responsible for the management of the feed mill. Her original five cows have multiplied to 13. She has bought a new shed and modern milking equipment, upgraded her pasture land and is saving more money per month now than she used to earn in a year. Lattisoongnein is using some of her savings to send her fourth child, a girl, to the university. "She's majoring in business so that she can take over our

business," she explains.

The Land Reform Department, which is the implementing organization, calls the dairy project the "most outstanding project in the province, if not in all of Thailand." Average annual net income per family participating in the program increased from \$420 in 1983 to \$1,960 in 1985. As the farmers have become more skilled in milking and caring for their cows, milk production per cow has increased from 6-8 liters a day to an average of 16 liters.

Spurred by SVITA, the Land Reform Department and the provincial government have worked together to develop the area. Access roads have been built and a water reservoir and access canals for irrigation have been constructed. Schools have been built, and a modern health center now serves villagers in Saraburi Province. Project participants, many of whom used to illegally encroach on government land, now have deeds granting them land-use rights during their lifetime.

Based on this project, the government has incorporated dairy farming into other land reform projects. As many as 300 families in the Saraburi area alone are waiting to receive cows.

SVITA does not plan to initiate any more dairy projects. "We've proven it's commercially viable," explains Karnchanachari. "Now the business sector should take over." In Chiang Mai province, a private company is doing just that, as is the National Economic and Social Development Board.

Says Karnchanachari, "We have demonstrated that women in rural areas can establish small businesses and increase their incomes, provided they have access to credit, agricultural extension services, land and training."

*Richman is assistant to the executive director, Appropriate Technology International.*

## Development Dialogue: Can Culture Inhibit Development?

### Lawrence Harrison

**L**awrence (Larry) Harrison, a former USAID officer and now vice president for International Development at the National Cooperative Business Association (NCBA), has worked on Latin American development for much of his career. During his 20 years with the Agency, Harrison served as mission director for Costa Rica, Nicaragua, Haiti and the Regional Office for Central American Programs.

In his book, *Underdevelopment Is a State of Mind: The Latin American Case*, Harrison advances the controversial thesis that the influence of traditional Hispanic culture on present-day Latin America is the primary impediment to development and democratic stability in that region.

In a recent meeting with Jim Kunder, deputy assistant administrator for the Bureau for External Affairs, Harrison discussed his book and his thoughts on development strategy.

**Q:** Your book, *Underdevelopment Is a State of Mind*, was published in 1985. I have read that Albert Einstein, pressed for a simpler explanation of relativity, once said, "Everything should be made as simple as possible, but no simpler." Bearing Einstein's comment in mind, can you give us the essence of your book?

**A:** Although there are a variety of factors that help explain why some countries lag behind others, the principal explanation, based on what I saw in 20 years in Latin America, is a set of values and attitudes that gets in the way of progress. In the case of Latin America, those values and attitudes derive from traditional Hispanic culture, which is basically anti-democratic, anti-progress, anti-entrepreneurial and, at least among the affluent, anti-work. That culture is a formidable obstacle to the broad expression of human creative capacity, which is, I think, at the root of human progress.

**Q:** I suspect that not all reaction to the book was favorable. Could you categorize the reaction, first within the development community?

**A:** I would say that there has been an ambivalent reaction on the part of the development community. While many professionals who have lived and worked in Latin America see some merit in the thesis of the book, others have been discomfited because they interpret the book—incorrectly—as an argument against development assistance.

I believe that a central message of the book, which those of us

working on the Alliance for Progress in the '60s started to sense, is that important, enduring change—changes that affect fundamental institutions and make them more democratic and more open and dynamic in terms of economic development—has to come from within the society.

We in the development community can help, particularly to the extent development assistance focuses on activities that modernize the values and attitudes of recipients. But basically, enduring change must come from political leadership, the media, religious leaders, educators and others inside the society who understand the need to change values and attitudes.

**Q:** Has the book been translated into Spanish? Has it been read in Latin America, and what is the reaction there?

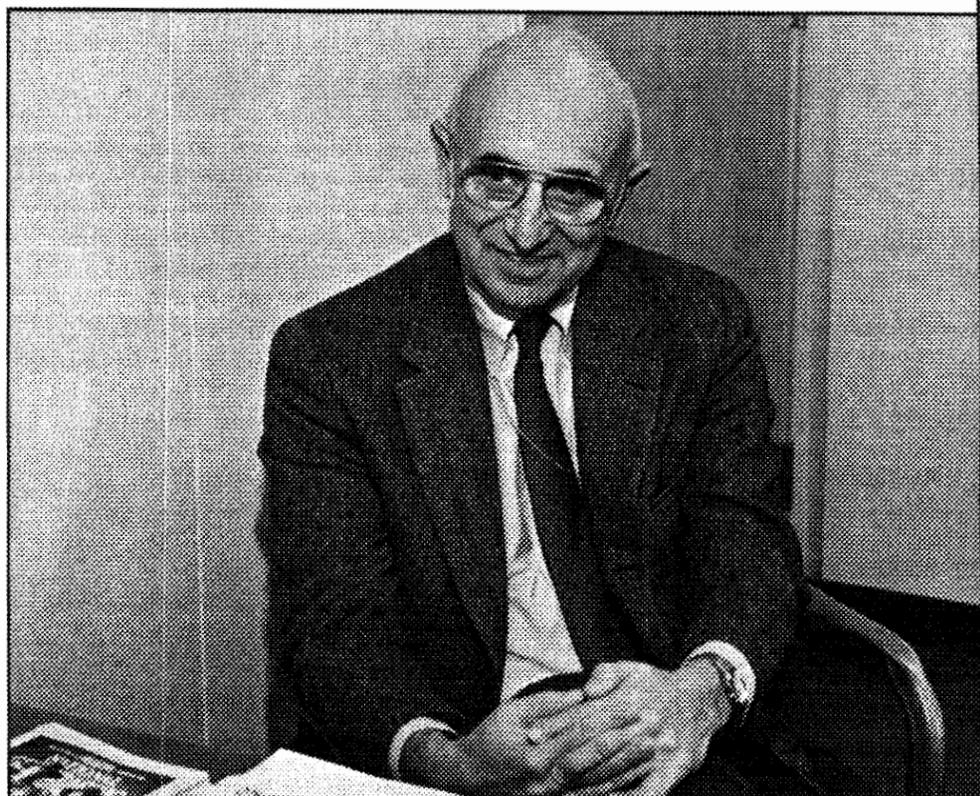
**A:** It is just out in Spanish and also in Portuguese. I do have a "proxy" reaction. I recently was interviewed by the Brazilian newsmagazine *Veja*, an interview that generated considerable reaction and even got into the Brazilian newspapers.

The editors of *Veja* sent me copies of 56 letters they received on the interview. Twenty-eight said things like, "He is a racist—he is ignorant—he is a Yankee and an imperialist." The other 28 said, "He is right on the mark." Many Latin Americans who have read the book have told me that they think I'm right, but many others have been outraged by it.

**Q:** In your book, you touch on the situation in other countries as well as in Hispanic America. Are those cultural values and attitudes you described as impediments to development a function of Hispanic culture alone? Does the thesis extend to other cultures and countries?

**A:** Yes, I believe that similar impediments to development can be found in other cultures as well. I have had favorable reactions from a number of people who specialize in Asia and Africa. Most recently, James Fallows, an editor of *Atlantic* magazine who wrote an article in November called "A Damaged Culture" about the Philippines, told me how struck he was by the similarities between his observations and those in my book. Those reactions, of course, encourage me to think that there are some universals in the relationship between culture and development.

For example, I argue that one of the principal determinants of a progressive set of values and attitudes is the extent of "identification" the individual has with



**Lawrence Harrison:** "If the poor countries can find ways of instilling progress-prone values in the minds of their own people, the process of development is going to move a lot more rapidly."

others in the society. In Hispanic America, the individual's radius of identification is traditionally confined to the family. That kind of alienation from the larger society tends to produce a whole series of problems. The rigor of ethical systems and attitudes about work are also important. And these factors are operative elsewhere in the Third World.

**Q:** We have been talking about the region in general, but one country in which you served is in the headlines every day. You were USAID's mission director in Nicaragua for the first two years of the Sandinista regime. You wrote in your book that you thought, at least at the outset, that the Sandinistas might redeem their commitments to pluralism and non-alignment. Have your views changed?

**A:** At one time, I did think there was a fair chance that the Sandinistas might make good on their commitments to pluralism and non-alignment. That belief, of course, was what motivated our policy during those first years. For the first 18 months or so, we were, in fact, the principal source of reconstruction assistance for the Sandinistas.

But in August 1980, when they reneged on a series of commitments to democratize, I came to the conclusion that their Marxist-Leninist view of the world was so deeply—and emotionally—rooted and that they were so convinced that all the flaws in their country were the result of "Yankee imperialism" that they would not be able to break out of that mindset.

I think that the Sandinistas stole a much broader revolution against the Somozas that could have produced a genuine democracy. They

had the guns. I think that the large majority of the Contras represent that broader revolution, and I have long supported aid to the Contras. I might add that I doubt that the Sandinistas would have moved ahead on the Arias peace plan were it not for the increasing effectiveness and popularity of the Contras.

**Q:** What can be done in societies, Hispanic or not, that in your opinion have cultural patterns that inhibit development?

**A:** You have to start, I believe, with an accurate diagnosis. If you are kidding yourself that it is always somebody else's fault, you probably won't get very far. But, if you can get over that hurdle, then there are several things that I wrote about that may help.

These include leadership, particularly presidential leadership. For example, Venezuelan democracy, which is one of the sturdiest and longest-enduring in Latin America, owes much of its success to one man: Romulo Betancourt.

I think there is an important role for the media in influencing the way people see the world. Religion also can be an important factor, to the extent that it imparts progressive values, including an orientation toward the future and the work ethic.

I think that educational reform is also important, not just in strengthening educational institutions and improving curricula, but in helping to change the ways that teachers relate to students. In the Latin American setting, the teacher-student relationship is often a reiteration of the authoritarian relationship between parent and child and between the

(continued on page 12)

# Nitrogen Breakthrough to Benefit Farmers

**AV** "The use of rhizobia by private voluntary organizations (PVOs) is an affordable approach to increased agricultural production in an environmentally sound fashion," said Nyle Brady, senior assistant administrator for science and technology, commenting on the outcome of a recent Agency-sponsored workshop at Africare headquarters.

At the one-day workshop, participants discussed this potential breakthrough in agricultural production and how PVOs and the Peace Corps could extend it to small farmers in tropical developing countries. The workshop, convened by the Office of Private and Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance and the Bureau for Science and Technology, focused on a technology known as NifTAL—Nitrogen Fixation by Tropical Agricultural Legumes.

The centrally funded USAID project, which is being implemented by the University of Hawaii, is designed to help farmers in developing countries increase the production of leguminous plants and trees with a reduced dependence on costly nitrogen fertilizers.

This is accomplished by ensuring that biological nitrogen fixation (BNF) is used to the fullest extent possible instead of fertilizers in tropical farming systems. BNF is a naturally occurring process by which leguminous plants form nitrogen-fixing relationships with bacteria known as rhizobium.

Nitrogen is essential for good crop yields. Although 80% of the atmosphere is nitrogen, it is in a form that animals and plants cannot use. Nitrogen can be derived from the atmosphere in the form of chemical fertilizers, but that is a complex and costly process.

Another way to obtain usable nitrogen is through biological nitrogen fixation. Rhizobium enter the root of the legume plant, forming a structure on its root called a nodule. Within this nodule, the rhizobium multiply while taking nitrogen from the air and converting it into forms the plant uses to make protein.

Through this process, the plant and rhizobium make plant protein. Farmers can ensure this process takes place by inoculating seeds before planting. Inoculation is the simple process of coating seeds with a finely ground organic substance such as peat, which contains millions of rhizobia. When the seeds germinate, the rhizobia are readily available to enter the plant roots and to begin the fixation process. The resulting nitrogen supply is very high.

By using BNF, farmers can ensure that legume crops have the nitrogen they need. Plants and trees inoculated with the proper

rhizobium for nitrogen fixation often double their growth. The inoculant is inexpensive and can be produced through a simple process. It can be used in most farming systems and is particularly effective in leguminous tree nurseries, because it is easy to apply over a small area.

Legumes include food crops such as dry beans, cowpeas, lentils, soybeans and mungbeans and fuel-wood crops such as leucaena, prosopis and acacia. They form a mutually beneficial relationship with the rhizobium microorganism. Together they "fix" atmospheric nitrogen and thus provide sufficient nitrogen to meet the plant's needs.

"For 10,000 years of agriculture, man has known and used legumes," Harold Keyser of the U.S. Department of Agriculture told workshop participants. "The special place of legumes is their high protein content. In developing countries, this is the primary source of protein in diets."

Legumes grown by this process also can supply wood and paper, fertilize soil for subsequent crops and provide erosion control. "Cost-benefit computations have shown this process to be economically beneficial," said Keyser.

Although BNF is common in the United States, most small farmers in the developing world have not heard of it, nor do they know about inoculation. And, although legumes are widely distributed over the globe and rhizobia are found in most soils, the most effective rhizobia often are not present for a particular crop. This is especially true in cases of newly introduced crops.

Where available, the proper legume cultivar and rhizobia must be matched. And, it has been difficult for farmers to obtain effective inoculants.

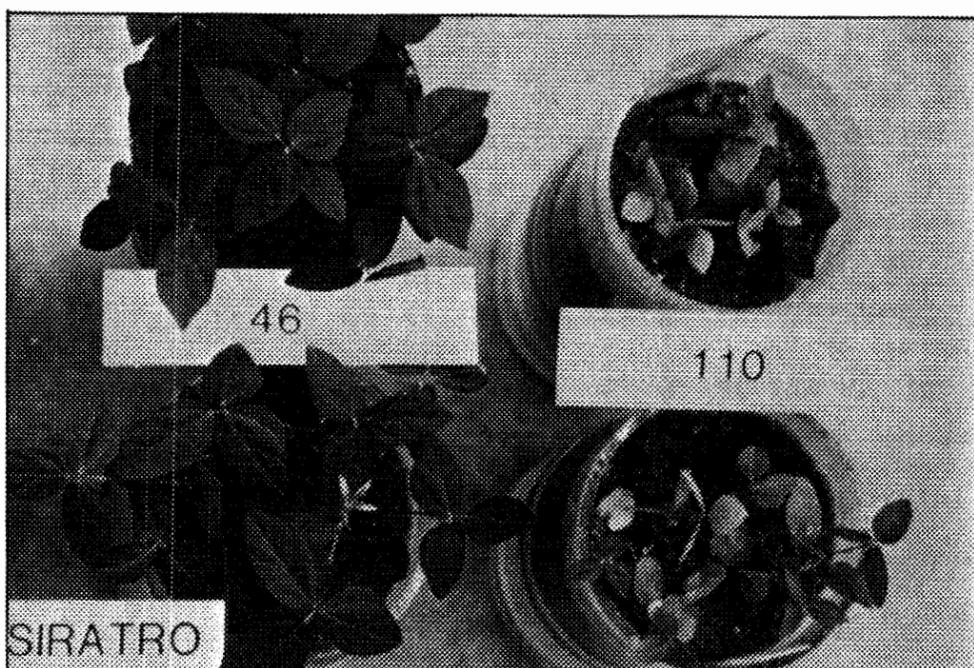
Finally, BNF has been overlooked because agricultural projects promote fertilizers often made available through donations and subsidies.

USAID and project personnel think the NifTAL technology should be more available to potential beneficiaries. "The missing link is to deliver this technology where it is in greatest need and to apply it at the small-farmer level," said NifTAL Project Director Ben Bohloul.

This first workshop was designed to let participants learn about the technology and to determine how it can fit into existing PVO field projects. Several PVO pilot projects will be funded as a result.

Another workshop to be held in September will enhance the capacity of PVOs and the Peace Corps to design and implement programs making the NifTAL technology available to individual farmers at the local level.

—Tarang Amin



This photograph shows the difference between an effective nitrogen-fixing strain of rhizobium (46) and an ineffective strain (110) to a tropical forage legume plant.



## ROLE OF AGRICULTURAL UNIVERSITIES IN DEVELOPMENT FOCUS OF STUDY

Will the role of the agricultural university need to be fundamentally altered to cope with future changes in the global economy?

Are agricultural faculties currently engaging in the kind of innovative thinking required to assure that science and technology is responsive to the challenges of the 21st century?

These and other issues were the subject of a recently completed study undertaken by the Center for Development Information and Evaluation (CDIE). The three-year study examined USAID-assisted agricultural universities in India, Thailand, Indonesia, Brazil, Mexico, Dominican Republic, Nigeria, Morocco, Ethiopia and Malawi.

Major conclusions of the study, which reflect the views of university leaders in Asia, Latin America and Africa, are summarized below:

- The basic mission of the agricultural university needs to be redefined;
- Strategic planning processes need to be adopted within universities so that they are more responsive to their external environment;
- Stronger linkages need to be forged with existing and emerging constituencies and clientele within the national economy in order that university programs can become more focused and adaptive in meeting new education and research requirements;
- Recent advances in systems and

learning theory need to be applied in the design of more dynamic education and research programs;

- Greater emphasis needs to be placed on enabling the university to assume a larger role in forums that address not only technological change but policy and institutional issues that pertain to local and national economic growth;

- International networks and communication systems need to be put in place that stimulate and expedite learning in the reorientation and innovation of university research and education programs; and,

- More emphasis needs to be placed on sustaining the long-term funding of these institutions.

These conclusions reflect a growing concern among leaders worldwide that agricultural universities need to make a renewed effort in re-examining the relevance of their mission and programs within a changing environment. Exercising leadership for enhanced university responsiveness will, in turn, require new methods and skills in the management of institutional innovation.

To address the results of the study, the Agency will sponsor an international conference for leaders from Africa, Asia, Latin America and the United States to discuss new approaches for enhancing the role of the university in economic and social development.

The conference will be held Oct. 3-8 in the Washington, D.C., area.

# PVOs Weigh Disaster Response Strategy

**“Relief Between the Lines: Storms of Man, Storms of Nature”** was the theme of the recent Annual Private Voluntary Organization (PVO) Conference convened by the Office of U.S. Foreign Disaster Assistance (OFDA).

More than 60 representatives from U.S. government offices, international organizations, the private sector and 22 private voluntary organizations gathered in Elkridge, Md., May 17-19 to exchange information on disaster-related issues and to advance cooperation between the private disaster assistance community and the federal government.

Participants discussed ways to build on the effectiveness of PVOs in disaster-prone countries and exchanged ideas on how to transfer responsibilities and resources to indigenous PVOs and build viable institutions and networks within aid recipient countries.

Over the past years, the dire situations in several war-ravaged countries have posed challenges for the international relief community. Civil strife in Ethiopia and Sudan severely hampers relief workers from reaching needy drought victims and displaced persons caught between the cross fire.

“What we need is a collective international sense of outrage,” said OFDA Director Julia Taft, referring to the Ethiopian government’s recent expulsion of foreign relief agencies working in the northern provinces of Eritrea and Tigray.

“The international relief com-

munity has to continue to pressure the United Nations and the Soviet Union to use their influence with the Ethiopian government and rebels to re-open those areas currently inaccessible and allow relief workers access to the millions of people who are now at risk of starvation,” Taft said.

In Angola and Mozambique, the government and the economy are under constant threat by dissident factions, resulting in large refugee influxes into neighboring countries. In an address to conference participants, Deputy Assistant Secretary of State for African Affairs Roy Stacy expressed his hopes for an improvement of the situation in Mozambique.

“The Chissano government is a vast improvement over the preceding post-independence government,” Stacy said.

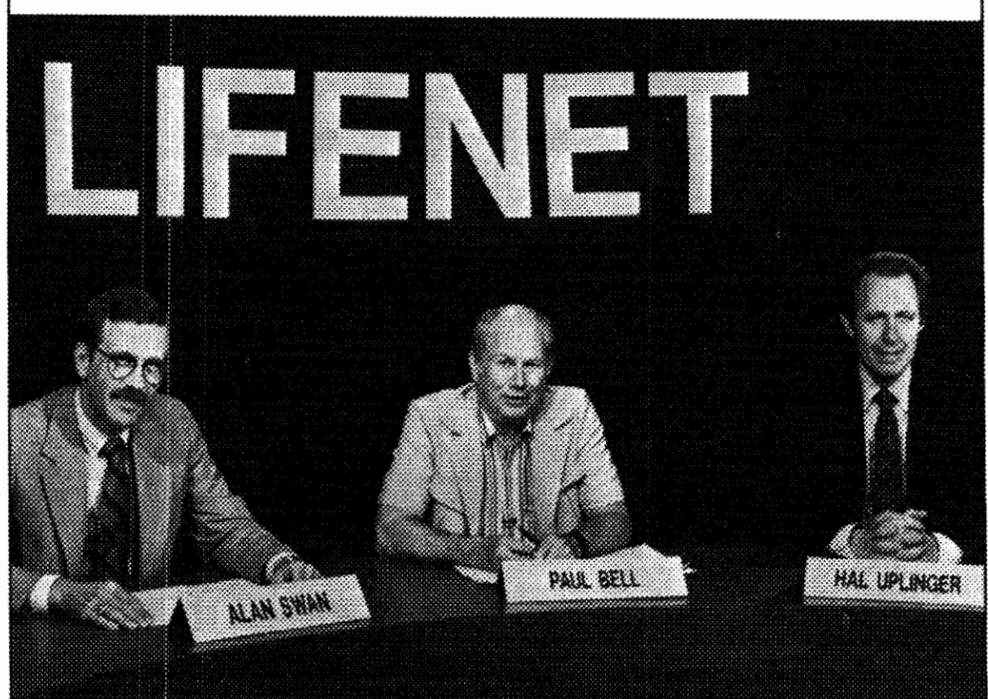
Violence in Sri Lanka between the Tamil minority and Sinhalese majority has forced hundreds of thousands of Sri Lankans away from their towns and villages, Taft added. In many cases homes have been damaged beyond repair and salvageable materials looted. For shattered communities to become viable again, houses, schools and hospitals must be rebuilt.

In analyzing the constraints placed on the U.S. government in alleviating the effects of disasters in countries tormented by civil strife, Administrator Alan Woods stressed the importance of the relationship between USAID and the PVO community in his remarks to participants. “Your expertise, grassroots support and freedom to

travel in areas where Agency officials cannot have made it possible to provide emergency relief to those victims who would otherwise never be reached,” Woods said.

The 1988 conference, organized by OFDA’s PVO liaison, Mary Little, marked the 14th such meeting since 1972.

—Beverly Youmans and Renee Bafalis



OFDA SPONSORS LIFENET TELECONFERENCE

On June 13, experts and country representatives from Ecuador, Colombia, Costa Rica, Guatemala and the United States, linked together by telecommunications satellites, participated in the world’s first simulation of a volcanic disaster evacuation planning exercise. Sponsored by the Agency’s Office of U.S. Foreign Disaster Assistance (OFDA), the Lifenet Teleconference participants discussed new monitoring tools that enable scientists to predict with more accuracy volcanic eruptions. They also addressed the development of a coordinated response from public and private agencies. (From left) Alan Swan, deputy director of OFDA, Paul Bell, Latin America regional adviser to OFDA, and Hal Uplinger, director of the Foundation for Global Broadcasting, participate in the teleconference from the Washington studio.

## Harrison

From page 10

church and parishioners. Children who have lived with authoritarianism are less likely to become creative adults who are comfortable with the substance of democracy and free enterprise.

I must say, however, that I think the most important of all avenues to address the promotion of cultural change is through child-rearing practices. We do not know much about that subject, particularly in the Third World. But my guess is that the values and attitudes that get in the way of progress are most deeply imprinted through the child-rearing process.

It’s not just a question of what the parent teaches the child. It’s also a question of how the parent relates to the child. Doing something about better child-rearing practices may, in the long run, be the most productive way of addressing the problems I have discussed.

**Q:** You emphasized your belief that most problems have to be corrected from within. What,

then, is the appropriate role for USAID?

**A:** The basic problem is the way people from traditional societies see themselves, their neighbors and the world. One thing, at the risk of sounding opportunistic, is support of cooperatives. I should add that I recommended such support in my book long before I knew I would be working at NCBA.

Almost by definition, cooperation is in short supply in societies where there is very little trust. But if you can get over that distrust through a successful cooperative experience, people will learn not only the possibility of solving problems jointly that you can’t solve alone, but also that the environment can be manipulated for their benefit. They also learn the tools of cooperation.

I also think that USAID should be focusing more on education. As an example, there are two institutions in Latin America that are truly centers of excellence. They have projected, far beyond the apparent reach of their programs, both professional competence and democratic capitalist values.

One of these is INCAE, the Cen-

tral American Business Administration Institute, which now has its main operation in Costa Rica. The other is the Pan American Agricultural School in Zamorano, Honduras, which was established about 30 years ago and has produced some of the best qualified, most field-oriented agricultural technicians in Latin America. Helping those kinds of institutions, perhaps even establishing some new ones, for example, in Africa, particularly since so many leaders have come from both, seems to me the kind of thing we should be doing more of.

Also, USAID should increase the flow of trainees to the United States. Seeing a society with more progressive values, attitudes and institutions, as well as greater equity and due process, can make a difference.

**Q:** Your work cites Jacob Bronowski, well-known for his BBC [British Broadcasting Corporation] series “The Ascent of Man,” in arguing that the basic direction of human cultural change “has clearly been toward progress.” So, despite the cultural impediments to

development that you discussed in *Underdevelopment Is a State of Mind*, are you still an optimist?

**A:** Yes, but I’ve learned a lot over the years about the need for patience—cultural change is measured in decades, not years. In fact, I hope to start soon on a second book that will expand the thesis to success stories around the world.

I think that the history of humankind is an ascent. I think that those who are lagging in the process can learn from those who have moved ahead. But I also think that the poor countries must do more than reproduce the policies, institutions and resource allocation patterns of the developed countries.

They must look at what is in the minds of human beings in the more advanced societies that has nurtured progressive, democratic capitalism—and what is in their own minds. If the poor countries can find ways of instilling those progress-prone values and attitudes in the minds of their own people, the process of development is going to move a lot more rapidly.

# Scientists Put Focus On Biotech Program

 Sixty researchers from 22 developing countries joined their U.S. colleagues last month at the National Academy of Sciences in Washington, D.C., for a USAID-sponsored Program of Scientific and Technological Cooperation (PSTC) conference to present the initial results of the Agency's innovative program in biotechnology.

Scientists representing Asia and the Near East, Africa, and Latin America and the Caribbean presented more than 70 papers on health and agricultural research projects funded through the Office of the Science Advisor's PSTC grants competition.

Several participants presented research on new applications of plant tissue culture in developing countries. The ability of plant breeders to carry out genetic selection in test tubes rather than the field extends the opportunities for crop improvement in developing countries as well as in the United States.

Tissue culture work was de-

Jaynes designed a new protein that improves the nutritional quality of potatoes by providing more of the limiting amino acids, inserting the gene encoding this protein into potatoes in such a way that the proteins are produced in the tuber.

The research of Montakan Vajrabhaya and her colleagues at Chulalongkorn University in Thailand on developing salt-tolerant varieties of rice demonstrated the utility of in-vitro techniques in facilitating work on large numbers of individual plants. Vajrabhaya germinated 135,000 seeds in salty tissue culture media, obtaining 31 mature plants. She then tested a similar number of seedlings in salty hydroponic culture, resulting in 247 salt-resistant plants.

In breeding these survivors to the fourth generation, she found one rice variety that appears to combine several favorable genes for survival, growth and production in saline soils. Her findings may have important agriculture implications because many soils in

*"We all want to move ahead to harness these exciting new development tools that will help to hasten economic development and to bring prosperity to people everywhere."*

scribed in various species of legumes, clove, nutmeg, banana, plantain, papaya, peanut, coconut, teak and potatoes.

Potatoes are difficult to improve by traditional breeding techniques, and several papers represented work done in collaboration with the International Potato Center in Peru, which has excellent capabilities in potato tissue culture.

While most researchers focus on genes that are found in the nucleus of the plant cell, Dvora Aviv of the Weizman Institute in Israel recognized that important genetic material was to be found in the cytoplasm of the potato cell outside the nucleus. Aviv and her team developed a system to combine the cytoplasm from wild species of potatoes with the nuclei of Atzimba and Atlantic potatoes, two important commercial cultivars. Using this approach, they produced new male-sterile lines that may prove to be an important innovation in the future breeding of hybrid potatoes.

Jesse Jaynes of Louisiana State University presented his work on a new potato cultivar that appears to produce better balanced protein and thus improved nourishment for poor people who depend on potatoes as their main food source.

developing countries are now unusable because of their high salt content, which kills available cultivars of crops.

The use of monoclonal antibodies in the detection and diagnosis of tropical disease was the focus of Suttipant Sarasombath's research at Mahidol University in Thailand. The PSTC program has funded development of monoclonal antibody assays for salmonella, tuberculosis, malaria, schistosomiasis, hydatid cyst, liver fluke, onchocerciasis, amebiasis, leprosy and snake venom.

Sarasombath and her colleagues produced monoclonal antibodies specific to typhoid and different strains of paratyphoid. The development of these antibodies, which permit discrimination of the virulent strains, should prove useful in future research on the immunology of these infectious diseases and may serve as the bases of new diagnostic reagents used in clinical medicine or epidemiological studies.

Another of the sessions focused on DNA probes, which are used to locate the DNA found specifically in organisms of interest. Sakol Panyim, also of Mahidol University, presented work on the development of DNA probes that allow the discrimination of mos-



*Irvin Asher (right) of the Office of the Science Advisor makes a point at the USAID-sponsored Program of Scientific and Technological Cooperation conference. The conference brought together 60 researchers from 22 developing countries who met at the National Academy of Sciences in Washington, D.C., to present the initial results of the Agency's program in biotechnology.*

quitos of the Anophales dirus complex. This mosquito complex consists of four genetically different species that cannot be distinguished visually but may have different behavior patterns and importance as disease carriers.

Panyim's approach allows accurate identification of the species based on a DNA probe of a "smash-dot" of a part of the mosquito, containing as little as one-hundredth of the insect's body. The results of this research make possible field studies to discover which of these species are the most significant carriers of malaria and the development of efficient strategies for the control of the vectors.

The application of a new technique called Polymerase Chain Reaction in determining the specific species of Leishmaniasis found in an initial infectious lesion was the focus of research conducted by Jorge Arevalo of Cayetano Heredia University in Lima, Peru.

While some Leishmania species produce self-curing lesions, others cause severe diseases of the mucus membranes, skin and visceral organs. Determining the species is critical to prescribing the appropriate treatment because the only effective drugs are often toxic and should not be used for self-healing lesions. The new assay developed by Arevalo is so sensitive that it can identify a single parasite in a one millimeter square skin biopsy sample.

In closing remarks to conferees, Nyle Brady, senior assistant administrator for the Bureau for Science and Technology, noted, "We all want to move ahead to harness these exciting new development tools that will help us reach the long-standing goals—to eradicate hunger, to reduce the burden of disease, to hasten economic development and to bring

prosperity to people everywhere."

The conference was coordinated by two of this year's recipients of the AAAS Fellowship in International Science and Diplomacy, Barbara Sina and Janet Rice, who are devoting a major part of their fellowships at USAID to evaluate the biotechnology programs in health and agriculture funded by the Office of the Science Advisor.

Conferees from developing countries also visited the National Institutes of Health and the Agriculture Research Center of the U.S. Department of Agriculture where they were briefed on ongoing research programs and established contacts with American scientists.

The opportunity for USAID-funded researchers to meet each other and their U.S. colleagues to discuss new approaches and to make collaborative arrangements is an important part of the PSTC program, said Dr. Howard Minners, the Agency's science advisor.

"The grantees attending this conference are among the scientific leaders of the developing world. They have survived the PSTC grants competition that funds fewer than one in 10 applications," he said.

"The results presented in this meeting more than confirm the high expectations," said Dr. Minners. "Biotechnology research is prototypically high-risk research. When working on the frontiers of a new technology, not all hypotheses will be proven true, nor all approaches fruitful.

"But in many cases these researchers have demonstrated the ability to overcome difficulties that stymied more traditional researchers," he said. "USAID-sponsored biotechnology research is now coming of age."

—John Daly

## MOVED ON

Susan Abramson, S&T/H/HS  
 Shea Bennett, RDO/Caribbean  
 Robert Carter, IG/SEC/PS  
 Timothy Knight, OFDA/AE  
 Janice Sue Kolstad, Nepal  
 Coral Koo, M/FM/LMD  
 Richard Loth, PRE/I  
 Dorothy McClellan, Jamaica  
 Herbert McDevitt, PRE/H/U/P  
 J. Timothy O'Neill, LEG/OD  
 Michael Ratliff, XA/PL  
 Olga Valdes, M/PM/CSP  
 Laureen Vaughn, PPC/EMS  
 Matthew Venzke, IG/SEC/PS  
 Adrian Walker, COMP/CS/R  
 Lisa Kay Wilcox, S&T/POP/FPS  
 Gwendolyn Winkler, FVA/FFP/  
 POD

## PROMOTED

Delores Armstead, S&T/RD,  
 secretary typist  
 Sandra Lee Coles, AFR/SA/  
 SARMSA, secretary typist  
 Nancy Davis, M/SER/IRM/TS,  
 secretary typist  
 Delphia Dirks, M/PM/CSP/PSPB,  
 personnel staffing specialist  
 Rhovetta Doll, M/PM/CSP/SS,  
 clerk typist  
 Gloria Gale, M/SER/OP/W/HP,  
 secretary typist  
 Jeanetta Gardin, M/FM/WAOD/  
 CAC, payroll technician  
 David Green, M/SER/OP/  
 COMS/M, administrative operations  
 assistant typist  
 June Greenlee, IG/PSA,  
 secretary stenographer  
 Lejaune Hall, M/SER/MO/RM/AP,  
 administrative operations assistant  
 typist  
 Tamra Halmrast, M/PM/CSP/  
 PSPB, personnel staffing specialist  
 James Harper, XA/PI, super-  
 visory public affairs specialist  
 Carlitha Jackson, M/FM/

# WHERE? IN THE WORLD ARE USAID EMPLOYEES

WAOD/FS, clerk typist  
 Dana Jenkins, AA/XA,  
 administrative operations assistant  
 typist  
 Monyetta Renia Jones, S&T/EY,  
 clerk typist  
 Dorothy Kemp, ANE/PD, general  
 business specialist  
 Lauren Landis, OFDA/AE,  
 disaster operations specialist  
 Garnet Lenora Mason, M/PM/  
 FSP/CD, administrative operations  
 assistant typist  
 Mary Satterwhite, COMP/CS/R,  
 clerk typist  
 George Stewart, M/FM/WAOD,  
 supervisory budget/accounting  
 analyst  
 Michelle Tracy Williams,  
 M/PM/TD, clerk typist  
 Sandra Winston, EOP/OD,  
 secretary typist

## REASSIGNED

David Alverson, ANE/TR/ARD/  
 RSEA, agricultural economics of-  
 ficer, to agricultural development of-  
 ficer, Ecuador  
 Linda Bernstein, COMP/FS/R/  
 AIDW, project development officer,  
 to commodity management officer,  
 M/SER/OP/TRANS  
 Laurance Bond, LAC/CAR, direc-  
 tor Latin America Caribbean Affairs,  
 to director management officer per-  
 sonnel management, M/PM/OD  
 David Leroy Cowles, Egypt,

supervisory commodity manage-  
 ment officer, to private enterprise  
 officer, PRE/PD  
 Patricia Dalton, COMP/CS/R,  
 secretary stenographer, to secretary  
 typist, AFR/EA/S  
 Phyllis Vernell Free, M/SER/  
 IRM/TS, secretary typist, to ad-  
 ministrative operations assistant,  
 M/AAA/SER  
 William Garvelink, COMP/FS/DS,  
 program officer, to supervisory  
 special projects officer, OFDA/AE  
 Linda Gregory, COMP/FS/  
 ENTRY/T, executive officer, to  
 supervisory executive officer, Sudan  
 David Joslyn, LAC/DR/RD,  
 supervisory agricultural develop-  
 ment officer, to Food for Peace  
 officer, FODAG/Italy  
 Joel Koiker, COMP/FS/ENTRY/T,  
 engineering officer, to housing/  
 urban development officer, Africa  
 Regional  
 James Locaste, COMP/FS/  
 ENTRY/T, engineering officer, to  
 environmental engineering officer,  
 Egypt  
 Gary Mansavage, COMP/FS/  
 R/AIDW, AID representative  
 Lebanon, to coordinator for  
 humanitarian assistance to  
 Afghanistan, AA/ANE  
 Patricia Matheson, ANE/PD/SA,  
 supervisory financial analyst, to  
 supervisory international coopera-  
 tion specialist, ANE/PD/MNE  
 Herminia Pangan, IG/PSA,

auditor, to financial management  
 officer budget/accounting, Egypt  
 Thomas Putscher, RFMC/Kenya,  
 supervisory financial management  
 officer budget/accounting, to finan-  
 cial management officer budget/  
 accounting, M/FM/ASD  
 Clarence Rattan Jr., AFR/CONT,  
 financial management budget/  
 accounting, to controller, Nepal  
 Wilbur Earl Scarborough,  
 COMP/FS/R/AIDW, agricultural  
 development officer, to rural  
 development officer, Indonesia  
 Thelma Strickland, RIG/Manila,  
 auditor, to IG/RIG/AW  
 Hewlett Peters Strong Jr., FVA/  
 FFP/LAC, Food for Peace officer, to  
 special projects officer, Sudan  
 Peter Theil, LEG/PD, legislative  
 program specialist, to supervisory  
 program analyst, PPC/PB/RPA  
 Bertha Wimblish, AFR/MDI,  
 administrative aide, to executive  
 assistant, Indonesia

## RETIRED

Richard Albores, Sri Lanka/  
 CONT, controller, after 23  
 years  
 Eldon Ewing, COMP/FS/R/AIDW,  
 refugee adviser, after 21 years  
 John Eyre, Dominican  
 Republic/D, deputy director, after 22  
 years  
 Michael Kingery, M/SER/OP,  
 deputy management officer procure-  
 ment, after 24 years  
 Catherine Maher, PPC/DC,  
 secretary stenographer, after 8  
 years  
 Margaret Nannes, M/PM/  
 FSP/RSS, public affairs specialist,  
 after 21 years  
 John Zeigler, M/SER/MS/OM,  
 general services officer, after 9  
 years

*Years indicate USAID service only.*

## Italian School Dedicated To Christa McAuliffe

A junior high school in the town of San Gregorio Magno, Italy, has been named in honor of teacher/astronaut Christa McAuliffe, who died in the 1986 explosion of the U.S. space shuttle "Challenger." The school, built as part of the Agency's recently completed Southern Italy Earthquake Reconstruction Program, was one of 28 elementary, secondary and vocational schools reconstructed in the wake of an earthquake that devastated the region seven years ago.

At the dedication ceremony, USAID Representative Hugh L. Dwelley noted that McAuliffe often said that she was "reaching for the stars."

"The teachers will use this building as an instrument to share their knowledge with the young people of San Gregorio," said Dwelley. "They must reach for the stars and encourage their students to do the same in memory of

Christa McAuliffe."

The \$80 million relief and reconstruction effort went into operation immediately after the November 1980 disaster that destroyed 300 towns and killed or injured more than 10,000 people. In carrying out the program, the Agency worked with Catholic Relief Services, Save the Children Federation and the Salvation Army to repair or replace dozens of small schools, community and health centers, homes for the elderly and even dairy barns affected by the earthquake.

At the request of the Italian government, the Agency also helped set up and equip a modern seismic/volcanic monitoring center in Naples and established the Southern Italy Fellowship Program, which has sent 45 instructors from universities in southern Italy to the United States for a year of research and study at American institutions.



USAID Representative Hugh Dwelley (center) exchanges national flags with Sr. Pietrangelo Piegari (right), mayor of San Gregorio Magno, Italy, during the inaugural ceremony for a new school named in honor of teacher-astronaut Christa McAuliffe. The school was built as part of USAID's recently completed Southern Italy Earthquake Reconstruction Program.

## Barrett to Be New Director In South Africa

**D**ennis Barrett, who has been with USAID since 1960, was sworn in June 28 as mission director for South Africa.

Barrett will be responsible for coordinating U.S. development efforts in the country. Program priorities will be to develop black-run private enterprise, enhance community development, promote human rights and provide educational opportunities for blacks.

"Blacks and whites in South Africa both realize that there will be a need for about 500,000 mid-level managers in the near future," said Barrett. "Whites alone will be unable to fill the gap."

Barrett holds a master's in economics from Georgetown University. He has served with USAID in Pakistan, Nigeria, Korea and the Philippines. He was senior USAID representative in Korea and deputy mission director in the Philippines. He also has been USAID's representative to the U.S. Information Agency.

## IN MEMORIAM

### MORRIS McDANIEL

**M**orris M. McDaniel, an international trade specialist in the Office of Procurement, died of cancer at Georgetown University Hospital June 24. He was 52.

McDaniel joined the Agency in 1968 and was stationed in Vietnam as an area public safety adviser until 1975. He returned to Washington, serving as a capital project development officer in the Africa Bureau. In 1979, he was assigned to the Office of Procurement as an international trade specialist and was chief of the Commodity Support Division at the time of his death.

McDaniel is survived by his wife, Karima. Condolences may be sent to Mrs. McDaniel at 1800 Old Meadow Road, Apt. 1718, McLean, Va. 22102.

### FRANK ARRINGTON

**F**runk Wade Arrington, 65, a retired inspections and investigations chief in the Bureau for Latin America and the Caribbean, died of cancer April 6 at a hospital in Panama.

Arrington, who retired from the Agency in 1981, lived in Panama with his wife, Theresa.

Arrington joined the State Department in 1950 and USAID's predecessor agency in 1951. He served in the Middle East and South America and spent his last 15 years with the Agency in the Office of Inspections and Investigations. He was stationed in Panama when he retired.

# USAID BRIEFS



*Finalists for the 1988 Presidential End Hunger Awards are selected by a panel of judges representing private voluntary organizations, the media, and the private and public sectors at a June 15 meeting hosted by the Bureau for External Affairs (XA). Following final selection by the White House, award recipients will be announced in October in conjunction with World Food Day. Participants at the meeting included (clockwise from front center) Jim Kunder (back to camera), deputy assistant administrator for external affairs; Mary Barden Keegan, End Hunger Network; LaVern Freeh, Land O'Lakes; John Mellor, International Food Policy Research Institute; Doug Eldred, XA; Cindy Steuart, XA; John Costello, Citizen's Network for Foreign Affairs; C. Payne Lucas, Africare; Kristin Helmore, Christian Science Monitor; and Kay Woodward, the White House.*



*A delegation of high-level Mauritania businesswomen recently met with U.S. government, industry and research representatives in related fields to familiarize themselves with American technical and managerial expertise and strengthen commercial ties between the two countries. The six women, who hold leadership positions in the public and private sectors that have potential impact on Mauritania's food security, also sought to demonstrate that contrary to common Western belief, Moslem women can and do participate in the development of their country, as well as fulfill traditional roles.*

*Among the participants at a press briefing (pictured above) were (left to right) Mehla Mint Ahmed, regional treasurer, Nouadhibou; Khady Mint Cheikhna, representative for the parastatal that markets Mauritania's fish exports; Djamilia Mint Taya, owner/manager of Artfish, an independent fishing concern; Joanne Nix, U.S. Information Agency; Naimouna Mills, Voice of America; Turkia Daddah, cultural attache and wife of the Mauritanian Ambassador; and Safia Mint Abdouillah, tax inspector for the Ministry of Economy and Finance. Not pictured are Alchetou Sy Hamody, assistant director for accounting, Mauritanian Central Bank, and Oumou Karagnara, chief accountant, Ministry of Health and Social Affairs.*

## Butler Named Director to the Philippines

**M**alcolm Butler, a veteran foreign service officer, has been named mission director for the Philippines.

In addition to managing USAID's activities in the country, Butler will direct the U.S. economic aid contribution to the multilateral "Mini-Marshall Plan," which is expected to be announced soon.

Butler has served as deputy assistant administrator for the Bureau for Latin America and the Caribbean since 1985, managing a portfolio of more than \$5 billion.

He previously was deputy assistant administrator for intergovernmental and international affairs and was mission director in Lebanon, Peru and Bolivia. He was decorated by the governments of Peru and Lebanon for his work in those countries and was awarded this country's Presidential Distinguished Performance Award in 1985.

Butler holds a B.A. from Rice University and has done graduate work at Oxford University in England.

## TV Specials Cover Farms, Africa Lions

**T**he Public Broadcasting Service will present two programs in August that may interest development professionals.

"Common Ground," a National Audubon Society special, focuses on the question of whether farming can be profitable for farmers and good for the environment.

According to some enterprising farmers featured in the program, new methods of raising crops can improve farming and guarantee fertility of land for future generations. The hourlong program will air at 8 p.m. on Aug. 9.

"Lions of the African Night," a National Geographic Special, follows a pride of 40 lions during a "typical" night in the African jungle. The program, filmed over a three-year period, presents a rare view of one of nature's most awesome predators. The hourlong program will air on Aug. 17. Check local listing for time.

## Controllers Hold Reunion

**U**SAID's Controller Alumni Group will hold its annual reunion for members and friends Oct. 3-6 at the Frontier Hotel in Las Vegas. For further information, write Edward Tennant, 9202 Mintwood St., Silver Spring, Md. 20901.