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(Front Lines, October 1988)

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

OCTOBER 1988

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

PN-ACZ-557



Jamaica: Coping With Hurricane's Aftermath

President Signs Foreign Aid Bill

Forum Speaker Stresses Private Sector

Jamaica Rebuilding After Gilbert's Onslaught

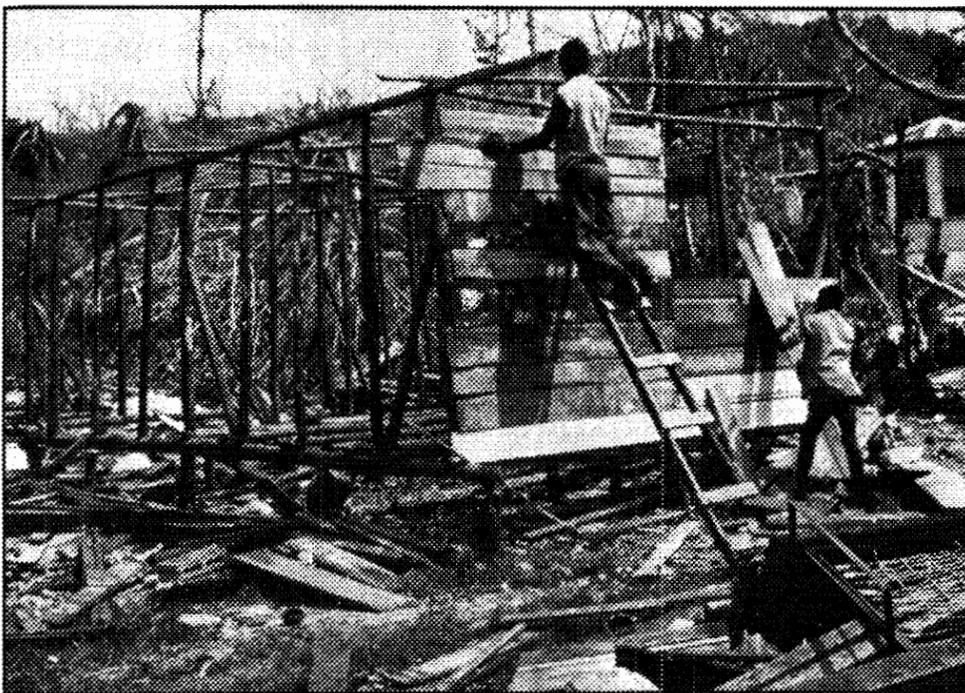
by Bill Outlaw

The Agency has committed more than \$125 million in aid to help Jamaica recover from the devastation caused by Hurricane Gilbert, the worst storm to strike the Caribbean island this century.

The full force of the hurricane's 140-mile-per-hour winds hit Jamaica Sept. 12, killing 49 and leaving another 60,000 homeless. More than 100,000 homes were severely damaged. Prime Minister Edward Seaga estimated the country suffered at least \$1 billion in damage.

"The damage in certain parts of Jamaica was as severe as any I have seen from other hurricanes or cyclones anywhere in the world," said Jim Schill, head of the Office of U.S. Foreign Disaster Assistance's (OFDA) assessment team that was sent to evaluate the extent of the damage and determine immediate needs.

"Any time the winds hit 140



USAID is helping Jamaicans begin the hard work of putting their lives back together after the devastating effects of the Sept. 12 hurricane, the worst storm to strike the island this century.

miles per hour, you're going to have significant damage to traditional-type housing—wood, thatch

or mud homes. Houses were flattened in some areas. Those that had cement foundations lost their rooftops.

"The other heavy damage was to the crops. Some of the coconut trees were uprooted. Those that were left lost their fruit. It flattened most of the sugarcane crop, but some of that will be able to come back."

Water supplies were severely disrupted, telephone and electricity lines were cut, buildings were battered, several hotels were exten-

sively damaged, and both international airports were forced to close because of damage. Heavy rains led to flash flooding and mudslides, causing major damage to homes, roads and crops.

OFDA's team arrived in Jamaica the afternoon of Sept. 13, bringing, among other things, satellite communications equipment.

The OFDA team included LeVonne Harrell of OFDA and four members of the Dade County (Fla.) Fire and Rescue Department. In addition, officials from the Pan American Health Organization and the American Red Cross accompanied the team.

The team reported that Jamaica's eastern coast was extremely hard hit, with an estimated 80% of the buildings damaged and 20% destroyed. Destruction on the west coast stretched from Black River to Montego Bay. Schill and the team stayed for six days evaluating immediate assistance needs.

Because of the team's initial assessment, OFDA dispatched 764,400 sq. feet of plastic sheeting, 614 tents, 3,966 five-gallon water jugs, 18 water tanks, 10 chain saw kits and 9,600 cotton blankets from its stockpile in Panama.

The USAID mission staff in Kingston and other donor organizations, together with Jamaican officials, already have begun the effort to put the country

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President Reagan Signs Foreign Aid Funding Bill

by Marianne O'Sullivan

Minutes before midnight on Sept. 30, Congress passed and sent to the President the fiscal 1989 Foreign Assistance Appropriations Act (H.R. 4637). President Reagan signed the act into law on Oct. 1, thereby averting a temporary shutdown of the Agency's operations.

The occasion marked the first time in seven years that a free-standing foreign aid funding bill was enacted. It was also the first time in 12 years that Congress passed all 13 appropriations bills required to run the federal government before the new fiscal year began.

The \$14.3 billion Foreign Assistance Appropriations Act provides funding in fiscal 1989 for bilateral and multilateral economic assistance programs, military and security assistance for U.S. allies and export assistance for U.S. businesses. The act had been strongly supported by the Administration and by both chambers of Congress.

In expressing the Administration's support for H.R. 4637, Secretary of State George Shultz said that the legislation "provides the Administration with the resources necessary to address our national security concerns as well as to capitalize on opportunities for peace, economic development and export promotion at a time when U.S. leadership is more critical than ever."

Despite the strong support for the foreign aid funding legislation, the final bill almost was derailed

on the last day of fiscal 1988 as a result of several controversial foreign policy amendments—none of which were USAID-related—that were added in the Senate. Faced with the threat of a Presidential veto of the bill and the clock running out on the last of the required fiscal 1989 funding bills, the Senate agreed to remove the contentious amendments at 11:59 p.m.

These last-minute snarls in adopting the final bill were in sharp contrast to the ease with which the foreign aid appropriations bills had originally passed the House and Senate. Earlier in the summer, the House had passed H.R. 4637 by a vote of 328-90 and the Senate approved it by a margin of 76-15.

This unusually strong bipartisan support for foreign assistance legislation was the result of the close coordination between the executive and legislative branches in working out foreign aid funding priorities for the new fiscal year. The stage had been set for this collaborative environment when the White House and Congressional leadership struck a Budget Summit Accord in November 1987 that set the parameters for foreign aid funding in fiscal 1989.

Throughout the year, in fact, as the House and Senate Appropriations Subcommittees on Foreign Operations struggled over such issues as the appropriate mix of military assistance loans and grants and the level of U.S. contributions to multilateral development banks, both subcommittees

(continued on page 4)



Woods Meets With WHO Director

In an Oct. 5 meeting at the State Department with newly elected Director-General of the World Health Organization (WHO) Dr. Hiroshi Nakajima, Administrator Alan Woods expresses USAID's commitment to sustaining child survival programs and promoting the role of the private sector in the delivery of health care services. Congratulating Dr. Nakajima on his election and offering the Agency's ongoing support, Woods said, "We look forward to a continuing and close relationship with WHO." A major topic of discussion was Dr. Nakajima's role in the Agency's upcoming Third International Conference on Oral Rehydration Therapy (ICORT III) in December, where he is scheduled to be one of the principal speakers. The discussion also included WHO's special programs, such as AIDS and Tropical Diseases Research, which are funded in part by USAID.

Roth Urges Competition In Services

At the Administrator's Forum on Oct. 5, guest speaker Gabriel Roth challenged the Agency to broaden its vision. "More attention needs to be directed at offering private sector options for services in developing countries," he said.

To many in the developing world, Roth suggested, USAID's privatization initiative has come to mean divestiture—the selling off of publically-owned enterprises. By concentrating on divestiture, he said, the Agency and the developing nations are overlooking the tremendous opportunities that exist for improving the delivery of social services and lowering their

ADMINISTRATOR SETS ASIDE FUNDS FOR PRIVATE SECTOR SERVICES

When the Agency's budget request for fiscal 1990 was being put together last month, Administrator Alan Woods proposed that a \$20 million Development Assistance account reserve be created to help missions and bureaus initiate new projects that promote the provision of services by the private sector in developing countries.

The Bureau for Program and Policy Coordination is putting together a team that will develop guidance on how to compete for funds from this reserve. As presently envisioned, the reserve will operate across functional accounts to support innovative agricultural services as well as projects that involve the private sector in providing health and family planning services, education and other kinds of social services.

cost, by getting the private sector involved.

Roth, president of the Services Group, Inc., a Washington-based economic consulting firm, and author of a new book from the World Bank's Economic Development Institute entitled *The Private Provision of Public Services in Developing Countries*, commended the Agency for its pioneering efforts to encourage market-oriented policies and private sector economies in the developing countries, while suggesting that there is much that remains to be done.

"Too often in development, the private sector is associated with commerce and not with public services, an area that local people can manage well and one that is many times a serious constraint to development," he said.

Roth spoke first about the role governments play in the delivery of services. He listed the five

reasons for market failure that economists tend to cite to justify government involvement in providing of services. The list, which was amplified through examples, includes natural monopolies, decreasing-cost industries, services that are affected by significant externalities, services for which it is difficult to establish a cost and the provision of merit goods, e.g., quality education, which has a value that is greater than the price most consumers would be willing to pay.

Even if one accepts these criteria, there are many services which, while currently provided by many developing country governments, could be provided by the private sector.

Roth cited telecommunications as an example of a service that can readily be provided by the private sector. Although it exhibits some decreasing-cost characteristics, it does not pose any difficulty in terms of establishing rates, it is neither a natural monopoly nor a merit good and it has no significant externalities.

"Yet outside the United States," Roth pointed out, "no country is willing to adopt private sector competition in this area. Even where telecommunications are inadequate, governments uphold barriers to companies wanting to offer services in this field."

Roth focused on opportunities and experience not only with telecommunications, but also for the private sector to provide water, electricity, transportation and education.

In response to questions about techniques for involving the private sector in the provision of public services, Roth led off by saying that it is not as important to get government out of a service business as it is to open that business up to competition.

Many governments that would find it politically difficult to stop providing a particular service may still be open to the idea of letting the private sector provide that service as well. Competition is the key to improving the quality of services and lowering their cost, he said.

Roth also described how some developing countries have used direct contracts, monopoly franchises, management contracts, voucher systems and consumer cooperatives to involve the private sector in providing public services.

Roth indicated that many developing countries seem to be responsive to the idea of private provision in the health field and in education.

If USAID is to do a good job as it promotes the private sector in providing social services, Roth said, it must first learn what developing countries are already doing.

"I encourage USAID to find out what has been done in the public service area through private sector competition or quasi-private means. A database containing this information would be an invaluable resource tool for Agency personnel," he said.

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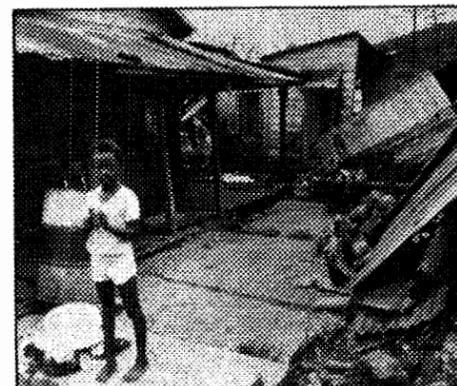


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Cover Photo: Hitting Jamaica with 140-mile-per-hour winds, Hurricane Gilbert destroyed buildings, crops and homes. See story on page 1.

U.S. Agencies Join in Communications Effort

USAID, USIS/Haiti Spell Cooperation

by Stewart King

A leading daily newspaper carries a front-page headline about a USAID program that provides nutritious meals to some 450,000 Haitian students every school day.

Radio stations broadcast a feature about a successful USAID-sponsored reforestation effort.

Stories are published and broadcast about a rural potable water project that was completed with USAID financing.

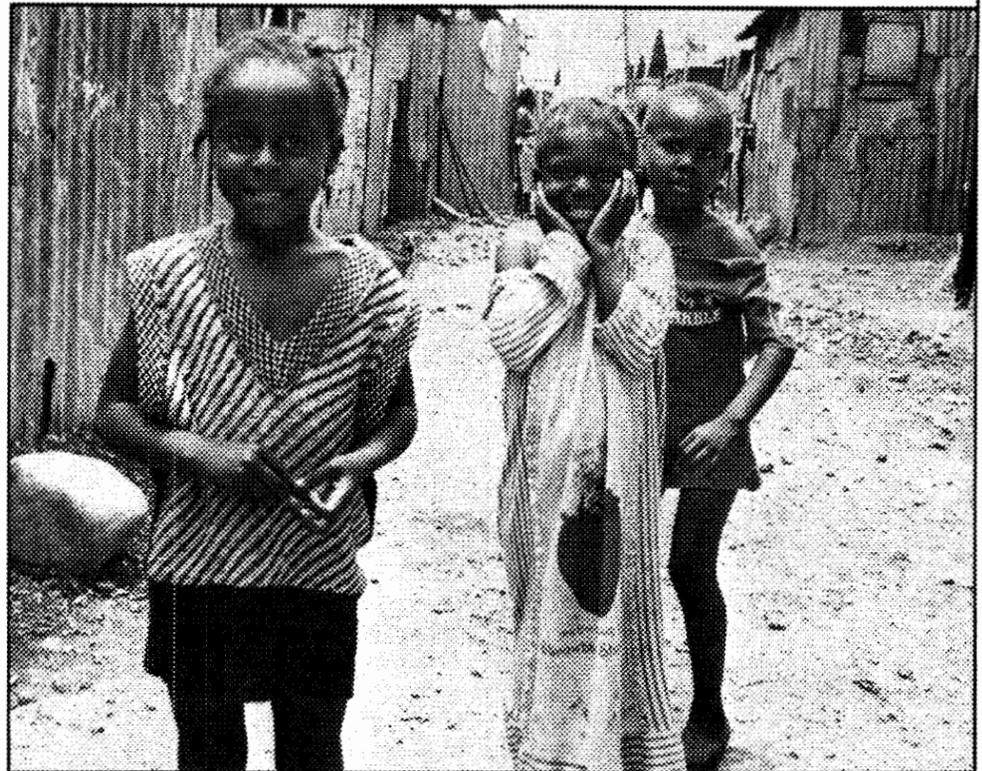
All this is the result of a joint effort by USAID and the United States Information Service (USIS) in Port-au-Prince to make Haitians aware of how USAID is helping improve the standard of living of the disadvantaged people of their country, the poorest in the Western Hemisphere.

"The initial results of this campaign are promising," says Haiti Mission Director Gerald Zarr. "USIS has always been in charge of public affairs for the U.S. mission, but without material from USAID, there wasn't much they could do for us. They still determine what gets publicized, and

making American and Haitian employees of USAID aware of the benefits of a good communication strategy and to set up a system within USAID for channeling useful information to a central office where decisions could be made about how to release it to the public. Zarr and Lite met regularly, as called for in the agreement, to oversee the cooperative effort.

The political turmoil of the summer and fall of 1987, however, made it difficult to generate much interest in development issues, and the USAID/USIS agreement yielded only modest results. When two-thirds of the U.S. assistance to Haiti was cut in the wake of the bloody events on last year's election day, some said the USAID public affairs campaign was finished.

But with all the publicity about the suspension of some \$60 million in government-to-government aid, it became more important than ever to make Haitians aware of what USAID was continuing to do through more than \$30 million in grants to private voluntary organizations and non-



A cooperative effort between the Agency and USIS is helping to communicate to Haitians how U.S. programs strive to improve the standard of living of the disadvantaged people of the country.

"In Haiti we have an excellent example of how USAID and USIS can work together to obtain results neither agency could achieve as well on its own."

when and how, but now they have a regular supply of material to work with."

USIS/Haiti Director Jeffrey Lite is encouraged as well with the initial results. "Cooperation and coordination between USIS and USAID couldn't be better," he says. "The result is greater awareness of USAID's development efforts here."

The cornerstone of this USAID-USIS partnership is an interagency working agreement developed after a visit to Port-au-Prince last year by Assistant Administrator for External Affairs Tom Blank and Director of the Office of International Development Communications Gordon Murchie.

Citing the agreement signed in Washington between then Administrator M. Peter McPherson and USIA Director Charles Z. Wick, which called for greater cooperation in the field between USAID and USIS in the area of public affairs, Murchie suggested that USIS and USAID/Port-au-Prince develop a working agreement that would spell out what each agency's responsibilities would be and provide a mechanism for setting goals and monitoring progress.

The seed thus having been planted, USAID hired outside consultants to work with USIS in

governmental agencies.

A campaign was launched emphasizing that, while the United States was no longer helping the government of Haiti, it continued to help the people of Haiti help themselves.

In response to a suggestion by USIS and a formal request from USAID/Port-au-Prince, the Agency's Bureau for External Affairs dispatched two reporter-writers to Port-au-Prince to visit as many projects as they could and to write stories about them. USIS would edit the pieces with USAID guidance and issue them periodically as news releases.

This spring Timothy O'Leary and Mike Ratliff from the Bureau for External Affairs produced more than a dozen stories, which the mission and USIS then fine-tuned. USIS has begun issuing the articles at the rate of about one a week, and placement has been good, according to Lite. "The program is now beginning to yield its richest harvest to date," he says.

A key to the success of the program, adds Lite, has been Martial Bailey, the mission's development communications specialist who is responsible for liaison between USAID and USIS. He verifies the accuracy of the contents of each story and checks quotes with cooperating agencies before sub-

mitting the drafts for final clearance to USIS.

"We couldn't do this without Martial," says Lite. "We simply don't have the time or the staff to track down every fact and every quotation in these stories, but Martial is totally reliable—and his advice as to the content of the stories is valuable as well."

The success of this program depends largely on the support it gets from the top. Lite credits Zarr with generating support for this effort among USAID employees. "We regard publicizing USAID efforts as part of our job," says Lite, "but project officers are busy and don't have time to spend on efforts they may consider irrelevant. Jerry's emphasis on the need for a public affairs program was essential in getting it to work. He achieved this not by coercion but by convincing his staff that they could become better development professionals by paying more attention to the public affairs aspects of their projects."

The campaign to build understanding of and support for USAID's development efforts appears to be working. "Contacts of mine are constantly referring to programs they hadn't known before were USAID-financed," says Zarr. "They say, 'I didn't know USAID was doing that.'"

Lite points to positive comments on USAID efforts in a leading radio station's call-in talk show as a sign that the campaign is having a positive effect.

Looking to the future, Lite envisions making video clips to give to television stations and recorded actualities to radio stations. "Much of the criticism of USAID and the United States over the years has

been based on ignorance of what we're actually doing here and trying to achieve. This campaign might turn some of that criticism around," he says.

Cooperation between USAID and USIS in Haiti now extends far beyond this joint effort. For example, USIS has identified and nominated for training programs in the United States scores of young journalists who could not afford such training on their own, and USAID has financed the programs through the Presidential Training Initiative for the Island Caribbean.

Interagency cooperation carries over to the United States as well, where the International Training Division of the Voice of America has established the training component and USAID's Presidential Initiative for the Island Caribbean programming agency, United Schools of America, has set up the "Experience America" portion for many of these programs.

Thus, each agency's objectives are being furthered.

"In Haiti we have an excellent example of how USAID and USIS can work together to obtain results neither agency could achieve as well on its own," says Murchie, who, as a former USIS officer now working at USAID, personally represents another form of USAID-USIS collaboration.

"In this case," he says, "USAID/USIS cooperation made the whole greater than the sum of its parts. It's a model other missions might emulate."

King is the information officer, USIS/Haiti. This article is being published concurrently by USIA World.

Personality Focus

Jim Kunder

by Jane Sevier Johnson

Jim Kunder has worked in a steel mill, been a Marine, served as a legislative aide for one congressman and as legislative director for another, headed the marketing division of an engineering firm and run for Congress himself. Having originally come to Washington, D.C., more than a decade ago with the goal of becoming a foreign service officer, he's now acting assistant administrator for the Bureau for External Affairs (XA).

"I think it's interesting that my life has taken this circuitous route over 13 years from originally coming to Washington to work in this building to ending up here, having digressed a bit in the interim," Kunder says.

Kunder was born and brought up near Pittsburgh in the steel-mill country of western Pennsylvania. From his working-class neighborhood in the small town of Rochester, Kunder could see the Pittsburgh Bridge and Iron Works,

"In facing the public, being open and laying out the facts sometimes may bring short-term criticism, but it is the best policy in the long run."

a mill like the one where his father spent his life as a steelworker.

"Where I grew up, you looked out at night, and the sky was on fire from the steel mill a block away, this huge black building with blue welding lights flashing all night, outlining the cranes moving the steel," he says.

Kunder's paternal grandparents were Croatian immigrants, and his Italian-born mother came to the United States at the age of six.

"The heavily industrialized, steel-oriented portions of the Pittsburgh area were made up of very strong ethnic communities where there was still a good bit of residual southern and eastern European culture," Kunder says. "That was a very important part of my upbringing. It gave me some sense that the world was a very diverse but interconnected place."

The first in his family to attend college, Kunder met that larger world head on when he went to Harvard University on an academic scholarship. "Meeting so many people with backgrounds so much different from mine opened up my life," he says.

Kunder worked his way through Harvard, supplementing his scholarship money during the school year with jobs such as nightwatchman at a local hospital and busboy. He also was a reserve player on the Harvard baseball team and played trumpet in the university concert band. Summers were spent working in the steel mills.

After completing a bachelor's degree *cum laude* in American government at Harvard in 1970, Kunder volunteered for the Marine Corps. Although he had joined the Corps infantry with the idea of serving in Vietnam, he entered the service just as the Marines were being pulled out a few months before the war ended.

"It seemed to me that the war was the most important thing going on in the world at the time, and I wanted to see what that part of the human experience was like," Kunder says. "But I was not shipped to Vietnam—luck of the draw.

"Instead I served one tour of duty on board ship in the Mediterranean and the rest of the time in the United States."

After three years in the Marines,

Kunder set out to backpack through Latin America. "I've always been interested in Latin America," he says. "I studied Spanish in school and have always felt that, despite all of our differences, there is some Western Hemisphere community of interest. I felt that understanding that community in its similarities and differences would be fascinating.

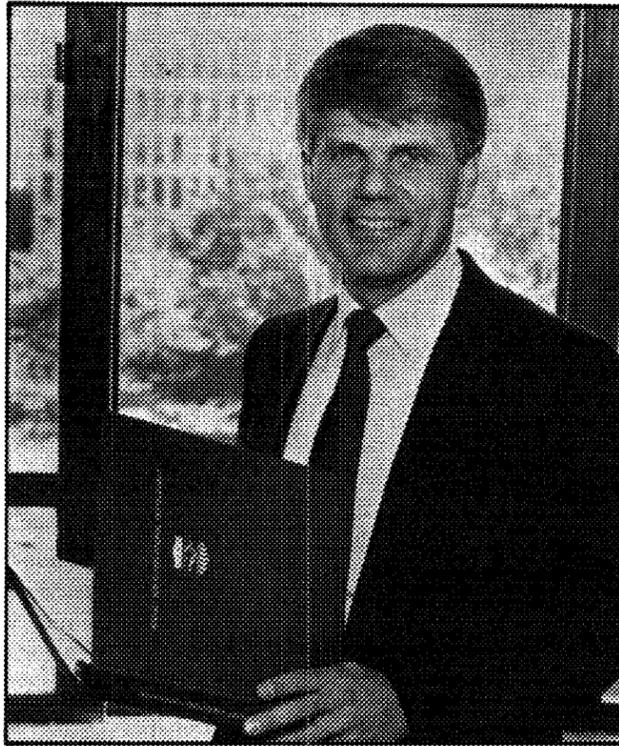
"I wanted to see it all and made a conscious effort to travel as the local people did and stay where they stayed. I actually didn't have to make too much of an effort since I budgeted my savings of \$800 to last three months," he says with a laugh.

"Starting from Houston, my goal was to get as far as the tip of South America, but after two months, when I ran out of money and got sick, I ended the trip in La Paz [Bolivia]."

Kunder came to Washington in 1974 with the goal of joining the Foreign Service. "I viewed it as a way to make a contribution, but in a way that was exciting and involved learning about other countries," he says.

"I felt—and still feel—that the intercultural communications parts of the job would provide endless intellectual stimulation. And, as with most who choose that profession, there was a healthy dose of patriotism in there—helping represent the country overseas."

While waiting for an appointment to the Foreign Service, Kunder went to work on Capitol



Jim Kunder: "I'm one of those people who still believe that you can make a difference and contribute to better public policy."

Hill "to put bread on the table." He served as legislative director for Congressman Gary Myers (R-Pa.), concentrating on foreign affairs and defense issues. Absorbed in his work, Kunder ended up turning down the foreign service offer when it came and stayed on the Hill for five years.

"I would recommend that everyone work in the Congress, at least for a while. It's the focal point for an incredible array of diverse interests and pressures that determine, to a considerable extent, the way this society is heading. Seeing the country from that perspective is very enlightening."

In 1981, Kunder returned to Pennsylvania with the intent of running for Congress himself.

"I had never thought about a political career before," he says. "I decided to run for the same reason that I'm at the Agency and that a lot of other people are here. I don't want to sound superficially idealistic, but I ran out of some sense of public service."

"I'm one of those people who still believe that you can make a difference and contribute to better public policy. I felt I had some understanding of how Congress works. I knew that no one person could change the whole system, but I still felt I could make more of a contribution than I was in my staff position."

Back in Pennsylvania, Kunder went to work as marketing director for Widmer Engineering, a civil engineering company. He stayed active in community affairs as a volunteer firefighter and president of the Midwestern Pennsylvania Muscular Dystrophy Association. After winning the Republican primary, he hit the campaign trail for the 1984 election.

"Neither I nor any of my family had ever been involved in elective politics before. I started from ground zero—the initial polls showed me winning a whopping 11%," he says with a smile.

Although he lost the race to Joe

Kolter, now the Democratic incumbent from the 4th District, Kunder gained a respectable 44% of the vote.

Kunder says running for public office taught him a great deal about himself.

"When you put your name on a ballot where thousands, perhaps tens of thousands, of people might reject you publicly, it really makes you face up to whether a lot of the things you believe in and have worked for are worth much of anything," Kunder says. "I found myself questioning, then reconfirming my values."

Putting his congressional aspirations aside, Kunder returned to Washington in 1986 to pursue his interests in public policy and international relations, aiming for a position with an executive branch agency. He came to the Agency as deputy assistant administrator for XA in June 1987.

"I was attracted to USAID because of my interest in international relations, and I thought the job in External Affairs would provide a very good overview of how the whole Agency works," Kunder says. "It has proven to be just that since the external communications function touches on just about everything the Agency does."

"I have found this to be a very stimulating organization. The people here are a highly intelligent, dedicated and inspiring group to work with. Despite all the problems that go with trying to coordinate a thousand inputs into a coherent policy, what comes out is pretty darn good."

"But with the tremendous diversity of its programs and its somewhat decentralized decision making, an agency as complex as USAID is hard for many Americans to understand, both in government and out. Explaining what the Agency is trying to do and how that relates to the basic thrust of U.S. foreign policy is very important. That's XA's primary function."

"In facing the public, whether through the press or other media, being open and laying out the facts sometimes will bring some short-term criticism, but it really is the best policy in the long run."

"I've had the opportunity to devise communications strategies and mechanisms in government, business, political and non-profit environments. While the challenges are great here at the Agency, the same basic principles apply," he says.

Kunder has reinforced his practical experience in international affairs by continuing his formal education in the field. In 1977, he earned a master's degree in international relations at Georgetown University, and he is currently at work on a doctorate in the same subject through evening classes at George Washington University.

"I've always defined my career goals in terms of being involved in formulating and implementing federal policy, preferably in the area of international relations,"

(continued on page 6)

Kunder

From page 5

Kunder says.

"You can tell by the fact that I'm still going to school that I consider myself a student of the policy process as well."

During the limited time he has available outside of work and study, Kunder tries to fit in sports activities. While at Harvard, Kunder ran in the Boston Marathon.

"That was in the days when you didn't have to qualify as you do today," he says smiling. "I had never run more than nine miles before the day of the marathon, and I wore some high-topped black sneakers. I was hopelessly ill-prepared, but I finished the race."

"I love to run, lift weights and cross country ski," he says. "I like

all sports, although I've just about given up on participating in any of them regularly. I tend to lean toward the ones I can do on my own. If you get home late, you can still go run a couple of miles."

Throughout high school and college, Kunder played the trumpet. After graduating from Harvard, he even played professionally for a while. He says the lessons he learned from his teacher have applied to life as well.

"My trumpet teacher, Jim Botti, taught me that even the most difficult, seemingly impossible musical pieces—or one might say tasks in life—can be solved if broken down into manageable pieces like the first eight notes," he says.

"Unfortunately, as people in this Agency know, we don't always have the time to break the piece down into all of its components

before making a decision. But it was still a valuable lesson."

Kunder says other people have influenced him on a more philosophical plane.

"The historical figures I most admire are people who have broken new intellectual ground," he says. "While most of us are trapped in the world view we're raised in, people like Darwin or Max Weber or, to some extent, Thomas Jefferson took the facts that everyone else saw and reordered them into new perceptions that became the accepted reality for succeeding generations. That, to me, is inspirational."

Kunder, however, believes that success results more from self-reliance and hard work than inspiration, with a bit of good fortune thrown into the mix.

Kunder feels that it was that combination of luck and hard work

that brought him to the Agency where he feels his experience in communication is helping convey the message of a vital endeavor.

"I think I share with many people here the idea that USAID is doing a lot of good in the world," Kunder says. "I know there's a lot of internal and external debate, which is a very positive process in itself, about the direction in which the Agency should be going and about the value of certain of our programs and policies as well as how USAID fits into a very, very changed world from the one in which it was created in 1961."

"Despite those debates, I have a strong sense that the Agency has been a very positive force for improving the human condition in many countries of the world. I hope that my experience in communications is helping to convey that message."

Jamaica

From page 1

on the long road to recovery. More than \$700,000 of roofing has been purchased by OFDA to initiate this process.

Paul Wenger, Jamaica desk officer, said the banana, coconut and sugarcane crops—which are the country's primary export crops, generating some \$30 million in

"Because of Jamaica's effective warning alerts, very few lives were lost for a storm as terrible as this."

foreign exchange—were damaged extensively. In addition, 90% of the poultry industry was wiped out, meaning that rural areas dependent on poultry as their primary protein source will suffer shortages.

Wenger said the overall availability of food is not the major problem now. Rather, the problem is getting food to people in rural areas where roads and bridges have been washed out.

Of immediate concern to the country's economic recovery is maintaining Jamaica's \$600-million tourism industry. Many of the major hotels and most of the smaller guest houses were damaged to some degree, although all but a few should be fully repaired by the early part of the 1988-89 tourist season.

Much of the electricity in key urban areas has been restored, however, and Wenger said there is a good chance the tourism industry will not be hurt too badly, provided the country can promote a successful campaign to attract tourists in the aftermath of the hurricane.

Most of the \$125 million committed to Jamaica is in addition to development assistance programs

previously approved for fiscal 1988 and 1989, although some of it was diverted from other less urgent programs. In all, the United States will send some \$160 million to Jamaica for the final portion of fiscal 1988 and all of 1989.

"The United States government and people stand ready to help Jamaica, our good friend and neighbor, rebuild," Dwight Ink, assistant administrator for Latin America and the Caribbean, said at a ceremony in Kingston to announce some of the additional hurricane relief funding.

Before the hurricane, USAID had submitted a congressional presentation of about \$70 million, with the expectation that the approved total would be somewhat less because the amount of Economic Support Fund monies would fall short of the \$25 million requested. Jamaica is now expected to receive the entire \$25 million available under that program to apply to its hurricane relief efforts.

To help with the immediate recovery needs, USAID committed an additional \$20 million of development funds for fiscal 1988 to purchase goods and services toward the rehabilitation of Jamaica's economy and infrastructure. The money was deobligated from Panama's funding.

Specifically, the money will be used to restore essential power, water, health and sewage services and to purchase roofing and other building materials.

The funds also will be used to support the humanitarian efforts of private relief organizations, including the Jamaican Red Cross, the Jamaican Salvation Army, the Jamaican National Development Foundation and the Kingston Restoration Company.

An additional \$15 million of Housing Investment Guaranty funds will go to support the rehabilitation and reconstruction of damaged homes belonging to lower-income people. The money previously was slated to go to a development assistance housing project and now will be used to

rebuild damaged homes and other properties.

Another \$2.8 million in aid was given in immediate disaster assistance to help provide food, shelter and communications in the critical hours immediately following the storm.

USAID also is planning to provide \$40 million in P.L. 480 Title I food commodities for Jamaica, an increase of \$10 million over previously planned levels. Additional food aid may be requested as the need is demonstrated, Wenger said.

While the effects of the storm will be long lasting, there was a silver lining in the destructive clouds.

"Because of Jamaica's effective evacuation and warning alerts, very few lives were lost for a

storm as terrible as this," said Julia Taft, OFDA director. "That is the result of the early warning and public education program that the Agency helped Jamaica develop."

"The Jamaican disaster preparedness team had canvassed the entire island 48 hours before the hurricane hit," she continued. "It is important for people to know not just that the hurricane is coming. They need to know what to do, how to prepare for it, where to get extra water, the location of secure shelters when the storm hits and not to go outside during the eye of the hurricane."

"With our help and the help of others, the Jamaican government has created a good operational preparedness system. And that helped save lives."

Agency Schedules Smokeout Events

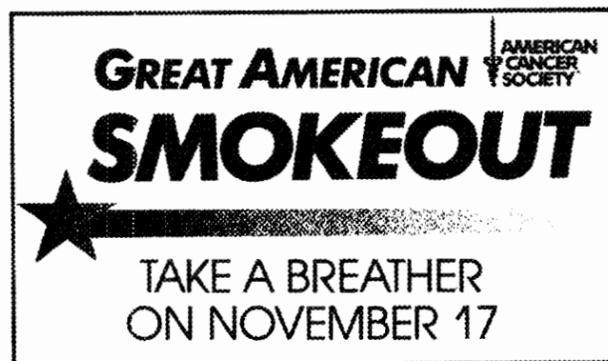
'Take a Breather,' Smokers Urged

Once again the Agency is taking part in the Great American Smokeout Thursday, Nov. 17. The annual event is sponsored

one to three days afterward.

Smoking cessation classes will be offered the day before and the day after the Smokeout for persons interested in kicking the habit for good. Films on the harmful health effects of smoking also will be shown. Notices on the time and place for viewing will be sent to Agency offices in the mail.

Health care workers, ex-smokers and other employees



by the American Cancer Society to encourage the nation's smokers to "Take a Breather" from cigarettes by putting the habit aside for 24 hours.

Last year 19.1 million smokers quit for the day or cut down on their tobacco intake. Of those, 5.8 million were able to go the day without smoking, and 3.7 million smokers were still not smoking

will be available in the State Department cafeteria (and other locations to be announced) Nov. 15-17 to answer questions or offer support for smokers wishing to join in the Smokeout.

For more information on the Great American Smokeout, call Judy Berman, M/MED/TH, 647-0133 or Marcia Packer, S&T/PO, 875-4282.

Technologies Save Energy, Produce Jobs

by Mark Anthony Zappa

The loss of inexpensive petroleum in the mid-1970s forced many in the world to rethink the way they choose and use energy. During this time, Central America had its own energy problems to solve.

A strong dependence on wood for fuel coupled with rapidly thinning forests presented a special challenge—to develop affordable, simple and renewable energy sources for the region.

In 1980, concerned about the region's energy shortage, USAID's Regional Office for Central American Programs (ROCAP) initiated the Fuelwood and Alternative Energy Sources Project (known as the Alternative Energy Project).

In cooperation with the Central American Research Institute for Industry (ICAII), the project united national institutions, both private and public, in the search for energy solutions that work for Central America, according to ROCAP Director Nadine Hogan.

The purpose of the Alternative Energy Project, she says, was to promote efficient, low-cost fuelwood and non-conventional energy technologies to benefit low-income households as well as small to medium-size industries.

"These new technologies have touched all kinds of people," says Carl Duisberg, regional energy adviser. "The country peasant, the small-town baker and the small urban industrialist have increased their productivity and incomes thanks to local, renewable energy options."

For example, the women of Acosta San Ignacio had worked for four years without earning a profit. Their fledgling marmalade kitchen always struggled to break even. The recent introduction of a new cooking technology has boosted both efficiency and output, he explained.

In 1980, a group of 16 women calling themselves *Asociación Mujeres de Acosta* (Women of Acosta Association or AMA) started producing weavings, clothes and just about anything else that would sell in the local market. AMA wanted to create opportunities for women while contributing to the community's development.

Early on they recognized the advantage of exploiting the abundance of local fruit and decided to make strawberries, mangoes, pineapples and guavas into marmalades.

But their first products lacked appeal.

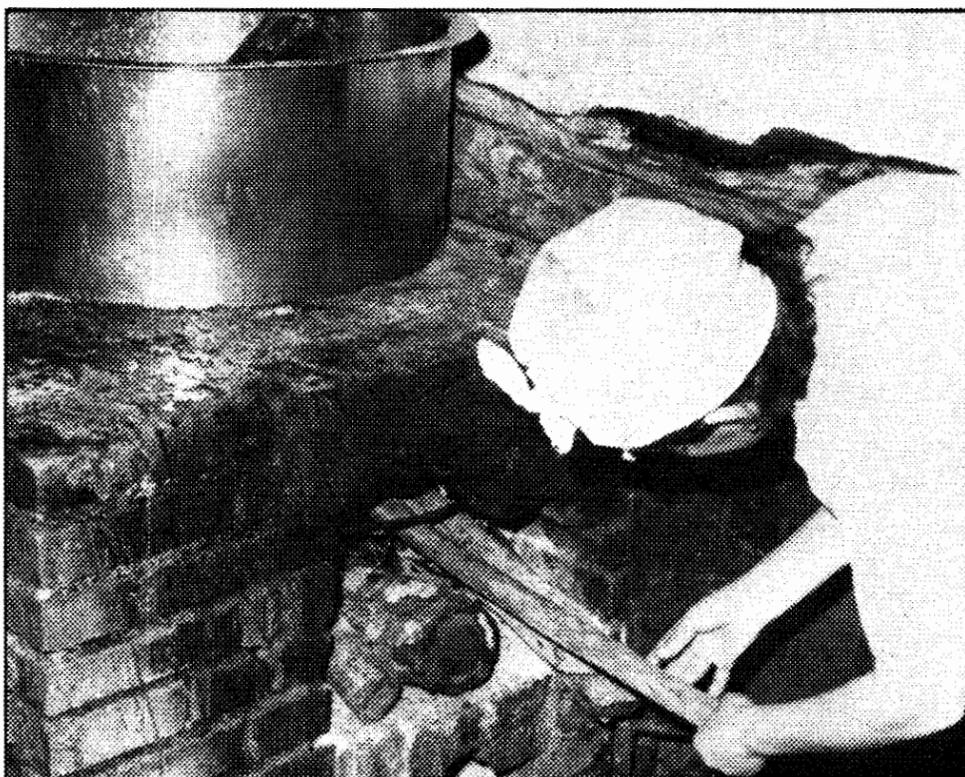
"Although they were delicious, their color varied from day to day, sometimes coming out black—we nicknamed them 'smoked jellies,'" AMA president Alba Sanchez says with a laugh. "But the people of the Acosta believed in our cause and bought our marmalades anyway."

The women struggled on, seeking help when needed and always looking forward. By 1986, their operation had moved to the outskirts of town and into a new and larger facility. Into the new kitchen came a special new stove.

The Alternative Energy Project promoted the design and use of a high-efficiency wood-burning stove. Made essentially of brick, the stove concentrates heat to metal plates on the surface.

By burning fuelwood more efficiently, more fruit could be cooked in less time. According to Sanchez, each month the association now spends one-fourth the amount on fuelwood as with the traditional stove, which was an open-fire pit. That represents a monthly decrease of fuelwood expenses from \$13.33 to \$5, significant savings for a small producer.

At the same time, they have increased their daily production of marmalade from 25 kilograms to over 500 kilograms because the



A high-efficiency wood-burning stove promoted by ROCAP's Alternative Energy Project is benefiting hundreds of small businesses throughout Central America.

new stove, with a huge cooking pot capacity, handles much larger quantities of pulp each day.

The increased visibility of AMA's marmalade works has quickly attracted new members. Ninety women now belong to AMA.

"With more members, our social get-togethers are becoming more and more like community events," Sanchez says. She also notes the strong interest for household stoves of the same design.

Other groups have come to see AMA's operation. One from San Miguel Puriscal plans to process cashew fruit with a similar stove.

The Alternative Energy Project sees economies of scale in promoting high-efficiency stoves in Central America, says Duisberg. Now the same basic design is benefiting hundreds of small businesses throughout the region.

ROCAP's Alternative Energy Project also has changed the way many families in Sipacate make their living. The six to seven months of the *verano* or dry season, which used to be spent looking for scarce work opportunities, are now spent producing salt with the sun's heat.

"What is called 'black plastic technology' rapidly produces a clean, high-quality salt," says Duisberg.

A solar salt farm consists of several long basins lined with black plastic that descend in terraced steps to a collecting area. Seawater is pumped to the top, then flows down from one level to the next. Solar evaporation increases the density of saltwater at each level. In this way, the small entrepreneur (using about 2.5 acres) can produce up to 2,000 pounds of salt daily.

Many of the new salt farmers of Sipacate used to work for the large salt producers of the area. In what might be called the "traditional method," these large producers

cleared out coastal mangrove swamps to make room for huge concentration ponds. Once established, seawater was slowly introduced and steered through the series of ponds. After reaching the proper salt-density level, salt was crystallized in tile-lined solar evaporated ponds.

But this method exacts a large cost from the environment. It also requires an enormous capital investment and provides limited employment opportunities.

As an alternative, in early 1984, the project assisted the first small and medium-size entrepreneurs to produce salt using the more labor-intensive and environmentally benign black plastic method.

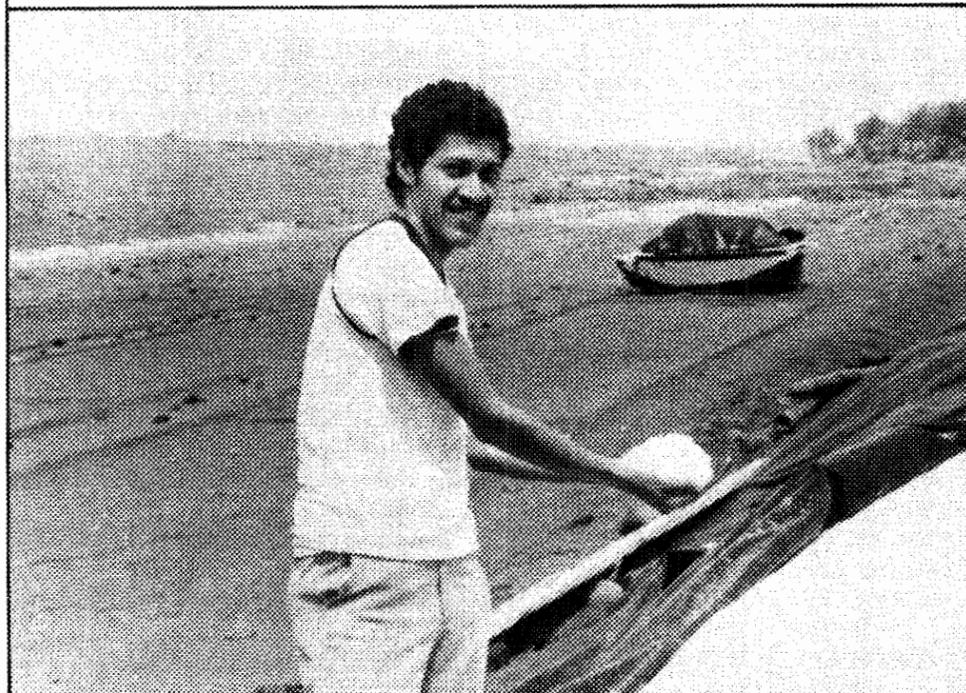
By 1986, the government of Guatemala, impressed with the project's success in promoting the technology and seeing the potential for creating jobs in depressed rural areas, began offering start-up credit to this new type of farmer.

The technology spread rapidly up and down the coast. Currently in Sipacate, 85 families make salt their primary or secondary source of income.

One of the goals of the Alternative Energy Project was to improve the productivity and welfare of low-income groups. According to Arturo Alvarez, president of La Sirenita, a producers cooperative in Sipacate, 600 people work directly or indirectly in local solar salt production.

Through the project, black plastic found its use in the sand dunes of Guatemala's southern coast. In turn, Guatemala's salt production method has been copied along the Honduran coast of the Gulf of Fonseca. There, flat land masses rich in clay make excellent crystallizing ponds. This has nearly replaced the fuelwood-intensive boiling method of extracting salt.

(continued on page 13)



The production of clean, high-quality salt through "black plastic technology" is more labor-intensive and environmentally benign than traditional methods.

Investment in Jordan Yields High Returns

by Claudia Knox

One has only to observe the traffic on the highways, the plastic greenhouses and cultivated fields and the bustling commerce in the towns to see the results of the Jordan Valley development program.

A recent impact assessment report concurs that more than two decades of investment in the valley have brought tremendous returns. Since the early 1960s, \$773 million has gone into building canals and irrigation systems, constructing roads and improving educational and health services throughout the region. Funds and expertise were provided by the government of Jordan and numerous interna-

"Women of the Jordan Valley are a major beneficiary of the evolving society."

tional donors, including USAID, which has contributed nearly \$348 million since the program began.

"A key factor in the success of the Jordan Valley experiment was the guidance provided by the Jordan Valley Authority," said Steven Shepley, senior economist and chief of party for the team of consultants who conducted the assessment. "The existence of an agency that could plan and implement projects to serve the full range of needs in the valley made it possible to use large amounts of donor funds productively."

According to the report, per capita income in the valley has risen from \$810 in 1979 to \$1,278 in 1986. Increasing prosperity created a magnet for people looking for a better life, and the valley's population increased from 64,000 in 1973 to 124,000 in 1986. These people, and the money they

earned, created a demand for other services, ranging from car repair shops and beauty salons to banks and schools.

A random survey of 40 households assessed the social changes that accompanied this economic progress and found that "Jordan Valley society is becoming less tradition-bound, more outward-looking and placing educational achievement and material progress" higher on the scale of values.

The women of the Jordan Valley are a major beneficiary of the evolving society. Women are spending more years in school, and the literacy rate for women has jumped from 48% to 95% in one generation. More than 55% of valley residents, according to the survey, want university educations for their daughters as well as their sons. A greater number of women are working outside the home in paid professional employment than ever before, and the mean age of marriage has increased from 17 to 19 years.

In addition, life expectancy in the valley is longer than for the country as a whole, and morbidity rates are lower. Infant mortality has decreased from 151 per 1,000 live births in 1961 to 55 per 1,000 today.

The composite picture drawn by these social change indicators is of a Jordan Valley society "that has advanced materially, socially, economically, intellectually and physically over the past two decades," the assessment team reported.

The only dark clouds hanging over this bright picture of development, according to Shepley, are external marketing problems and the improper use of modern farming techniques. The mission is addressing these areas of concern through the Agricultural Marketing Development Project and the National Agricultural Development (NAD) Project.

Turkey, Cyprus and Greece, with lower prices and higher quality produce, have captured an increas-



A recent impact assessment report concurs that more than two decades of investment in the Jordan Valley have brought significant results.

ing share of Jordan's traditional markets in the gulf area. While the valley has increased production of some export crops such as tomatoes, eggplant, squash and cucumbers, Jordan's volume of exports to markets in the region has fallen more than 30% since 1983-84.

The evaluation team found that the gap between production and demand "has depressed farm-gate prices, reduced farmer profit margins and created farmer liquidity problems as they find it increasingly more difficult to meet debt-service obligations incurred to finance advanced agricultural technology" such as plasticulture and drip irrigation.

Shepley advised that these marketing problems require the "most urgent attention." The report recommends seven steps to overcome market difficulties, including "encouraging more competitive farmer-operated marketing outlets, crop diversification, grades and standards to ensure production and transport of internationally acceptable produce, private/public sector competition, and policy review and coordination to ensure that policies such as retail price fixing and cropping control do not constrain market development efforts."

The recently approved USAID Agricultural Marketing Development Project should become instrumental in overcoming most of the problems identified in the Shepley report. The project aims to improve domestic and export marketing efficiency by introducing grades and standards, establishing a market information system and promoting exports.

In addition, USAID sponsored observation tours of 18 fruit and vegetable producers to markets in the European Economic Community (EEC) this spring to gather firsthand information that will

help them export their products successfully.

The report's analysis of Jordan Valley agriculture also showed that farmers overuse water, pesticides and fertilizer by 10-20%. Under the USAID-assisted National Agricultural Development Project, scientists at the National Center for Agricultural Research and Technology Transfer are working to develop recommendations for agrochemical inputs for each of the crops grown by valley farmers. Proper use of these inputs would decrease farmers' costs significantly.

The report further found that instances of pesticide poisoning in the valley indicate the need for further controls on pesticides and for education and procedures to protect field workers who handle the hazardous substances.

The Communication for Technology Transfer in Agriculture component of the NAD project is assisting the government of Jordan to develop media campaigns to educate farmers on proper pesticide handling. For example, a videotape that dramatizes procedures that will help prevent pesticide poisoning was shown to small groups of farm workers throughout the valley this season. Another video, focusing on fumigants used to prepare soil under plasticulture, is being prepared.

Although the people still face problems, the mosaic of social evolution in the valley offers testimony to the soundness of the integrated rural development approach of the Jordan Valley Authority and the government. By assisting to address the remaining concerns, USAID will help those in the valley face a brighter future.

Knox is the program assistant in the Office of Programs at USAID/Amman.

Jordan Valley Development Indicators

Value per hectare	1973	1986
Vegetables	JD 220*	JD 2,180*
Fruits	JD 1,940	JD 4,550
Public Utilities: % of population served		
Potable water	10%	100%
Electricity	10%	90%
Paved roads	60 km	1,600 km

*JD 1 (Jordan dollar) = \$3 (U.S.)

UDC to Host Toy Exhibit

An exhibit of international toys sponsored by the University of the District of Columbia will be held Nov. 8—Dec. 23 in Washington, D.C.

"Toys Around the World—Holiday '88" will feature toys borrowed from the Smithsonian Institution, the Indianapolis Children's Museum and embassies, as well as private collections.

Among the latter will be the collections of Oliver Davidson, assistant director for operations support in the Office of U.S. Foreign Disaster Assistance, and John Withers, retired USAID foreign service officer.

Davidson's collection includes toys made by Ghanaian children from recycled materials such as metal and rubber and was a highlight of last year's exhibit. Withers' collection is the result of buying local toys for his two sons at his posts throughout Africa, Asia and India during his 26 years with the Agency.

The exhibit will be held at the Carnegie Building of the University of the District of Columbia, 10th & K Streets N.W.

Agency employees who would like to donate toys they have collected from around the world to the university's permanent collection should contact Doris Johnson, Department of Psychology, UDC, 4200 Connecticut Ave. N.W., Washington, D.C. 20008, (202) 282-2153.

Nominations Deadline Near

Each year the American Foreign Service Association (AFSA) honors foreign service officers and their families through its AFSA Awards Program, for which nominations are now being accepted.

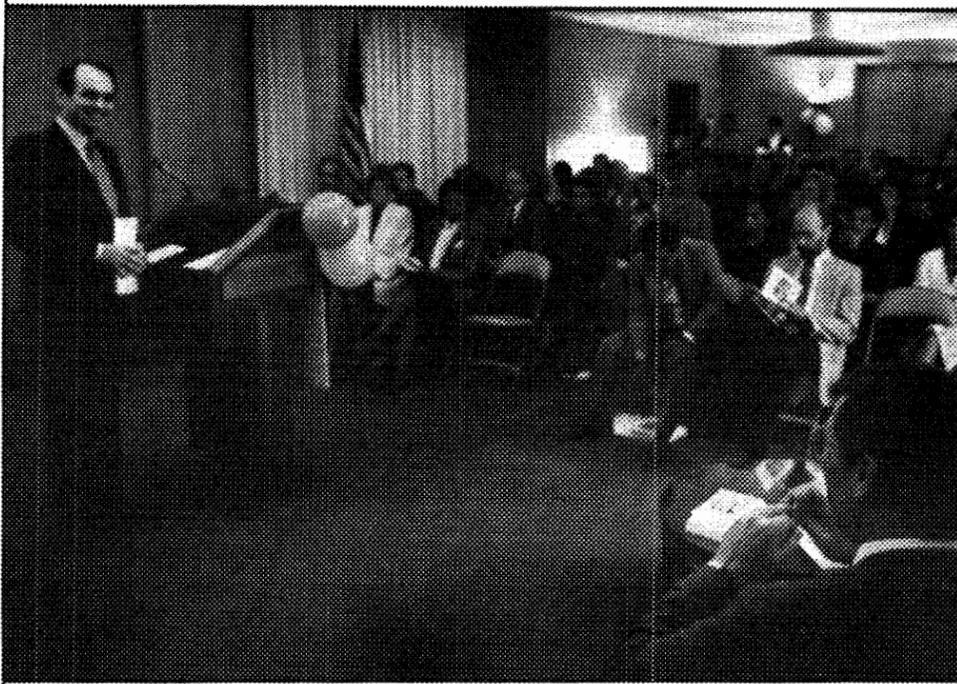
Established in 1968, the awards recognize three foreign service officers, regardless of agency, who have "exhibited extraordinary accomplishment involving initiative, integrity, intellectual courage and creative dissent."

The awards include the W. Averell Harriman Award for junior officers; the William R. Rivkin Award for mid-level officers; and the Christian A. Herter Award for senior officers.

The Avis Bohlen Award was established in 1983 to recognize a foreign service family member who has worked with distinction to advance the interests of the United States.

USAID staff are urged to submit nominations before the Dec. 31 deadline. For further information and nomination guidelines, write to Awards Committee, AFSA, 2101 E Street N.W., Washington, D.C. 20037, or call Dick Thompson of the AFSA staff at (202)338-4045.

USAID BRIEFS



ADMINISTRATOR LAUNCHES CFC FUNDRAISING DRIVE

At the Oct. 5 kickoff meeting at the State Department for the 1989 Combined Federal Campaign (CFC), Administrator Alan Woods expresses his appreciation to CFC Vice Chairman Robert Halligan (right) and Agency keyworkers and coordinators for volunteering their time for the annual fundraising event. "You set an example of the charitable spirit that others in USAID will follow—to make this year's campaign a record-setting event," Woods said. "Through the CFC, USAID employees have the opportunity to reach out and take responsibility for those who are less fortunate," he said, noting that last year the Agency had 75% employee participation with an average employee contribution of \$100.

Measles Vaccines Show Promise

New measles vaccines recently tested in USAID-funded field trials could save many of the two million lives lost to the disease each year in developing countries, according to findings presented at a Sept. 19-20 meeting in Washington, D.C.

More than 85 scientists from 21 countries attended the meeting, which was sponsored jointly by USAID, the Pan American Health Organization (PAHO) and the World Health Organization (WHO). Researchers presented preliminary results from studies of the effectiveness of two new vaccines for infants under nine months of age.

"Available vaccines save many lives," said Dr. Kenneth Bart, director of the Agency's Office of Health. "However, these vaccines are not very effective in children less than nine months old. Children begin to lose the protection of maternal antibodies at about six months, and it is this period of risk—between six and nine months—that these new vaccines are trying to address."

Scientists from the Centers for Disease Control, Division of Immunization, and Mexico's Ministry of Health reported on a cooperative project to test the merits of the Schwartz and Edmonston-Zagreb (E-Z) vaccines.

Through the study, which was funded by USAID, approximately 1,600 infants in Mexico City were

vaccinated with standard, medium and high doses. Preliminary results show it is possible to induce antibodies in the presence of maternal antibodies at six months of age with alternative formulations of measles vaccine.

The research found that the new E-Z measles vaccine and higher dose (non-standard formulation) Schwartz vaccines stimulate antibodies in a greater proportion of six-month-old infants, thus improving their chances of survival.

In addition, researchers from Haiti and Johns Hopkins University's Institute for International Programs reported preliminary findings from a study of the Schwartz and E-Z vaccines given to infants at six, seven, eight and nine to 11 months of age. The study, conducted in Port-au-Prince, indicates that the babies receiving higher doses of the vaccines produce more antibodies. Funded by the Office of Health and USAID/Port-au-Prince, the study is expected to be completed within one year.

Researchers from the Gambia, Guinea Bissau, Senegal, Turkey, Togo and Zanzibar reported similar results from parallel studies.

"There is no doubt that WHO will begin using measles vaccines at an earlier age" as a result of the studies, said Dr. Ralph Henderson, director of WHO's Expanded Program of Immunization.

Apply Now for Scholarships

Applications for the American Foreign Service Association/Association of American Foreign Service Women (AFSA/AAFSW) 1989 Merit Award scholarships and Financial Aid grants for children of foreign service personnel are now available.

The Merit Awards are based on academic excellence and are limited to high school students who will graduate in 1989. The Financial Aid grants are for full-time undergraduate study in the United States and are awarded solely on need. Eligible students may apply for both programs.

Completed applications must be received by AFSA no later than Feb. 15, 1989. Students should write directly to the American Foreign Service Association, 2101 E St. N.W., Washington, D.C. 20037 for an application. Their USAID affiliation should be noted.

Grant to Aid Enterprises

The Agency and the Opportunities Industrialization Centers International Inc. (OICI) recently signed a \$3.6 million grant agreement to fund a Small Enterprise Development and Training Project in Sierra Leone. The seven-year project is designed to assist the government of Sierra Leone in raising productivity, increasing income and creating jobs with micro- and small enterprises.

The project will establish a Small Enterprise Development Foundation (SEDF) to provide credit, management training and vocational-technical training services. In addition, three SEDF branches and new OICI Vocational Training Centers will be established in rural areas and OICI's Management and Business Development Center in Freetown will be upgraded.

Total funding for the Small Enterprise Development and Training Project is \$5.1 million. USAID will provide \$3.6 million in annual increments of \$500,000. OICI will contribute \$97,500, and the Sierra Leone government and private sector will contribute approximately \$1.4 million.

Honor Awards

The Agency's Special Awards Committee is accepting nominations for the 1989 cycle of Agency Honor and Special Awards. Criteria for all awards are listed in Handbook 29, Chapter 5. Deliberations on the nominations will begin on Nov. 1. For more information on any category, contact Sherrie Hailstorks, executive secretary, Special Awards Committee, PFM/PM, room 1130, SA-1, 663-1444.

Study Cites Benefits of Contract Farming

by Jennifer Santer

Kakamega District in the Western Province of Kenya used to serve as little more than a dormitory for workers in urban centers as far away as Mombasa. High population densities combined with the absence of economic incentives created a situation in which agriculture no longer provided a sufficient source of income to households in the region. The result was a massive outmigration of the work force. As recently as 1983, nearly 60% of the work force left the district to find employment.

However, the success of T. K. Patel, a local businessman in the Kakamega District, holds promise for reversing that trend, according to Steven Jaffee, a researcher investigating the Njoro contract farming scheme and principal contributor to a recently published USAID-funded study of contract farming in Africa.

In 1981 the international canning company Saupiquet, interested in assuring a low-cost source of French beans for the European market, entered into an agreement with Patel, the owner of a small canning factory in Njoro. Patel agreed to finance the expansion and operation of his factory in return for Saupiquet's agreement to provide technical and managerial assistance, market all output and guarantee Patel a minimum return on his investment.

Njoro Cannery then contracted with smallholders in the region to produce French beans and assisted them by supplying production inputs such as seeds and fertilizer and establishing a series of convenient collection centers.

The result of this agreement, says Jaffee, has been "a privately managed production and marketing operation that has linked about 15,000 smallholder farmers of a densely populated area of Kenya into an international market for a specialized high-quality agricultural product.

"The project has managed to survive, produce a high-quality export product and provide additional sources of income and employment in an economically deprived area."

"Recognition of the potential for contract farming to increase incomes and economic opportunity is relatively new development work," says Eric Chetwynd, acting director of the Office of Rural and Institutional Development in the Bureau for Science and Technology (S&T/RD).

The term "contract farming" refers to those kinds of agricultural production in which farmers and buyers agree to specify the conditions of production and marketing before production begins, a process designed to control some of the uncertainties involved in open-market exchange.

The extent to which contract

farming schemes can contribute to sustainable rural development is receiving increasing attention within the Agency, says Chetwynd, especially in view of the growing emphasis on market-oriented economies and openness to trade as the keys to economic growth.

To explore the development potential of contract farming schemes in different institutional and geographic contexts, the Africa Bureau initiated a study of contract farming in Africa. The purpose of the research was to discover the conditions under which contract farming benefits

"The extent to which contract farming schemes can contribute to sustainable rural development is receiving increasing attention."

local farmers and generates sufficient surplus to stimulate local and regional development.

The study was carried out by the Institute for Development Anthropology, through the Settlement and Natural Resources Systems Analysis (SARSA) cooperative agreement with S&T/RD. The Executive Summary of the final report, recently disseminated, presents the highlights of a research effort involving the work of 13 scholars, with case studies undertaken in the Gambia, Senegal, Ghana, Cote d'Ivoire, Kenya, Nigeria and Malawi.

"Growth in the number of contract farming schemes reflects a larger transition under way in agriculture, in which dispersed activities yielding fluctuating output are being replaced by activities that provide concentrated, standardized outputs," says Dan Dworkin, SARSA project manager.

However, contract farming offers agro-industries not only the chance to operate more profitably by minimizing risks; it also can be an appropriate and productive mechanism for stimulating agricultural production in rural areas, Dworkin notes.

"Improved access to inputs and markets allows farmers to increase their income, enabling them to purchase goods and services from local merchants," he says. "This spending can stimulate non-farm employment and enterprise opportunities, which may, in turn, expand the market for local agricultural products, laying the groundwork for dynamic regional economic growth."

SARSA's contract farming study provides examples of agricultural schemes that increase net returns to farmers and stimulate regional development while simultaneously generating foreign exchange and enabling participation in international trade.

"Achieving this type of sustainable development is a major thrust of the Agency's program,"

says Dworkin. "The contract farming study found that medium-size activities seem most promising for meeting multiple development objectives.

"These activities tend to be associated with greater multiplier effects per dollar invested because they typically make use of more local inputs and services. At the same time, they are large enough to have the capital, technical and managerial resources required for obtaining access to credit, market information and markets."

French bean production in the Kakamega District is an example

of a contract farming scheme yielding benefits both inside and outside the immediate region. Since French bean production is labor-intensive and has few labor-saving technologies, the activity can be carried out effectively and efficiently by smallholders, thereby allowing relatively widespread distribution of benefits.

The smallholders are able to integrate bean cultivation into their existing household production, so that income generated from French beans supplements the total household income.

In the case of the Njoro contract farming scheme, 70% of the participants were women, who benefited economically and socially from their increased earnings.

"The opportunity for earning money from French bean production also has played a role in slowing outmigration," says Dworkin, "while cultivation of maize and other vegetables has benefited from technical skills developed through participation in the contract farming scheme.

"In addition to improved farming opportunities, relatively large levels of non-farm employment have been generated as a result of the scheme, with about one non-farm job for every five producers under contract."

It is estimated that about 30% of total revenue generated from the Njoro scheme remains in the region, in the form of payments to farmers.

"Although the Njoro study did not focus on benefits of contract farming accruing outside the region, it is clear that an important share of total revenue is potentially available for stimulating economic growth elsewhere," Dworkin notes.

Whether or not a particular contract farming scheme gives rise to regional income growth and sustainable economic growth depends on a number of factors, he says.

These include the percentage of contract farmers among the

regional population; net farmer income; intrahousehold distribution of income; the effectiveness of local organizations; the location of processing facilities; employment generation; linkages with regional markets; and regional reinvestment of surplus.

For example, the SARSA study showed that in large contract farming schemes, such as the SODEPALM scheme in Cote d'Ivoire or the Jahaly Pacharr Rice Scheme in the Gambia, little use was made of local resources and services, and the resulting development multiplier effects were minimal.

"Another factor responsible for the disappointing results of the Jahaly Pacharr scheme was the failure to recognize women's prior land rights," says Dworkin.

"Scheme tenancies were monopolized by men, which not only detracted from women's incomes but had a negative effect on the overall farming project."

"The challenge for USAID and other donors is to understand the distinctions between different types of contract farming schemes and to target interventions that promote and enhance those systems conducive to sustainable economic development," says Chetwynd.

"In assessing the merits of different types of contract farming schemes, benefits to the region must be balanced against trade and other development considerations to achieve production and marketing solutions that are equitable, sustainable and satisfy multiple objectives."

Santer is a SARSA project intern from Clark University.

Test Your Ethics IQ

The following is a hypothetical question on ethics in government. Jan Miller, assistant general counsel, provides the answer.

Q: Rusty Nails, an Agency employee, receives a company calendar from a USAID contractor. He's heard that you can't accept gifts from contractors and wonders if he has to return the calendar.

A: He can keep the calendar. Rusty has hit the nail on the head as far as the general rule—which is that employees cannot accept gifts from people or firms doing or seeking to do business with the Agency. However, there are several exceptions, which include unsolicited advertising or promotional material of nominal value.

Haitian Farmer Focus of Agroforestry Outreach



Once almost entirely covered by forest, Haiti now suffers from widespread desertification and erosion caused by decades of ecological mismanagement and neglect. Haiti has gone from about 50% forest cover in 1950 to 8% in 1980 to 2% in 1988. The firewood and charcoal on which Haitians depend for cooking and heating and the poles they use for building are disappearing rapidly.

To reverse this damaging trend, in 1981 USAID launched an \$8 million Agroforestry Outreach Project to promote the planting of trees as a cash crop. Based on a socio-cultural analysis of the needs and attitudes of Haitians regarding planting and use of trees, the project is designed to motivate farmers to plant and protect trees in their fields. Implemented through non-governmental organizations, it has helped farmers adopt cropping of trees to increase their incomes and the productivity of their land.

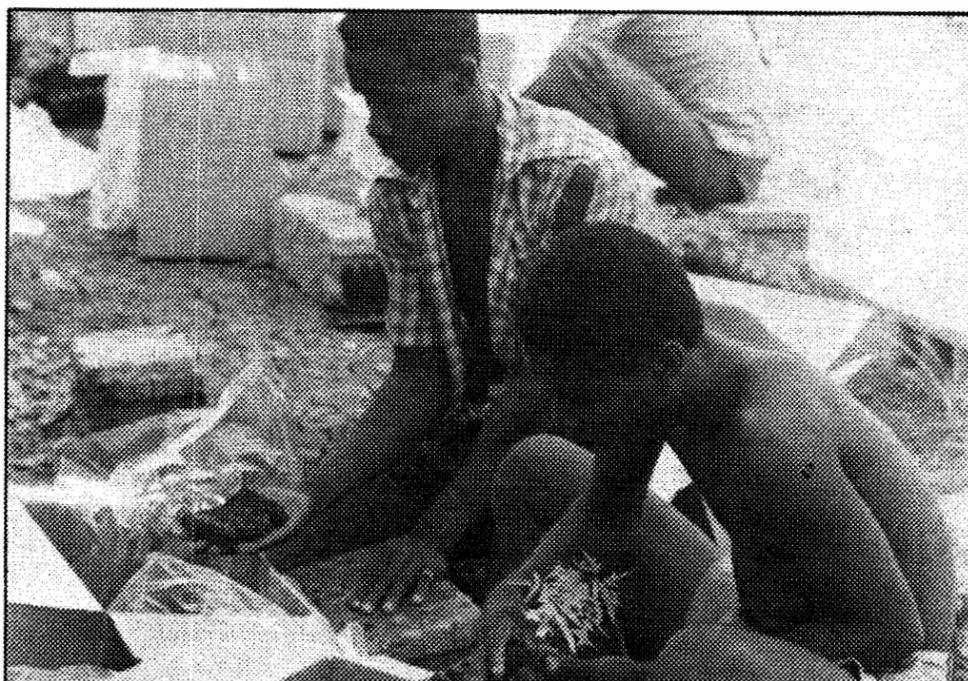
The Agency provided grants to the Pan American Development Foundation (PADF) and the Cooperative for American Relief Everywhere (CARE) to train and supervise extension workers, to promote construction of regional

nurseries and to arrange for the planting, distribution and care of hardwood seedlings.

The largest grantee, PADF, has project sites throughout the country and has made sub-grants to more than 200 local private voluntary organizations (PVOs), which identify and train local reforestation promoters. In the spring and fall rainy seasons, these promoters help farmers plant and care for the trees on the steep hillsides and report on each farmer's tree survival rate.

Unlike many other reforestation efforts, *Projè Pyebwa* (Creole for "tree-planting project") focuses on the farmer as the means for reducing the serious degradation of Haiti's natural resources. Because Haitian farmers are market-oriented, they are ready to accept trees as a source of income but often are not ready to see them as a source of ecological stability.

"The best way to motivate the farmers to plant seedlings is to make sure they will own the trees," says Glenn Smucker, former PADF project director whose anthropological research was used to design *Projè Pyebwa*. "If they doubt their ownership, they won't agree to use scarce land to plant trees, even if the fragile and eroding soils can no longer



Haitian farmers transfer young tree seedlings to plastic cartons for planting on remote slopes of Haiti.

sustain vegetables, nor will they spend time for their care."

To help guarantee the commitment of farmers to long-term tree care and protection, the project provides species that can be interplanted with food crops. Five regional agroforesters identify fast-growing, drought-resistant species most acceptable to local farmers. The technical assistance provided facilitates the planting of an optimum number of trees while making sure that they do not compete with food crops for sunshine, scarce water and soil nutrients.

Although trees in Haiti have been used primarily for charcoal,

PADF also has responded to demands for their use as firewood and twigs, poles, living fences, shade, fodder for goats, green manure and terracing.

Working with local PVOs and missionary groups, PADF has helped create over 40 regional nurseries. With USAID assistance, more than 20 million trees have been planted by 80,000 small farmers. PADF helps the PVOs cooperate on deliveries of seedlings and supports the selection and training of extension agents.

Auburn University is responsible for analyzing the effectiveness of the project's test plots, demonstrations for farmers and training sessions for coordinators and promoters.

In the face of a loss of more than 45 million to 55 million trees per year, the project's annual planting level of seven million seedlings does not approach the breakeven point. Yet, *Projè Pyebwa* is changing farmers' attitudes, generating local interest and creating a lasting system that sees more trees planted each year. Program focus is on improving growth and survival rates to continue increasing income for farmers.

Total project funding from USAID has been increased to \$27 million. In addition to funding from the Agency, the project has received support from the Belgian Association for Cultural, Technical and Educational Cooperation (ACTEC), the Swiss voluntary organization HELVETAS, the Canadian Ambassador's Fund, the Joyce Mertz-Gilmore Foundation and Shell Limited.

Because it responds to the enormous demand for fuelwood, *Projè Pyebwa* reflects the realities of rural life in Haiti. Although deforestation continues to be a problem, yearly planting rates are increasing under the project. Old ways are being replaced by new methods that ultimately should reverse deforestation and soil erosion and help alleviate rural poverty in Haiti.

—Pan American Development Foundation

Weevil-Resistant Bean Developed



Two scientists at the University of Wisconsin have collaborated to incorporate the arcelin gene in the variety of common dry bean called Sanilac.

Frederick Bliss, scientific liaison officer with the Office of Agriculture in the Bureau for Science and Technology, and Thomas Osborn, a geneticist, worked on the process. Bliss is also a bean/cowpea plant breeder with the Collaborative Research Support Program.

Tests show that less than 3% of bean weevil larvae survive when feeding on this improved line. By comparison, 93% of larvae developed fully on the Sanilac variety without arcelin.

The arcelin gene, discovered in wild Mexican bean plants, was transferred into Sanilac, making it resistant to the weevils that often destroy much of the stored bean crop in developing countries.

Achievements such as this lend credence to the concern voiced by many biologists that wild plants and other natural resources must be protected, especially in the tropics where many species have never been studied for their potential utility.

Credit for the achievement goes to crossbreeding, a traditional form

of plant breeding in which genes from one plant (or animal) are transferred to another. With every cross, the genes of both parents naturally combine and many new combinations emerge. After planting all the seeds from a cross, plant breeders identify individual plants with the best combinations. Several generations of crossing are usually needed to produce a plant with the desired genes.

The new Sanilac variety carries the genetic code for a newly discovered protein called arcelin that is toxic to insects but, recent tests indicate, not to rats fed cooked beans.

"Arcelin appears to be a natural defense mechanism with which the wild beans protect their seeds from insects," said Osborn.

Plant breeders at the International Center for Tropical Agriculture in Cali, Colombia, which specializes in bean research, are testing the safety to humans of the toxic genes. The new varieties could be available to farmers in about five years.

Although initially aimed at reducing storage losses in Latin America and East Africa, where beans supply half or more of the protein intake, the new varieties could help farmers in industrialized countries to sharply reduce

the amount of chemical fumigants now used to protect stored beans from insects.

RESEARCHER WINS AWARD

Agency-funded researcher Betty Ruth Jones, associate professor of electron microscopy at Morehouse College, has received the first annual White House Initiative Faculty Award for Excellence in Science and Technology. The award honors selected faculty members from historically black colleges and universities (HBCUs).

Chosen from among 34 science, engineering and mathematics professors nominated by their institutions, Jones was cited for her work under a USAID-funded program.

A biologist, Jones is studying the nervous system of the schistosome parasite, which invades the blood vessels of humans in larval form and matures into a worm that causes blood loss and tissue damage. Schistosomiasis, the resulting disease, is endemic in tropical areas. Jones' research focused on the need of the schistosome larvae to find snails to serve as the intermediate host at the beginning of the parasite's life cycle.

—Sharon Scott

President Reagan recently approved the Distinguished Service Award that is accompanied by \$20,000 for Lois Richards and the Meritorious Service Award that includes \$10,000 to seven other career members of the Agency's Senior Foreign Service (SFS).

Career Minister Richards, currently mission director at USAID/Somalia, was nominated for her sustained outstanding service from 1982-87 in successive assignments as mission director in Liberia and as deputy assistant administrator for Central/West Africa, Bureau for Africa.

In summarizing Richards' performance during her tenure as mission director, former U.S. Ambassador to Liberia William Swing cited the difficult conditions under which the program has operated since the coup in 1980.

"I cannot imagine, nor would I ever demand, stronger, more dynamic and effective leadership of this large and important USAID mission than Ms. Richards provided," said Swing. "She walked into a difficult situation—both in terms of policy, management and morale—and quickly turned it

Outstanding Service Earns Top Awards

around, established her authority, reordered priorities to accord more closely with local realities and overall policy objectives, and reorganized the mission to make it more effective."

In her subsequent assignment as deputy assistant administrator for Central/West Africa, Richards was cited for exercising an extensive knowledge of Agency policies and procedures, a talent for identifying the important issues and a virtually unexcelled capacity for making and implementing decisions.

The seven SFS career members who will receive the Meritorious Service Award are Frank Almaguer, mission director, USAID/Quito; Laurance Bond, director, Office of Personnel Management, Bureau for Personnel and Financial Management; George Carner, deputy director, USAID/Dakar; Larry Crandall, USAID representative for Afghanistan Affairs; Coinage Gothard, Jr., regional inspector

general for audit, Honduras; Elizabeth MacManus, USAID affairs officer, Nigeria; and Aaron Williams, director, Private Sector Office, Bureau for Latin America and the Caribbean.

The awards are based on sustained high level of performance for a three-year period.

SES MEMBERS WIN PRESIDENTIAL AWARDS

Three career members of the Agency's Senior Executive Service have been honored with Presidential rank awards.

President Reagan recently approved the Distinguished Executive Award that includes a bonus of \$20,000 for Duff Gillespie, director of the Bureau for Science and Technology's Office of Population, in recognition of his sustained extraordinary accomplishments.

James Durnil, deputy inspector general, and John Mullen, deputy general counsel, also were cited for

their sustained, high-level accomplishments. Each received the Meritorious Executive Award, which includes \$10,000.

Gillespie began his federal career in 1970, shortly after receiving his Ph.D. as a sociologist with the National Institutes of Health. He joined the Agency in 1973 and went on to establish USAID's operations research program on population. He has served in his present position since 1987 and currently is responsible for a worldwide population program with an average annual budget of \$250 million.

In response to the Administration's desire to engage the private sector, Gillespie has expanded family planning services in developing countries at minimal cost to the U.S. government. The administrator's nomination of Gillespie for this award cites his innovative use of expertise and resources from the private sector, as well as his instituting efficient managerial procedures into the Agency's population program.

Durnil joined the Agency in 1984 as the assistant inspector general for audit. Mullen has served in various legal positions with the Agency since 1967.

Database Program to Monitor Education by Gender

Because of an international database and software program developed by researchers from Harvard University and Research Triangle Institute (RTI), USAID and host-country officials can monitor educational progress in developing countries more easily and analyze policy alternatives based on that available data.

Produced as part of a yearlong collaboration between the Office of Women in Development (WID) and the Bureau for Science and Technology (S&T)-sponsored Basic Research and Implementation for Developing Educational Systems (BRIDGES) project, the Gender Education and Reporting System (GENDER) was presented at an August seminar entitled "Education for Girls: An Undervalued Resource for National Development."

The socio-demographic database brings together quantitative educational data sorted by sex from pre-existing sources into a single, more available form. In GENDER, data is divided into five categories: enrollment in formal education, educational attainment, educational expenditures, educational resources, and socioeconomic and demographic indicators.

At the seminar, findings from an analysis of GENDER data as well as in-depth case studies of five countries (Mali, North Yemen, Nepal, Sri Lanka and Indonesia) were presented. In addition, the implications of the findings and recommendations for future Agency-assisted efforts to improve

female access to education were addressed.

Speaking at the seminar, Kay Davies, director of the Office of Women in Development, pointed out that education holds the potential for breaking the syndrome of excluding women from development activities. With this BRIDGES collaboration as the first step, WID hopes to do further work in education and show how education affects labor force participation rates, fertility, access to employment, agricultural production and environmental factors.

The BRIDGES-WID collaboration was designed to develop a better

understanding of the educational situation of girls in developing countries; to develop a valid and reliable database for assessing the educational status of females in the context of a country's socioeconomic condition; to provide a base for developing realistic strategies for improving access and retention and lowering dropout rates for girls; and to explore the policy implications of these strategies.

GENDER contains information on 63 variables specified by sex for all USAID-assisted countries. "This software will be extremely useful in the Agency's efforts to monitor current educational progress by host countries and the effectiveness of USAID's educational investments," said Gary Theisen, acting director of S&T's Office of Education. "Most importantly, it is a state-of-the-art tool for assessing the potential impact of policy choices, not only on the educational sector, but on other critical social and economic sectors as well."

The main objective behind the construction of the database was to create a simple, easy-to-use tool for comparing gender-access information across countries, facilitating the posing of relevant research questions by researchers and assisting policy-makers in evaluating gender-access policy options.

Data compiled by GENDER suggest that countries in which women have high access to education spend a greater proportion of their gross national product (GNP)

on their educational systems than do countries with low access. Those high-access countries put a greater priority on primary as compared to secondary or higher education than do low-access countries. The same is true of countries in which the disparity in levels of education between men and women is low in relation to countries with high levels of educational disparity.

Countries with high female education rates have a larger GNP per capita, a lower fertility rate and a lower rate of infant mortality than do countries with low rates. And those high-access countries that also have low rates of disparity between the education levels of men and women have lower infant mortality rates than do countries with high disparity.

At the seminar, participants discussed policy and strategy implications of the data. Policies identified to improve female access to education include linking education with oral rehydration therapy and other sectoral projects; emphasizing policy dialogue with host governments; expanding community involvement in education; and exploring non-formal education and flexible scheduling.

Copies of the final report of the WID/BRIDGES project will be sent to all missions in late fall. The GENDER database and its software also will be available to all missions on request. For Washington-based staff, a training seminar in the use of GENDER will be held later this month.

—Laura Raney



Education holds the potential for breaking the syndrome of excluding women from development activities.

Woodcarving Venture: An Export Success

WThe woodworking skills passed down through generations of farmers in Central Java—and the unique crop the farmers harvest—are the focus of an Agency-sponsored private sector project to expand the scope of Indonesia's export markets.

"The Bureau for Asia and Near East (ANE) is committed to promoting private sector initiatives," says Assistant Administrator Julia Chang Bloch.

"Indonesia's growing Puspeta Cooperative provides an excellent example of private sector development made possible through collaboration between government, private voluntary organizations and the desire of the Indonesian people to succeed."

Unlike most traditional farm communities, Central Java's primary crop is the Swietenia mahogany tree, brought to the island in the 17th century by Dutch colonials. Java, along with Cuba and Honduras, supplied the mahogany used by the great European furniture makers of the 18th and 19th centuries. Now rare in most parts of the world, Swietenia mahogany trees remain relatively abundant in Indonesia.

In 1981, USAID began to explore job opportunities for the farmers of Central Java as part of a \$2.7 million technical assistance program. The government of Indonesia, which had committed \$6 million in Title I funds to the program, was seeking ways to expand Java's small woodcarving trade and to become more competitive in the world market. The

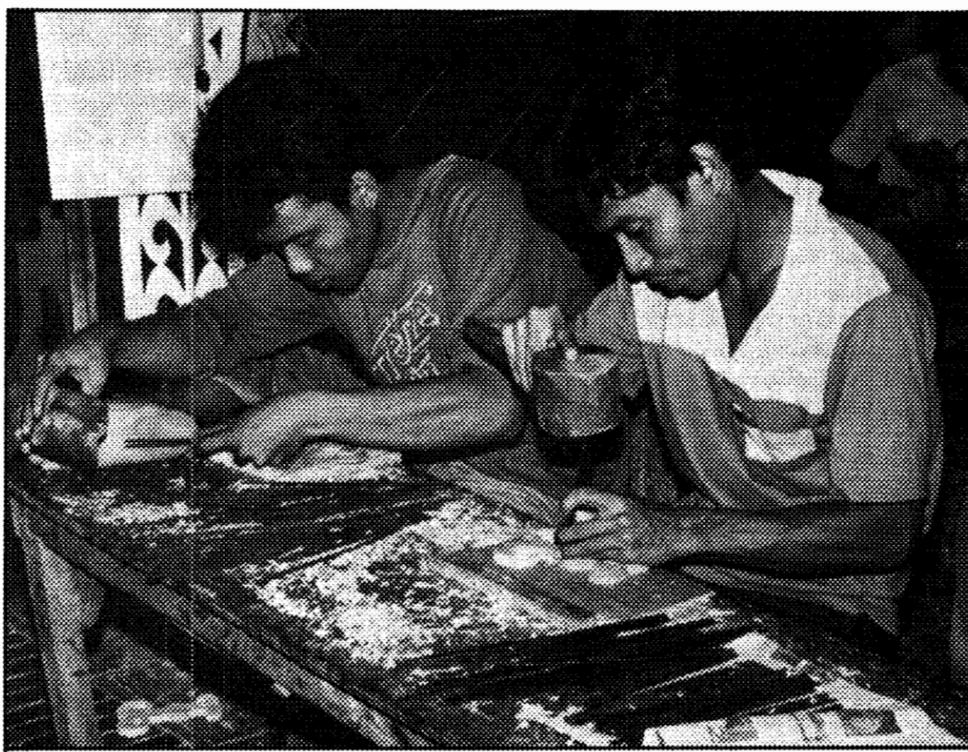
region's unique commodity and the extraordinary artistic skills of the local farmers would provide the vehicle for an expanded export base while providing employment and income.

"Whenever possible, USAID tries to match local talents and skills with potential income-generating projects," says Michael Feldstein, ANE's Indonesia desk officer. "The perfect complement of natural wood and natural talent made the Indonesian woodcarving venture an ideal example of a private sector project ripe for success."

After acquiring a failing furniture company in Jakarta, the Indonesian government asked the National Cooperative Business Association (NCBA), a U.S.-based private voluntary organization hired by USAID to work with the local farmers, to operate the company, which was relocated to Java.

NCBA sent Jim Tenbrink to oversee the management and daily operations of the business, which would manufacture reproductions of Georgian and Regency period furniture. Recruiting mostly local talent, Tenbrink consolidated the woodcarvers into the Puspeta Cooperative, situated in the corner of a livestock feed mill.

Despite its humble beginning, the cooperative has grown into a thriving business that today employs 250 of Indonesia's finest craftsmen. Under the guidance of one Dutch and two British cabinet-makers, the woodcarvers work with English jigs, or patterns, to construct handmade reproductions of about 150 classic designs of Chippendale, Hepplewhite,



Through collaboration between government and private voluntary organizations, Indonesians are expanding export opportunities by tapping a traditional talent in woodworking.

Sheraton and Adams furnishings.

Plywood and inferior timber are not permitted, not even for use on the bottoms or backs of drawers. The furniture is made with hand-made joints, not glue or dowels. Table pedestals and drawer corners are dovetailed. Handmade brass accessories are made by craftsmen in another Javanese town.

One of the few remaining sources of quality handmade reproductions in the world, the Puspeta Cooperative has captured the attention of the fine furniture market. The pieces, which range in price from \$500 to \$20,000, are sold through furniture dealers to

retail stores and private clients. Exports to the United States include canopy beds with corncob posts, breakfront cupboards, pedestal tables and signature chairs. A number of pieces were shown at the furniture trade show in High Point, N.C., last April.

Because each piece of furniture is handmade, Indonesia's wood-working project is not likely to become a major industry, but its export success sets an example for other countries interested in pursuing their own private sector projects.

—Irene Ricks

Technologies

From page 7

Such cross-fertilization—the exchanging and updating of ideas, employing more people while preserving the environment—demonstrates the strengths of regional programs in the Central American isthmus, says Duisberg.

The use of the new energy technologies does not limit itself to rural areas, he adds. The Alternative Energy Project has influenced Electrodomesticos de Honduras, S.A. (ELHSA), in Tegucigalpa, to use solar energy for drying wood in its wood products division for over two years now, demonstrating that the new technologies have a role to play in industry.

At ELHSA, the finest mahoganies, representing 15% of all wood production, are dried with a solar kiln designed by ICAITI. The sun's light passes through a transparent roof and falls to a black laminated metal. As the metal heats, electric fans circulate the heated air in the kiln.

In this way, a small solar kiln of 10 square meters can dry 2,000 feet of lumber in as little as 10



Workers of the Women of Acosta Association strain fruit by hand.

days. This is compared to the drying time of four to six weeks in the open-air method. Other systems, such as electric and gas kilns, also dry wood quickly, but with five to 10 times the cost to construct and operate.

ELHSA also stains or paints mahogany to make fine tables. Mahogany prepared in a solar dryer, having a low moisture level,

takes paint more readily and avoids damaging cracks, common losses in woodworking. The general manager, Salvador Burger, estimates that workers save 25% of their time when working with solar-dried mahogany.

"That's a significant increase in worker productivity," says Burger.

The solar kiln cost about \$2,000 to construct, and the investment was easily recovered in less than one year of operation. Through ROCAP's project, ICAITI provided the technical assistance necessary to build and operate the kiln.

According to Carlos Hasbun, production manager at ELHSA, two other companies have their own solar kilns and another two have just initiated feasibility studies. "I have gladly recommended the solar kiln to people I know in other companies," he says. "Good friends often share good ideas." To date, over 20 ICAITI-designed solar lumber kilns have been constructed in the region.

In bringing new energy technologies to the medium-size industry, the project has met an important objective. ELHSA wood products division is saving money and time.

"Project activities must be need-responsive, not technology-driven," comments Ivan Azurdia of ICAITI's division of technical-industrial services. "This simple advice is profoundly useful."

The project took the time to match people's needs with an appropriate technology. Through follow up meetings they could modify and adapt the technology, making it their own.

"The success of the user of alternative energy technologies is the success of the project," says Hogan. "If the small marmalade maker, the salt farmer or the wood producer could not take advantage of the technology, great plans and designs would have remained ideas on paper."

After seven years of promoting alternative energy sources in the region, the ROCAP-funded project officially ended in December 1987. However, Duisberg pointed out that the seeds have been planted, and the project's impact in Central America will grow for many years to come.

Zappa is the regional development communications specialist at ROCAP.

MOVED ON

Victor Bartlett, M/SER/IRM/TS
 Sania Bell, ANE/EE
 Angelique Berry, ANE/TR/ENR
 Michelle Berteit, OFDA/AE
 Verlene Brown, COMP/CS/R
 Louis Paul Cardona, COMP/CS/R
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 Allison Farwell, LAC/DR/RD
 Jacqueline Freeman, AFR/EA/KS
 Karen Gentry, COMP/CS/R
 Marea Hatzios, LAC/DR/EST
 Keith Holmes, PRE/I
 Richard Kimberly Jr., A/AID
 Michael Lofstrom, COMP/FS/LWOP
 Diana Marshall, COMP/CS/R
 Lataunya Matthews, S&T/AGR/RNRM
 Melanie Millhauser, S&T/AGR/RNRM
 Sandra Prather, GC/CCM
 Eric Raff, COMP/CS/R
 Jessica Shutt-Aine, COMP/CS/R
 Dawn Scott, COMP/CS/R
 Deborah Simons, COMP/CS/R
 Tonya Smith, COMP/CS/R
 Thelma Strickland, IG/RIG/A/W
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 Thomas Vanhare, FVA/PVC/IPS
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 Mary James, GC/LP, secretary typist
 Wilhelmina Johnson, ES, secretary stenographer
 Vercal Jones, ANE/TR/ARD/APA,

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 Maria Marigliano, LAC/EMS, management analyst
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 Scott Overall, GC/CCM, attorney advisor general
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 Cheryl Williams, M/SER/OP/WMS, contract specialist

REASSIGNED

E. Cecile Adams, El Salvador, supervisory financial management officer, to financial management office budget/accounting, LAC/CONT
 Gary Adams, LAC/DR/CEN, project development officer, to special projects officer, Pakistan
 Ellsworth Amundson, COMP/FS/LT/TRNG, supervisory regional development officer, to deputy mission director, Cameroon
 James Anderson, Indonesia, deputy mission director, to deputy director, LAC/DP
 Stafford Baker, AFR/PD/EA, project development officer, to supervisory project development officer, Kenya
 Anatole Bilecky, Pakistan, supervisory commodity management officer, to commodity management officer, M/SER/OP/COMS/O
 Dan Blumhagen, COMP/FS/ENTRY/T, health/population development officer, to population development officer, S&T/POP/FPS
 Timothy Bork, South Africa, mission director, to director, AFR/PD
 Dennis Brennan, SAA/S&T, deputy assistant administrator, to mission director, Mali
 Paula Bryan, Sudan, population development officer, to health/population development officer, ANE/TR/PHN
 Ross Coggins, COMP/FS/R/AIDW, Food for Peace officer, to director, AFR/ECO
 Thomas Cornell, LAC/CEN, program officer, to supervisory program officer, Dominican Republic
 Tully Robinson Cornick, COMP/FS/ENTRY/T, IDI (agricultural development) to agricultural development officer, Guatemala
 Philippe Darcy, RIG/A/II, supervisory auditor, to auditor, IG/PPO
 James Dunn, COMP/FS/LT/TRNG, agricultural economics officer, to supervisory agricultural development officer, Kenya
 Bruce Gatti, COMP/FS/ENTRY/T, executive officer, to supervisory executive officer, Kenya
 Edward Greeley, AFR/DP/PPE, supervisory program officer, to project development officer, Indonesia
 Timm Harris, ANE/PD/MNE, project development officer, to supervisory project development officer, Nepal
 Peter Howley, COMP/FS/R/AIDW, contract officer, to supervisory contract officer, M/SER/OP/O/LAC
 James Hradsky, AFR/PD/CCWA, supervisory project development officer, to project development officer, Indonesia
 Jerome Hulehan, COMP/FS/R/AIDW, regional development officer, to education development officer, ANE/TR/HR
 William Jeffers, REDSO, supervisory project development officer, to project development officer, ANE/PD/SA
 Gerald Johnston, COMP/FS/ENTRY/T, executive officer, to supervisory executive officer, Yemen
 Mary Kilgour, Liberia, mission director, to foreign affairs officer, AA/FVA
 James Manley, ANE/SA/PAC, international cooperation specialist, to program analyst, LAC/CAR
 Steven Mintz, AFR/EA, director, to deputy mission director, Thailand
 Robert Mowbray, LAC/DR/RD, agricultural development officer, to agricultural development officer forestry, Ecuador
 Tridib Mukherjee, ANE/TR/ARD/RSEA, agricultural economics officer, to Food for Peace officer, Bangladesh
 Thomas Nickle, Jordan, supervisory financial management officer, to financial management officer/management analyst, PFM/FM/LMD/LS
 Timothy O'Hare, Jamaica, agricultural development officer, to supervisory agricultural development officer, COMP/FS/R/AIDW
 Carol Peasley, AFR/PD, director, to mission director, Malawi
 Samuel Rea, Madagascar, AID

representative, to supervisory program officer, PPC/PB/CD
 Carolyn Redman, Indonesia, executive assistant, to secretary stenographer, PFM/PM/FSP
 Norman Rifkin, AFR/TR/E, supervisory human resources development officer, to supervisory education development officer, Indonesia
 John Saccheri, M/SER/OP/COMS, supervisory commodity management officer, to project development officer, Egypt
 Bastiaan Schouten, El Salvador, deputy mission director, to COMP/FS/LT/TRNG
 Richard Scott, COMP/FS, rural development officer, to agricultural development officer, COMP/FS/DS
 Alexander Shapleigh, Sri Lanka, supervisory private enterprise officer, to program officer, ANE/SA/B
 Mark Silverman, Peru, supervisory project development officer, to project development officer, LAC/DR/SA
 Carol Steele, AFR/CCWA/L, program officer, to supervisory program officer, Kenya
 Linda Tarpeh-Doe, Jamaica, financial management officer/financial analyst, to financial management officer, budget/accounting, PFM/FM/ASD
 Shelley Ann Trifone, COMP/FS/ENTRY/T, secretary stenographer, to secretary, AA/LAC
 Don Wadley, COMP/FS/DS, supervisory agricultural development officer, to supervisory rural development officer, Egypt

RETIRED

Charles Antholt, COMP/FS/R/AIDW, supervisory agricultural development officer, after 22 years
 Charles Buchanan Jr., AFR/PRE, private enterprise officer, after 25 years
 John Tin Wing Chau, AFR/PD/CCWA, financial analyst, after 19 years
 Donald Dembowski, PPC/CDIE/DI, program economics officer, after 26 years
 Hugh Dweley, COMP/FS/DS, AID representative, after 27 years
 Rodolphe Ellertbeck, Dominican Republic, supervisory program officer, after 26 years
 Lawrence Frazier, ES/CCS, administrative operations assistant, after 15 years
 Ault Nathanielsz, COMP/FS/R/AIDW, project development officer, after 18 years
 Bernice Reilly, PFM/PM/OD, personnel management specialist, after 5 years
 Annie Lee Rives, S&T/H, clerk typist, after 9 years
 Peter Romano, LAC/DP/PO, program analyst, after 18 years
 Shirley Truman, LAC/DP, secretary, after 28 years

Years of service are USAID only.

IG HOTLINE

Use the USAID Inspector General Hotline to report theft or misuse of Agency resources: (703)875-4999.

PSTC Guidelines Revised, Deadline Nears



The Office of the Science Advisor (SCI) recently announced a number of changes, ranging from revisions in the guidelines for the Program of Science and Technology Cooperation (PSTC) and the role of the National Academy of Sciences in the program to SCI's new office location and phone number.

In the PSTC program, six areas of investigation or "Research Modules" continue to be identified for special emphasis and priority funding, but the module descriptions have been slightly modified. The modules are under further review and may change in the future. However, it is anticipated that about \$1 million will be allocated in the current competition to each of the following research modules:

- *Biotechnology/Immunology* in human and/or animal systems, including recombinant microbiology (genetic engineering), monoclonal antibodies and related immunological techniques for better

"PSTC primarily supports the initial, innovative phase of research."

and more rapid diagnosis, immunotherapy, vaccine development, and new techniques for rapid epidemiological assessment and related health applications.

- *Plant Biotechnology*, including tissue culture research, somaclonal variation and recombinant microbiology to enhance food crops; improvement of drought tolerance and enhancement of resistance to disease, insecticides and/or herbicides, for example, through studies of gene expression, transfer and regulation.

- *Chemistry for World Food Needs*, particularly biochemical growth regulation in plants and animals, soil chemistry, soil-plant-animal relationships (biochemistry), innovative food chemistry, studies of natural pesticides from plants, biological nitrogen fixation and the chemistry of integrated aquaculture systems.

- *Biomass Resources and Conversion Technology*, emphasizing improved, renewable production and efficient use of woody biomass (especially fast-growing trees) and tropical grasses (including cane and bamboo) for fuels, fodder and higher value chemicals; new and simpler methods to identify economically useful biomass products and byproducts.

- *Biological Control* of (a) mosquito and snail vectors of human pathogens and (b) plant crop pests and pathogens, emphasizing ecologically acceptable interruption of disease transmission based on host-vector relationships, genetics,

biochemistry, immunology, natural predation and pathobiology.

- *Diversity of Biological Resources*, emphasizing innovative research on terrestrial and aquatic plant/animal/microbial species of economic promise for development. This includes new methods for identifying economically useful species and products, species for the restoration and optimization of habitat, ecosystem maintenance and productivity, and development of new molecular-genetic methods. Conventional breeding, taxonomic studies and distribution surveys are not normally funded.

SCI also occasionally supports selected innovative research proposals in the following areas ("Pre-Modules"):

- *Engineering Technology*—structural/materials research, mechanical engineering and electrical engineering, including low-cost information and computer technology.

- *Atmospheric, Marine and Earth Sciences*—meteorology, hydrology, geology, seismology, remote sensing for natural resource analysis, and the better use and preservation of coastal zones.

PSTC continues to seek new ideas for research through organized observation in an experimental setting (laboratory or field). Innovative ideas that eventually will lead to solutions to serious problems in developing countries are given highest priority.

As an experimental program that probes the frontiers of several areas of science, PSTC primarily supports the initial, innovative phase of research, most often for four to five years. For the entire length of the project, grants range from a few thousand dollars to a maximum of \$150,000.

Preproposals, which should be two to three pages in length, may be submitted at any time, although only one formal review of preproposals is scheduled each year. *The next deadline for receipt of preproposals in Washington is Feb. 1.*

Developing country investigators should submit their preproposals to the Office of the Science Advisor through their local USAID mission or USAID affairs officer, allowing sufficient time for transmission (no later than Jan. 15).

U.S. and other non-developing country institutions are strongly encouraged to submit their preproposals directly from their developing country collaborators whenever possible.

In evaluating preproposals and in making final funding decisions, SCI continues to use four primary criteria: scientific merit/quality; relevance to international development; innovation; and potential to enhance the capacity of developing countries to conduct innovative research.

SCI also has negotiated a new cooperative agreement with the National Academy of Sciences. The

NAS Board on Science and Technology for International Development (BOSTID) will provide assistance to PSTC researchers, convene meetings, advise on research topics and projects, and issue study reports on selected research opportunities related to development.

For further information on BOSTID, contact John Hurley, Board on Science and Technology for International Development, NAS, 2101 Constitution Avenue N.W., Washington, D.C. 20418.

NAS, which previously made research grants in the areas of

grain amaranth, biological nitrogen fixation, fast-growing trees, mosquito vector field studies, rapid epidemiological assessment and causes of acute respiratory diseases in children, no longer funds such research. These subject areas are being selectively included in the six PSTC research modules described above.

For more information about PSTC, contact the nearest USAID mission or SCI at its new location in room 320, SA-18, Washington, D.C. 20523-1818, (703)875-4444.

—John Daly

President Reagan Names Three to BIFAD Board



Two academics and a governmental affairs consultant have been named by President Reagan to the Board for International Food and Agricultural Development (BIFAD).

Wendell Rayburn, president of Lincoln University in Jefferson City, Mo., will serve a one-year term on the board. Before joining the university, Rayburn was president of Savannah State College and also has served as dean of University College at the University of Louisville.

Gwendolyn King, executive vice president of the governmental affairs consulting firm of Gogol and Associates, was appointed to a

four-year term. King has held a number of posts in state and federal government and in 1986 was appointed director of the White House Office of Intergovernmental Affairs. She also served as director of the White House Task Force on Puerto Rico.

Dean and Director of the College of Agricultural and Life Sciences of the University of Wisconsin Leona Walsh was reappointed to BIFAD and will serve until 1992. A former chairman of the department of soil science, Walsh has been associated with the University of Wisconsin since 1959. He has been a consultant for USAID and the Rockefeller Foundation in a number of countries, including Egypt, Brazil and Indonesia.

Discrimination Investigations Require Full Cooperation



The Privacy Act is designed to govern the dissemination of personal information about federal employees. To maintain confidentiality, the act requires that an employee's consent usually be obtained before his or her records are disclosed.

However, during the administrative or judicial processing of an employment discrimination complaint under Title VII of the Civil Rights Act, such consent is not required.

Equal Employment Opportunity Commission complaint processing regulations direct that the Agency authorize investigators to examine all aspects of discrimination complaints and also require that employees fully cooperate in such investigations.

Under complaint processing regulations, investigators generally are provided access to any personnel record that contains relevant information. But only information that is necessary to accomplish the

purpose of the investigation can be contained in the formal investigation file. This is consistent with the Privacy Act, which allows for the release of employee information to accomplish "statutory or executive ordered goals" without the employee's written consent.

The Privacy Act also stipulates that officers or employees may be given access to personnel records if the information is needed in the performance of their duties. In accordance with this provision, records are made available to Agency officials who must take action or make decisions at the informal or formal stage of a discrimination complaint.

While all material contained in a formal investigation file can be shown to interested parties of a particular case, discretion is used in the disclosure of sensitive information and in making the file available to individuals involved in the complaint.

—Voncile Willingham