DEPARTMENT OF STATE
AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D. C. 20523

OFFICE OF
THE ADMINISTRATOR

A.I.D. TRANSITION BRIEFING BOOK

INTRODUCTION

This book is designed to provide a general orientation on the U.S. foreign assistance program and the Agency for International Development (A.I.D.) which administers the program. It is expressly written for a new A.I.D. Administrator and his new executive staff.

We have purposely kept the book short. There is just so much that can be covered -- and absorbed -- in a document of this kind. We have tried to make the book readable to someone relatively new to the aid program by avoiding the jargon that only the Agency's "old hands" understand. Above all, we have tried to keep the book as factual and unbiased as possible . . . to tell it as it is, rather than present the opinions of the present staff on the important issues confronting the Agency.

In doing so, we have consciously omitted many of the details and nuances that can only be gained by working in and with the aid

program. No attempt was made, for example, to describe each U.S. country assistance program. The bureaus responsible for individual country programs are prepared to give the new Administrator detailed briefings on their areas.

Section VIII does, however, contain a chronology of the major issues or problems which the new Administration faces in the foreign aid area in its first 90 days. The chronology assumes -- as it must -- that the A.I.D. program will continue essentially as it is for the foreseeable future.

Most of the issues and problems which have been flagged are of an operational nature -- a loan that has to be approved for a specific country, the content of new A.I.D. legislation, a position to be taken at an international meeting. Action papers on all these matters are being prepared by the responsible bureaus and offices, and will be forwarded to the new Administrator as soon as they are ready.

James M. Kearns
A.I.D. Transition Officer

TRANSITION
November 6, 1968

TRANSITION BRIEFING PAPERS

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-- very brief summaries of the Food for Peace Act (PL 480); legislation concerning the various international financial institutions; the Foreign Military Sales Act; the Export-Import Bank, and several others.

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I. THE A.I.D. PROGRAM

A. U.S. FOREIGN ASSISTANCE

History

The U.S. foreign assistance program dates back to the end of World War II. The Truman Doctrine brought aid first to Greece and Turkey in 1947. The reconstruction efforts of the Marshall Plan were quite successful--in restoring economic strength in Europe, in maintaining internal security, and in preventing external aggression.

As the Cold War battlefront shifted--as newly independent, but poorly developed countries emerged in the former colonial areas of the world--the focus of U.S. assistance programs also shifted to the less developed world of Asia and Africa.

Latin America received some U.S. assistance as early as the mid-forties. But that region--though of major political importance because of its geographical location and historical ties to the U.S.--did not receive special emphasis until the formation of the Alliance for Progress in 1961.

Thus the principal emphasis of U.S. assistance programs moved gradually from reconstruction (Europe) through defensive alliances (NATO, SEATO, CENTO, Rio Pact) to development (India, Pakistan, Latin America, and, to a lesser extent, Africa).

Underlying Premises of U.S. Aid

The two basic premises underlying the U.S. foreign assistance program have been and still are that:

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-- American security and growth are directly related to the progress of other countries toward economic viability and the capacity to be politically independent;

-- The U.S. can effectively assist other countries in becoming independent and self-supporting.

But the definition of what affects the security of the United States, and how, has varied from time to time, and from country to country. Where the relationship is especially close or critical to our security interests -- Korea, the Dominican Republic -- the volume and kind of U.S. aid have differed from those countries like India where the primary U.S. objective is long-term.

Elements of Foreign Assistance

In broad terms, U.S. foreign economic assistance is the total net flow of developmental resources -- official and private -- to the underdeveloped countries. This flow has recently been averaging (1963 through 1967) approximately $5 billion a year 1/ -- about 0.75% of the Gross National Product. It consists of about $1.5 billion from private investment sources and $3.5 billion from U.S. Government sources.

1/ Disbursements under DAC definitions calendar years 1963 through 1967.

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The U.S. Government contribution is made up -- in terms of recent average amounts -- of about $2 billion in loans and grants authorized by the Foreign Assistance Act of 1961; about $1.2 billion in food aid under Public Law 480; and the remainder in contributions to multilateral agencies (World Bank, United Nations, etc.); U.S. Export-Import Bank loans; Peace Corps expenditures; and several other smaller programs.

All of the elements of this flow of resources work in one way or another to help the underdeveloped countries conquer the problems of poverty, disease, illiteracy, and inadequate internal security. Given their infinite needs and the startling complexity of the process of development, no single program, no single technique of assistance could possibly do the job that needs to be done.

But in terms of U.S. foreign policy and the direct action of the United States in helping the poorer nations with their problems of development, the key tools are economic aid (loans and grants authorized by the Foreign Assistance Act of 1961) and food aid (under Public Law 480 of 1954), and major attention will be given to these programs in this paper.

Current Assistance Levels

From Fiscal Year 1949 through 1968, economic aid in the amount of $46 billion and food aid of an additional $19 billion has been provided by the United States.

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During the Kennedy and Johnson Administrations, Congressional appropriations for economic aid have declined by about $250 - $300 million a year -- except for a temporary jump when Vietnam costs rose in 1966. Recent economic and food appropriations were: (In Billions)

	1967	1968	1969
Foreign Assistance Act Economic Aid - appropriations	$2.1	$1.9	$1.4
Public Law 480 Food Aid - commitments	1.2	1.5	1.5
Total	$3.3	$3.4	$2.9

The FY 1969 economic aid appropriation of just $1.4 billion was the lowest in history. It represents about one-sixth of one per cent of the estimated current GNP and 0.8% of the Government budget, and contrasts with comparable figures in the early Marshall Plan period of 2.1% and 11.5%, respectively.

Where does foreign aid go?

Economic aid is highly concentrated by geographic region and country. In FY 1968, just 15 countries received 84% of the $1.9 billion committed for country and regional assistance. Of this amount, more than 25% of the total -- $500 million -- went to Vietnam, Thailand, and Laos in support of the war effort in that region. The remaining $1.4 billion was distributed among those countries with the best prospects for development progress or of the greatest political or military significance to the United States (in some cases the three reasons coincide). Major recipients were:

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--($ In Millions)

India ($301)	Korea ($75)	Indonesia ($36)
Brazil ($193)	Turkey ($72)	Nicaragua ($25)
Pakistan ($132)	Chile ($58)	Nigeria ($21)
Colombia ($78)	Dom. Republic ($43)	Panama ($20)

In general terms, the distribution of food aid follows a similar pattern of heavy concentration in the countries of major interest to the United States. An attachment indicates the major recipients of economic and food aid in recent years. More detailed information on the assistance program in each region and major country appears in Section B below.

The Assistance Process

It's always tempting to describe the foreign assistance program in terms of worldwide categories linked to such matters as the Communist threat, the military security of the United States, "pure" economic development, "pure" diplomatic relations, or other abstractions. But such attempts usually fall flat. Foreign assistance by itself cannot attain any of those objectives. It is not the instrument of U.S. foreign policy, but one of many tools available to the United States.

To talk meaningfully about U.S. foreign assistance, it is necessary to talk about it in terms of a specific country or, on occasion, several countries. What is the United States interest in that country? Does it need economic or food aid? Does it want American aid? Can it use the aid effectively in coordination with its own resources? Should it receive loans or grants, technical assistance, or commodities? And so on down a long list.

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There are, of course, general principles under which economic and food assistance are given -- an insistence upon self-help; emphasis on agricultural development, population control and education; greater participation of the private sector in the economic process; and several others.

But all of these principles need to be translated into the specifics of a particular country. We attempt to maximize self-help -- the country's own contribution to its own development -- but certainly our firmness must be different in Vietnam as compared with India, and Laos obviously has a lesser capability of helping itself than Turkey does. Not all less developed countries have a serious population or food problem. Some countries need gentler handling than others when the United States pushes for more private enterprise participation.

All of this comes down to what is probably the most single important aspect of the present administration of U.S. foreign assistance -- that is, its country programming orientation.

Prior to 1961, foreign assistance focused its attention on isolated projects. Separate agencies were responsible for carrying out separate types of projects -- capital projects for road, dam, and factory construction by the Development Loan Fund; technical assistance projects in agriculture, health, industry, and every other field by the International Cooperation Administration; and food aid projects by several agencies. Among these agencies and often, within, foreign assistance lacked effective coordination

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and overall foreign policy direction.

In 1961, President Kennedy made significant changes in the foreign assistance program, including a new bill, a new agency, and a new rhetoric. But the most fundamental and important change made at that time was to put foreign assistance on a country programming basis under the policy direction of the Secretary of State. The Agency for International Development (A.I.D.) -- an autonomous unit of the State Department reporting to the Secretary -- was created and charged with administering economic aid; coordinating food aid; and assuring that both were coordinated with the aid of the Export-Import Bank, the multilateral agencies, and other donor nations.

Under A.I.D., the program formulation process starts at the country level. It proceeds from an analysis of the U.S. foreign policy interest in the country and the need of the country for external assistance, and the nature of specific kinds of assistance needed, the resources the country has available, and what other donors plan to do in that country. After this analysis is finished, a total country plan is put together and the amount, kind, and nature of U.S. economic and food aid is determined within a framework of total needs and total available resources.

An increasingly sophisticated country programming process and a series of increasingly effective coordinating mechanisms within the State Department, within the Federal Government, and among the international agencies and other donors have convinced most people that regardless of what form a foreign aid program might take under a new administration, the essential features of country programming and

overall State Department direction should be preserved intact.

Foreign Assistance - Success or Failure

U.S. foreign policy objectives are many and diverse, both short and long term. Whether foreign assistance serves U.S. objectives well is a frequently asked and often poorly answered question.

The effectiveness of foreign assistance cannot be measured against all our foreign policy objectives because many cannot be - and are not intended to be - influenced by foreign aid. Generally, aid is not a suitable tool to influence political decisions permanently; nor does it buy friends, votes, automatic acceptance of U.S. suggestions, or democratic or even stable governments. It cannot do these things, and to the extent we expect it to do them we shall be frustrated. Aid tries to create the capacity for independence, and sometimes that means independence from the U.S. as well.

Change in every aspect of human endeavor is a fact of life. The developing nations are changing -- for better and worse -- and will continue to change whether or not the United States is on the scene. It is in the U.S. interest to see that the changes are as peaceful and constructive as possible and contribute to the development of a community of free and properous nations. For if the change were violent and destructive, it would affect not only our status in the world, our ability to influence events, but the evolution of

our own society. In addition to our national interest, foreign assistance also discharges a moral obligation -- the obligation of a rich nation and the leader of the free world to assist the development of those who are very much poorer than we. The aid program is America's effort to assist the developing nations with their development problem, provided that such assistance is, in each specific case, in the foreign policy interests of the United States and provided the recipient country is doing what it can to help itself.

What Foreign Aid Can Do

Excluding those countries now in actual combat (Vietnam, Laos, Thailand) -- which have their separate problems, successes and failures -- a case can be made that:

- -- development assistance can and does help (in Korea, Greece, Iran, Israel, Brazil, India, Turkey, Pakistan, Taiwan);
- -- the U.S., through its aid program, can be a major factor influencing the rate and composition of the development of such countries;
- -- other developed countries will share the burden equitably;
- -- people in the developing countries are prepared to help themselves;

-- it is possible to define with increasing care and precision development objectives and what it takes to achieve them; and, consequently, that

-- it is possible to terminate aid programs when their objectives have been achieved.

Recent Improvements in the Assistance Program

In the last several years we have applied the lessons of earlier programs and have focused attention and money on food production and population control. One of the lessons learned -- and dramatized by droughts in 1965 and 1966 -- is the importance of the world food problem and the fact that extraordinary measures will be necessary to stave off major starvation and malnutrition in the next decades.

There has also been progress in the administration of the A.I.D. program. The integration of technical and capital assistance in the 1961 reorganization was but a first step toward orchestrating various economic and food aid programs. At the same time, by focusing on "country programming rather than isolated projects," we increased the leverage of U.S. assistance by requiring recipients to make changes not only in policies related to U.S.-financed projects but, when necessary, in broad monetary, fiscal or foreign exchange policies if these were impeding development. In addition, U.S. assistance has become concentrated in a few countries where substantial aid promised substantial results; the direct balance of payments effects of the A.I.D. program, excluding Vietnam, have been reduced to almost zero;

and financial controls have been improved. And we have emphasized the need for U.S. private investment in the developing countries by a major program of investment incentives -- risk insurance and cost sharing -- which has been well received by the U.S. business community.

Nor does the U.S. stand alone in its efforts to assist the developing countries. We have succeeded in establishing criteria for the amount of aid countries should give and the terms on which it should be given, and recently the United States has been successful in getting other nations to share with us the burden of providing foodgrains to the developing countries. Unfortunately our persuasiveness internationally has not been matched domestically and each year's Congressional action moves the U.S. further away from the criteria we helped to establish.

Foreign Assistance Lacks Domestic Support

Foreign aid has experienced a steady decline in domestic, political and public support. Funds to expand successful programs and undertake new ones have been inadequate for the last several years and we end this period with funds for fiscal year 1969 inadequate even to sustain successful programs in the major countries.

The rationale for aid has been a difficult concept to communicate, both to the Congress and to the public, particularly in a period of growing domestic problems and interest in more limited overseas involvement.

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Congress, for one, has not accepted the view that long-term development assistance, free of all but the broadest political criteria, is in the long-term interest of the U.S.

Significantly, appropriations for development loans, the major development financing category, have declined substantially. As acute political problems arise with an aid recipient, occasionally inimical to U.S. interests, the short-run difficulties tend to obscure but only sometimes invalidate, our longer term objectives.

Why So Little Support?

Misleading Expectations. The success of the Marshall Plan has bedeviled the aid program ever since. Many have failed to understand the difference between the Marshall Plan--which provided plant and equipment for sophisticated, industrially oriented societies--and current aid efforts to assist pre-industrial countries which lack trained manpower, commercial backgrounds and a real sense of nationhood. As a result, an entirely unrealistic assessment of the time required to do the job emerged, and no one was prepared to conceive of the efforts as one requiring decades.

False Hopes. Early aid programs were specifically designed to counter Communism and to strengthen, or develop, allies. In this context criteria about aid eligibility emerged in Congressional and public thinking--support in the U.N., support of our foreign policies--which were not applicable when the emphasis shifted to development. Major assistance to abrasive neutrals--such as India

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and the U.A.R.--was taken as evidence that the aid program had failed. Moreover, the aid program was expected to cure each international problem, from seizure of fishing boats to trade with Cuba. Obviously it could not. Also, the heritage of the Marshall Plan tended to link aid with the support of democratic governments. But at times the aid program serves to bolster dictatorships, not committed to progressive change, for political reasons. However, there are also important aid programs in non-democratically controlled countries (e.g., Pakistan) which support development but also an increasing popular, responsible participation in the political process. Aid serves a number of separate purposes and, in most countries, the purposes are mixed. But often friend and foe alike will try to evaluate the entire program in terms of but one purpose with the result being a conclusion that aid simply doesn't work.

High Risks. Explanations of the aid programs over the years have not conditioned Congress or the public to the fact that development is a high risk business. Development in the West, including the growth of the many needed institutions, was a slow process attended by costly mistakes. Attempting to accelerate the process of growth makes the risks even greater. Aside from economic uncertainties and miscalculations, the political situation in many developing countries is volatile and growth is often attended by disturbances which

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create additional risks for development objectives.

Administrative Deficiencies. Unquestionably there have been administrative shortcomings in the foreign aid agencies. Frequent organizational changes, changing objectives, emphasis on Congressional presentations and the fiscal year cycle, outright scandals -- all contributed to poor decisions and, in some periods, to the inability to attract competent personnel. While the wrong choices have been a small part of the total, they were frequently publicized by the critics as representative.

Problems of the U.S. Economy. There has been an increasing preoccupation with the domestic problems of the U.S. economy and society and occasionally these valid concerns are expressed in extreme ways in relation to the aid program. These include the U.S. balance of payments problems, the urban riots, and the dissent over Vietnam. Given this background, it is becoming increasingly difficult to convince the public and the Congress that development problems overseas are also important to the United States.

FY 1970 Budget Problems and Prospects

The FY 1968 and 1969 appropriations for economic assistance -- just under $1.9 and $1.4 billion, respectively--were the lowest figures in the history of the aid program. They represent considerable reductions from the comparable figures for FY 1966 and 1967 of $2.5 and $2.1 billion, respectively.

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The impact of recent cuts on the growth of the major developing countries has been somewhat masked by a serious effort to live off the pipeline of previous years assistance; by special internal conditions in such major countries as India, Vietnam, Peru, and Nigeria, which have reduced the need for new funds; and by the relatively slow impact of appropriation cuts on expenditures because of the long period required for implementation of most A.I.D. activities.

There has been, however, a very serious impact on the effectiveness of the program.

Reduced funds for A.I.D., together with delayed replenishment of the lending resources of the International Development Association (IDA), have led to considerable doubt abroad as to whether resources will be made available in sufficient measure to capitalize on the development gains already achieved, particularly in food production. In Latin America the appropriation cuts in the Alliance for Progress have been interpreted in some quarters as a retreat by the U.S. from its involvement in the Alliance.

In South Asia, both India and Pakistan have reacted to the reduced Congressional appropriation by maintaining cautious fiscal and investment goals, slowing imports of fertilizer, and reconsidering measures of economic liberalization enacted over the past few years. In Africa, doubts are expressed about the seriousness of the announced U.S. policy of supporting regional cooperation for development there.

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/with the major countries of South Asia, preserve the U.S. stance within the Alliance for Progress, maintain U.S. security commitments in Southeast Asia and the Middle East, and carry forward modest development cooperation with the new African nations./

/The level of food aid for 1968 and 1969 and the proposed level for FY 1970 remain at a fairly constant level, $1.5, $1.5, and $1.3, billion respectively./

The Agency argued that inclusion in the President's budget of this request, which has been built up from carefully screened country and regional programs, will give the new administration latitude to choose between three policy options.

1. To ask the Congress to appropriate what is needed, sticking with the present organization and programs pending thorough study;
2. To redesign the aid organization and program emphases, with freedom to adjust the mix of bilateral, multilateral, public and private assistance programs;
3. To cut back the program as a deliberate reordering of foreign policy priorities.

/The President's Budget contains a request for slightly less than $2.35 billion NOA for A.I.D. This was $52 million less than the Agency's request to the Budget Bureau./

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B. ECONOMIC A.I.D. - BY REGION AND COUNTRY - IN MILLIONS OF DOLLARS

This chart shows gross commitments by A.I.D. during the past two years, the current fiscal year, and the A.I.D. Budget Request for FY 1970. Gross commitments included the Agency's annual appropriation-new obligating authority with funds carried over from the prior year--plus interest and principal repayments on loans, and recoveries of prior years' obligations, as well as reimbursements from other Agencies. Because of rounding, some of the detail figures may not add exactly to the totals.

	Fiscal Years			
	1967 Actual	1968 Actual	1969 Operational Year Budget	1970 BOB Request
Grand Total	$2,415.4	$2,172.8	$1,773.5	$2,571.9
Near East & South Asia	572.5	532.9	351.5	679.1
India	211.7	300.9	209.9	455.9
Pakistan	136.6	132.2	80.6	172.6
Turkey	139.5	72.2	44.1	64.2
Afghanistan	25.3	8.6	8.0	6.9
Ceylon	7.5	-	-	5.0
Regional and CENTO	1.6	4.3	4.4	5.3
Other	50.4	14.7	4.7	4.2
Latin America a/	572.3	532.1	412.7	648.4
Brazil	213.8	193.0	117.5	215.5
Chile	15.5	57.9	53.1	103.2
Colombia	104.7	77.5	71.1	80.0
Bolivia	15.5	8.6	11.7	20.3
Central America	65.4	67.0	62.4	66.6
Dominican Republic	53.7	43.5	14.7	20.7
Ecuador	3.9	3.6	5.8	9.8
Guyana	9.4	8.3	13.9	7.4
Panama	35.2	19.6	3.5	20.6
Paraguay	4.1	2.7	8.4	7.2
Peru	22.6	5.4	4.9	5.7
Uruguay	2.7	16.3	1.7	11.2
Regional Programs	15.0	21.4	38.8	76.7
Other	10.9	7.4	5.3	3.3
Vietnam a/	494.6	398.2	320.0	430.0
East Asia	276.2	239.7	214.0	239.8
Indonesia	31.1	35.8	56.6	66.5
Korea	114.7	75.2	45.8	49.8
Laos	56.5	62.9	50.5	48.2
Philippines	11.3	9.1	6.9	6.9
Thailand	53.3	46.7	35.8	50.2
Burma	0.2	0.2	0.2	-
Regional Projects	9.2	9.7	18.2	18.2
Africa	203.0	156.7	130.1	185.3
Africa Regional	29.6	30.4	34.9	54.8
East Africa	15.1	10.4	12.0	17.1
Ghana	24.0	16.8	6.9	17.6
Tunisia	25.6	13.0	15.7	15.0
Morocco	3.9	14.9	7.1	15.1
Ethiopia	13.6	6.9	6.7	13.1
Liberia	7.3	5.6	10.3	5.4
Nigeria	21.5	21.3	17.4	31.6
Congo (K)	20.3	16.1	6.0	11.0
Other	42.0	21.2	13.1	4.6
Non-Regional	296.8	313.0	345.2	389.4

a/ Excludes Interregional Contribution included in "non-Regional" below.

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FOOD FOR FREEDOM (PL 480) - REGIONS AND PRINCIPAL COUNTRIES a/
(Millions of Dollars)

	Fiscal Years			
	1967	1968	1969 (Estimate)	1970 (Request)
TOTAL	1,266	1,458	1,543	1,297 - 1,337
Near East and South Asia	585	642	611	512
Ceylon	3	27	23	25
India	410	341	409	356
Pakistan	115	175	98	70
Turkey	8	13	18	8
All Other	50	86	62	52
Latin America	69	221	201	159
Brazil	22	91	75	48
Chile	8	26	35	24
Colombia	15	22	13	29
Dominican Republic	4	21	16	12
Uruguay	1	25	6	2
All Other	19	36	56	44
Vietnam	162	166	199	165 - 205
East Asia	147	217	296	229
China, Republic of	5	27	18	19
Indonesia	28	60	138	127
Korea	75	120	123	71
Philippines	30	6	10	5
All Other	9	4	7	7
Africa	176	152	133	131
Congo (Kinshasa)	21	18	14	13
Ghana	10	17	26	21
Morocco	42	68	24	38
Tunisia	35	36	27	24
All Other	68	13	43	35
Non-regional	127	60	103	102

NOTE: Detail may not add to totals due to rounding.

a/ Data include both Title I sales agreements (at market prices) and Title II donations authorized (at Commodity Credit Corporation prices). Sales agreements data include amounts planned for "country use" and "U.S. use" (for explanation see Section I.C.)

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CONFIDENTIAL - FY 69 AND FY 70 DATA

NEAR EAST A.I.D. PROGRAM
(In Millions of U.S. Dollars)

	Cumulative Obligations 6/30/66 a/	FY 1967	FY 1968	Oper. Year Budget FY 1969	Proposed FY 1970
AFGHANISTAN	188.2	25.3	8.6	8.0	6.9
Loans	27.6	17.0	0.7	-	-
Grants	160.6	8.3	7.9	8.0	6.9
CEYLON	29.5	7.5	-	-	5.0
Loans	13.2	7.5	-	-	5.0
Grants	16.3	-	-	-	-
INDIA	2794.4	211.7	300.9	209.9	420.9
Loans	2400.3	203.3	287.7	194.0	405.0
Grants	394.1	8.4	13.2	15.9	15.9
ISRAEL	513.4	5.5	-	-	-
Loans	235.4	5.5	-	-	-
Grants	278.0	-	-	-	-
JORDAN	436.2	37.7	12.2	1.6	1.6
Loans	12.0	1.8	-	-	-
Grants	424.2	35.9	12.2	1.6	1.6
NEPAL	40.9	3.4	2.4	3.1	2.6
Loans	1.3	-	-	-	-
Grants	39.6	3.4	2.4	3.1	2.6
PAKISTAN	1844.0	136.6	132.2	80.6	172.6
Loans	1199.3	130.4	125.2	71.0	165.0
Grants	644.7	6.2	7.0	9.6	7.6
TURKEY	1741.0	139.5	72.2	44.1	64.2
Loans	799.3	134.9	68.0	40.0	60.0
Grants	941.7	4.6	4.2	4.1	4.2
REGIONAL & CENTO	143.5	1.6	4.3	4.4	5.3
Loans	36.6	-	-	-	-
Grants	106.9	1.6	4.3	4.4	5.3
OTHER	809.5	3.7	0.1	-	-
Loans	326.2	-	-	-	-
Grants	483.3	3.7	0.1	-	-
TOTAL	8540.6	572.5	532.9	351.5	679.1
Loans	5051.2	500.4	481.6	305.0	635.0
Grants	3489.4	72.1	51.3	46.5	44.1

a/ Cumulative obligations 6/30/66 are on a net basis. Obligations for all subsequent years, FY 67 - FY 70, are on a gross basis, i.e., do not reflect recoveries.

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* A.I.D. PROGRAMS IN THE NEAR EAST/SOUTH ASIA (NESA)

The United States, as a matter of policy, has extended aid to those NESA countries which:

-- Are considered important to the United States.

-- Need external aid to carry out their development programs.

-- Pursue satisfactory self-help policies.

Of the twenty-two independent nations in the region, the U.S. currently provides economic assistance to six -- India, Pakistan, Turkey, Afghanistan, Jordan, and Nepal. Ceylon receives only PL 480 assistance (although the U.S. provided development loans in the past and plans to again).

Five countries no longer require concessional economic assistance -- Israel, Iran Greece, Lebanon, and Cyprus. Programs were terminated in Iraq, Syria, Yemen, and U.A.R., either because of the poor environment for development work in those countries, or the poor state of their political relations with the U.S. Saudia Arabia, Kuwait, Muscat and Oman, South Yemen, Bhutan, and the Maldive Islands have never

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 No longer Free of Cave

received U.S. economic assistance. The oil rich Arab countries can afford to finance their own development.

The major programs are in India, Pakistan, and Turkey, where 95 percent of total assistance is concentrated. Over 90 percent of all aid is in the form of development loans -- all spent in the United States; the balance is in grants for the technical assistance program.

India, Pakistan, and Turkey actually finance most of their development programs from their own resources. Of the external assistance which they do receive, more than half comes from the international lending institutions and free world donor countries other than the U.S.

1. India

India has received more economic assistance from the U.S. than any other country in the world. Yet, Congressional and public understanding and support for a program of the size really needed to help India has been difficult to develop.

Politically independent, neutral India, which accepts aid from both the United States and USSR, too often gives the impression of being pro-Soviet and insensitive to U.S. interests in South East Asia or the Middle East. It also too often appears overwhelmed by its economic problems -- not the least of which results from its half-billion population, which continues to grow at an alarming rate.

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not factual
ignores political reality

Two recent years of drought, unprecedented in this century, with overtones of mass starvation, helped fix this image of a country that will never really achieve success in its development efforts.

This assessment ignores the many elements of political and economic strength which justify helping India become self-reliant, and realizing its potential as an Asian counterweight to mainland China. India remains the world's largest functioning democracy. It succeeded in transferring power peacefully twice after Nehru's death. Development is a national goal that has taken a major portion of India's own resources.

Much economic and social progress has been made since independence -- in creating an industrial base, in exploiting India's considerable natural resources, and in extending educational and health services. Finally, Indian Armed forces do represent an effective obstacle to Chinese expansion into the Subcontinent.

In the past three years - in response to pressure from the U.S. and the World Bank-led consortium - India has succeeded in creating a more effective policy framework for promoting development. New policies and priorities have stimulated a technological revolution in Indian agriculture. More and better fertilizer and new seeds promise food self-sufficiency by the early 1970's. A significant start has been made on a nation-wide family planning program. After the devaluation of 1966, India reduced stultifying government controls over

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imports, investment, and production decisions, and increased the role of free market forces to achieve a more efficient allocation of resources. When properly supplemented by appropriate incentives, decontrol should help India make better export progress, an area where its performance continues to lag.

However, the cut in A.I.D. loan availabilities this year and the failure to replenish the International Development Association (IDA), will make foreign exchange a critical bottleneck to continuing existing reform policies. Fertilizer imports have been cut back and licensing of imports for the private sector slowed.

In FY 1969 the U.S. plans to provide India a development loan of $190 million to finance fertilizer and imports of raw materials, spare parts, and components for private industry. There will also be a $15.6 million technical assistance program which concentrates on agriculture, education, and family planning.

Major U.S. assistance will be required for at least a decade more before India might be expected to continue its development without concessional aid. But prospects are favorable that India will one day be able to feed its people, pay for its own development, and become a stable source of free world strength in Asia.

2. Pakistan

By providing economic assistance, the U.S. encourages Pakistan to devote its energies to economic growth -- instead of its quarrels

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with India. Through a mutually beneficial relationship with Pakistan and India, the U.S. hopes to maintain an influential position in this vital part of the world.

The closeness that had characterized U.S.-Pakistan political relations began to change when the U.S. supplied arms to India following the Chinese attack in 1962. These relations were modified even more when the U.S. stopped supplying arms to Pakistan after the Indian-Pakistan War of 1965. Present U.S.-Pakistan relations can be characterized as "correct." But the change has not limited the U.S.'s effectiveness in influencing Pakistan's economic policies.

The U.S. is encouraged by the economic growth rate which Pakistan has achieved -- better than 5 percent annually over the past 8 years -- and by the emphasis being given to family planning, the impressive and continuing increase in exports, and the rapid adaptation of new techniques in agricultural production (which should bring foodgrain self-sufficiency by 1971).

Pakistan will require foreign assistance for at least another decade. But Pakistan's record is good and the United States' association with its program is close. It serves as an example for other less developed countries of what can be achieved when economic development is given high priority, and demonstrates the U.S.'s interest in the progress of other countries which are prepared to follow this route.

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U.S. assistance to Pakistan in the current fiscal year will include a $70 million program loan to finance fertilizer, pesticides, and import requirements for the private industry and $5 million for projects. The $8.4 million technical assistance program will concentrate on agriculture, public safety, and family planning.

3. Turkey

The U.S. retains a complex of political and military objectives in Turkey, which can best be achieved if Turkey creates a dynamic, competitive economy.

Turkey has made substantial economic progress since the revolution of 1960. In 1967, for example, GNP increased 6.6 percent, industrial production 13 percent, tax revenues 13.3 percent, and investment 7 percent. Domestic savings financed over 94 percent of gross investment.

At the same time, Turkey's balance of payments continued under pressure, partly because of import demand created by the economy's vigorous internal growth and inflationary pressures, but also because exports and remittances lagged, while an overvalued currency dampened export potential. It is in the foreign exchange area that major reform is still required.

During the coming months, the Turks will be subjected to considerable pressure by the IMF as it begins negotiating trade policy reforms in early January, 1969. The Turks are likely to strongly

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resist such reforms, particularly with an election scheduled by October, 1969.

U.S. assistance to Turkey has been sharply reduced from a level of $127 million in FY 1967, to a projected level of $40 million in FY 1969. While this reduction has increased the pressure on Turkey to make difficult exchange reform measures, it has also reduced the U.S.'s capacity to assist the Turks through a difficult transition state, if they should take the necessary reforms.

U.S. development loan assistance to Turkey is provided within the framework of an OECD Consortium. The U.S. has succeeded in shifting the assistance burden to the other members of the Consortium; they now provide better than 60 percent of the total.

4. Jordan

Prior to the Arab-Israeli War of June, 1967, assistance to Jordan took the form of budget support, technical assistance, development loans, and PL 480. Earlier doubts concerning Jordan's ultimate viability dissolved as Jordan's economy expanded. GNP had been increasing at 10 percent a year, foreign exchange earnings had been rising, and prospects were favorable for progressive elimination of concessional assistance.

As a result of the 1967 war, Jordan lost its West Bank, which provided 50 percent of total GNP. Its economic prospects were thus set back drastically, and its problems compounded by an influx of

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refugees who now comprise almost half of Jordan's East Bank population. With the country half occupied and hostilities continuing sporadically in the Jordan Valley, the GOJ remains heavily preoccupied with problems of survival and is giving little attention to economic development.

The A.I.D. present role is thus largely a holding action. The U.S. maintains a technical assistance program, PL 480 assistance, and emergency refugee aid to support King Hussein and the efforts of his government to resume an active development program.

Jordan is the recipient of large emergency assistance from oil rich Arab states. These funds, which are given in the context of enabling Jordan to survive its considerable war losses, speak for a greater development effort. The GOJ, however, regards this money as a reserve against continued hard times when its Arab brethren may be less generous, or not generous at all.

5. Afghanistan

The U.S. interest in Afghanistan is limited. It is intended to provide an alternative to the Afghan Government's exclusive reliance on the USSR for aid. But the U.S. has not tried to compete with the USSR, whose aid effort substantially exceeds its own.

At its present development stage, Afghanistan does not require, nor could it usefully absorb, large capital inputs. U.S. strategy is to exercise persuasion and leverage on the Afghan Government to improve

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its performance in four critical areas: balance of payments and mobilization of domestic resources, expansion of agricultural production, improvement of the educational structure, and provision of incentives to the private sector.

This strategy is carried out through a technical assistance program of about $7-8 million annually, supplemented by occasional dollar loans and loans of Pakistani rupees owned by the U.S.

6. Nepal

U.S. interest in Nepal is also limited. The strategy is to strengthen Nepal's capacity for self-help in ways which will encourage orderly socio-political change and contribute to economic growth.

A.I.D. inputs are directed to improving Nepalese performance in agriculture, manpower training, transportation and communication with outlying regions, and increased incentives for private sector industrial growth.

A.I.D. administers a limited technical assistance dollar program of $2-3 million a year, supplemented each year by about $8 million worth of Indian rupees owned by the U.S.

7. Ceylon

The U.S.'s objective in Ceylon is to strengthen the present government which -- though officially neutral -- has been generally sympathetic to the interests of the U.S. in South Asia.

Ceylon's economic development problems are pressing, but small

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enough to be manageable and susceptible to solution with moderate external assistance. U.S. aid inputs are related to annual external assistance requirements identified by a World Bank-sponsored Aid Group for Ceylon.

The annual U.S. contribution consists of a PL 480 sales program of about $15-25 million annually, supplemented on occasion by a dollar loan to finance imports of a development nature. The ability to meet part of Ceylon's large annual food import bill through PL 480 frees Ceylon's own foreign exchange for imports needed for its expanding agricultural production program and other development requirements.

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BUREAU FOR NEAR EAST AND SOUTH ASIA

Country	Type of Org.	Director/Deputy	FY 68 Program Economic Aid	(in $ Millions) PL-480 Aid
Afghanistan	Mission	Russell S. McClure (LV-IV) William A. Wolffer (R-1)	8.6	4.3
Ceylon	Del. Post	Victor Skiles (R-2) (None)	--	27.1
India	Mission	John P. Lewis (LV-III) John H. Funari (R-1)	300.9	339.1
Jordan	Mission	Arthur M. Handly (R-2) (Vacant)	12.2	3.9
Nepal	Mission	Carter Ide (R-1) James C. Flint (R-2)	2.4	*
Pakistan	Mission	C. William Kontos (LV-III) Vincent W. Brown (R-1)	132.2	175.3
Turkey	Mission	James S. Killen (LV-III) Barlett Harvey (R-1)	72.2	12.1

*Less than $50 thousand.

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CONFIDENTIAL - FY 69 AND FY 70 DATA

LATIN AMERICA A.I.D. PROGRAM

(In Millions of U. S. Dollars)

	Cumulative Obligations FY61-66 a/	FY 1967	FY 1968	Oper. Year Budget FY 1969	Proposed FY 1970
ARGENTINA	114.9	1.6	2.8	1.5	0.4
Loans	104.9	-	1.0	-	-
Grants	10.0	1.6	1.8	1.5	0.4
BOLIVIA	182.3	15.5	8.6	11.7	20.3
Loans	91.6	11.0	4.5	8.2	16.4
Grants	90.7	4.5	4.1	3.5	3.9
BRAZIL	828.8	213.8	193.0	117.5	215.5
Loans	747.7	197.9	180.0	105.0	204.0
Grants	79.2	15.9	13.0	12.5	11.5
BRITISH HONDURAS	0.6	-	-	-	-
Loans	-	-	-	-	-
Grants	0.6	-	-	-	-
CHILE	477.0	15.5	57.9	53.1	103.2
Loans	438.2	12.5	54.3	50.0	100.0
Grants	38.8	3.0	3.6	3.1	3.2
COLOMBIA	312.5	104.7	77.5	71.1	80.0
Loans	283.7	100.0	73.0	67.6	76.5
Grants	28.9	4.7	4.5	3.5	3.5
COSTA RICA	44.2	6.9	5.1	8.2	5.0
Loans	33.3	5.0	3.5	6.7	3.5
Grants	10.8	1.9	1.6	1.5	1.5
CUBA	*	-	-	-	-
Loans	-	-	-	-	-
Grants	*	-	-	-	-
DOMINICAN REPUBLIC	201.7	53.7	43.5	14.7	20.7
Loans	82.1	47.1	37.9	10.0	16.0
Grants	119.6	6.6	5.6	4.7	4.7
ECUADOR	92.9	3.9	3.6	5.8	9.8
Loans	67.5	-	-	3.0	6.9
Grants	25.4	3.9	3.6	2.8	2.9

* Less than $50,000.

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CONFIDENTIAL - FY 69 AND FY 70 DATA

LATIN AMERICA A.I.D. PROGRAM
(In Millions of U.S. dollars)

	Cumulative Obligations FY 61 - FY66 a/	FY 1967	FY 1968	Oper. Yr. Budget FY 1969	Proposed FY 1970
EL SALVADOR	44.9	2.2	8.2	7.1	10.5
Loans	30.0	0.4	5.9	4.7	8.0
Grants	14.8	1.8	2.3	2.4	2.5
GUATEMALA	39.7	11.5	11.2	4.9	17.8
Loans	12.5	8.0	8.6	2.0	15.0
Grants	27.2	3.5	2.6	2.9	2.8
GUYANA	21.1	9.4	8.3	13.9	7.4
Loans	9.5	8.1	7.2	12.9	6.2
Grants	11.6	1.3	1.1	1.0	1.2
HAITI	20.1	1.8	2.0	1.8	1.5
Loans	-2.8	-	-	-	-
Grants	22.9	1.8	2.0	1.8	1.5
HONDURAS	35.3	9.1	13.1	6.6	9.4
Loans	20.6	7.0	11.0	4.5	7.0
Grants	14.7	2.1	2.1	2.1	2.4
JAMAICA	16.7	0.7	1.0	0.8	0.5
Loans	11.6	-	-	-	-
Grants	5.1	0.7	1.0	0.8	0.5
MEXICO	69.4	0.3	0.2	0.2	-
Loans	66.5	-	-	-	-
Grants	2.9	0.3	0.2	0.2	-
NICARAGUA	51.2	11.4	25.5	1.6	10.2
Loans	39.2	9.2	23.7	-	8.5
Grants	11.9	2.2	1.8	1.6	1.7
PANAMA	67.6	35.2	19.6	3.5	20.6
Loans	45.8	28.4	15.8	-	17.0
Grants	21.9	6.8	3.7	3.5	3.6
PARAGUAY	32.9	4.1	2.6	8.3	7.2
Loans	19.5	1.9	1.0	6.5	5.0
Grants	13.5	2.2	1.6	1.8	2.2
PERU	105.8	22.6	5.4	4.9	5.7
Loans	76.1	17.4	-	-	-
Grants	29.8	5.2	5.4	4.9	5.7

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CONFIDENTIAL - FY 69 AND FY 70 DATA

LATIN AMERICA A.I.D. PROGRAM
(In Millions of U.S. Dollars)

	Cumulative Obligations FY61 - FY66 a/	FY 1967	FY 1968	Oper. Yr. Budget FY 1969	Proposed FY 1970
SURINAM	2.0	-	-	-	-
Loans	1.0	-	-	-	-
Grants	1.0	-	-	-	-
TRINIDAD & TOBAGO	29.7	5.0	-	-	-
Loans	-	-	-	-	-
Grants	29.7	5.0	-	-	-
URUGUAY	18.8	2.7	16.3	1.7	11.2
Loans	14.0	0.8	15.0	-	9.0
Grants	4.8	1.9	1.3	1.7	2.2
VENEZUELA	64.0	1.4	1.4	1.0	0.9
Loans	55.0	-	-	-	-
Grants	9.0	1.4	1.4	1.0	0.9
ROCAP	80.2	24.2	3.8	34.0	13.7
Loans	62.5	20.0	-	30.0	10.0
Grants	17.7	4.2	3.8	4.0	3.7
E. CARIBBEAN	-	-	0.050	0.050	0.050
Loans	-	-	-	-	-
Grants	-	-	0.050	0.050	0.050
REGIONAL	112.4	15.0	21.4	38.8	76.7
Loans	-	-	0.3	15.0	36.0
Grants d/	112.4	15.0	21.1	23.8	40.7
L.A. GRAND TOTAL	3,037.0	572.3	533.0	412.7	648.4
Loans	2,310.0	474.7	443.6 b/	326.1	545.0
Grants	725.2	97.7	89.4 c/	86.6 c/	103.4

a/ Cumulative obligations, FY 61-66, are on a net basis. Obligations for all subsequent years, FY 67-70, are on a gross basis, i.e., do not reflect recoveries.

b/ Includes $904,000 capitalized interest not included in detail.

c/ Includes AFP loan funds used for population program grants.

d/ Includes Partners of the Alliance

Note: Details may not add to totals due to rounding.

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A.I.D. PROGRAMS IN LATIN AMERICA

1. What it is: The Alliance for Progress is a unique international undertaking in which the Latin American countries pledged themselves to carry out comprehensive programs of economic and social reform and development, and the U.S. promised substantial aid to support the Latin effort. These undertakings were embodied in the Charter of Punta del Este, signed by 19 Latin American countries and the U.S. at a regional meeting of the Organization of the American States (OAS) in Uruguay in August 1961.

2. Background: Following World War II, the U.S. furnished Latin America with limited technical assistance and Export-Import Bank Loans, believing that the Latin countries could make adequate progress if they maintained financial stability and were receptive to foreign investors. The rise of Castro in Cuba, and manifestly deteriorating economic and political conditions in the hemisphere, brought home in the late 1950's that new approaches were required for achieving hemispheric political stability and economic progress. An increased U.S. response to hemispheric development needs was made possible with the establishment in 1958 of the Development Loan Fund (DLF) and the Inter-American Development Bank (IDB). In July 1960, President Eisenhower's Newport Declaration called for orderly social reform. He proposed and Congress authorized $500 million of which $394 million was allocated to the IDB, as the

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Social Progress Trust Fund (SPTF) for local self-help projects in education, community development, and rural improvement. At the OAS conference in September 1960, the "Act of Bogota" called for maximum self-help efforts on the part of the American Republics, particularly in taxation and agrarian reform, and expanded education, health, and housing programs.

3. The major themes of the Alliance, which were spelled out in the Charter of Punta del Este, were:

a. The Alliance was to carry a heavy regional and multilateral coloration. Country qualification for assistance was not only to turn upon "self-help" performance, but judgments about self-help accomplishments were to be formulated through regional multilateral mechanisms.

b. The U.S. commitment was long-term. Although achievement of the Charter goals originally was conceived of as requiring only a decade's effort, a resolution of the Presidential Punta del Este Summit Meeting of March 1968, provides, with the realism of hindsight, that at least an additional decade will be required.

c. Assistance was to be furnished, and national efforts were to be made, in support of sweeping social and economic reform. Therefore, country self-help efforts required comprehensive policy change and activity across a broad range of national life. The scope of the Alliance goals reaches far beyond mere physical and infrastructure investment, and deeply into such national policy

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areas as monetary and fiscal policy and institutional reform, and modernization of agriculture, education, health, and housing. Agriculture and education were singled out at the Summit Meeting of 1968 as requiring especially energetic change.

4. The Multilateral Arrangement: The Alliance has a broad multilateral orchestration. On the one hand, there are international agencies which have worldwide multilateral functions and responsibilities, and which play a prominent role in hemispheric matters. Of these, the most prominent are the International Monetary Fund (IMF), and the International Bank for Reconstruction and Development (IBRD). While these organizations technically do not function as Alliance or regional agencies, their activities in the hemisphere have been increasingly coordinated with A.I.D. and other Alliance institutions such as CIAP.

On the other hand, there are multilateral agencies organized on a regional or subregional basis which service exclusively hemispheric functions. For the most part, and out of deference to their important role as symbols of a regional or multilateral partnership, the United States has not played a dominant leadership or policymaking role in their activities, even though the more significant of these organizations derive most of their funds through U.S. Congressional appropriations. These are the Inter-American Development Bank (IDB), the Organization of the American States (OAS), principally the Department of Economic and Social

Affairs, and the Inter-American Committee for the Alliance for Progress (CIAP).

While considerable emphasis has been given by the United States to supporting regional multilateralism, the question of defining an appropriate balance between multilateral and bilateral functions and responsibilities is still open. It is a question of which functions and responsibilities are best served through multilateral as opposed to bilateral institutions. Weighing into the balance are, on the one hand, the need for supporting the politically essential symbols of regional multilateralism, and on the other, the problem involved in the U.S. sharing with regional agencies policy leadership and control over the allocation of United States furnished resources.

The multilateral approach is designed to:

a. Promote economic and social integration in the hemisphere.

b. Provide a mechanism facilitating the expression by, or a concensus of the Latin American countries in respect to common policy goals and objectives viz-a-viz third countries in trade and other matters.

c. Provide a multilateral mechanism for furnishing external resources to the region.

d. Provide a continuing forum for multilateral review of internal performance and discussion of required resource flows.

c. Carry out non-capital, technical assistance activities, scholarship programs, overall analysis, etc.

5. The U.S. Bilateral Approach: In 1961, when the Alliance began, few LA countries were equipped to mount effective programs

or to adopt and implement sweeping new policies through which a large infusion of external resources could quickly yield basic change. While the Alliance provided a political and economic framework for development, both national and multilateral development mechanisms were generally in their infancy. Thus, in its initial phase, U.S. assistance programs gave emphasis in most countries to those priority areas in which projects could be feasibly mounted. At the same time, special emphasis was placed upon strengthening the capacity of each country to mount more effective and rational economic policies and development programs.

Four kinds of problems surfaced early in obstacles to productive uses of external aid: (1) there was in almost all countries a shortage of feasible projects; (2) the technical, administrative, and political weaknesses which hampered country progress in the past, imposed clear limits upon the countries' ability to absorb and effectively utilize external assistance; (3) inflation and foreign exchange maladjustments threatened several leading countries' ability to mobilize resources and organize their development efforts.

In practice, these factors led to a pattern that has remained characteristic over the Alliance period. Mexico and Venezuela showed an ability to manage their development without large amounts of A.I.D. financing. In Argentina, political instability precluded those economic policy adjustments obviously required before large

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inputs of foreign assistance could be helpful. Once having gone far towards making these adjustments, however, the case for substantial assistance to relatively prosperous Argentina disappeared. The Central American countries have managed to qualify for significant amounts of aid in support of their very successful integration efforts, and in addition for modest bilateral programs. Bolivia, Panama, and the Dominican Republic received relatively substantial A.I.D. support aimed at the special U.S. concern in fostering political stability. In each case, the development gains have been substantial, although fundamental political problems still persist and imperil progress. The others--Ecuador, Peru, Paraguay, and Uruguay, were able to claim relatively little support.

The great bulk of A.I.D. money has gone to Brazil (after its 1964 revolution), Chile and Colombia--three countries which have qualified by reason of their general responsiveness to the standards set for large-scale aid, and their willingness and ability to organize and carry through overall policies and programs which warranted large-scale support by external aid donors. The programs supported were combinations of stabilization and development policies, public investment programs, and levels of import availability for private sector operation and expansion. In each of these countries, a large share of the U.S. input has been in the form of program loans i.e., dollar transfers intended to reduce the gap between the

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countries' foreign exchange availabilities and the increased foreign exchange requirements for general imports attendant upon accelerated growth.

With the vast investment requirements in Latin America and the limited external resources available, our experience in the first several years of the Alliance has led us to conclude that U.S. bilateral aid can be most effective when it is used as leverage to help mobilize far greater local resources and encourage their distribution in more rational ways. While this has always been the theory of the program loan, we have developed a "sector loan" technique to encourage across-the board policy changes in the critical sectors of agriculture and education and to transfer resources to help implement those changes. Thus, we are increasingly analyzing our assistance efforts not simply in terms of number of schools we can build, number of loans to small farmers we made etc. but rather the increased investment and policy commitments by the governments we are bringing about for such purposes by our assistance.

In this new phase of the Alliance, increased emphasis is being given to sector lending in Brazil, Chile and Colombia where we have been involved in general stabilization and fiscal reform programs. There are several reasons for this shift. First, stabilization efforts and performance in these countries, which have been firm conditions of U.S. program lending, appear now to have

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been well implanted. They have been largely successful in achieving their objectives, and as a tactical matter, the leverage of U.S. assistance in supporting these stabilization efforts, is becoming less necessary. Therefore, U.S. leverage and emphasis can now more productively be focused on other key development issues. Secondly, and because of the relative success of the stabilization program, increased concentration upon progress in major sectors, such as education and agriculture, which was less feasible in the early setting of rampant monetary and fiscal instability, has become more feasible. Thirdly, techniques of foreign financing and country sophistication in the planning and implementing of development programs have improved considerably, so much that while sector lending may have been infeasible several years ago, the success of these programs today is better assured.

In addition to the new emphasis on sector lending, the next phase of the Alliance will reflect a general shift in priorities from infrastructure projects to activities in education, agriculture, health and civic or municipal development. On the other hand, it has become evident through experience that greater progress in these areas is essential if the benefits of development are to be effectively shared by the people in Latin America, and indeed, for some countries, if meaningful development is to occur at all. On the other hand, both the aid recipient countries and A.I.D. are now far better equipped to design and mount programs

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in these more complex financing areas than in the "learning" phase of the Alliance. For example, extensive A.I.D. experience over the past seven years in agriculture credit activities now provides a firm base of experience from which to attack intensively the more difficult problems of marketing and distribution, storage, extension services, and small-farmer credit. The major issue now before A.I.D. is not defining its priorities for the immediate future, but whether the Congress will provide sufficient funds for it to sustain program lending and move conclusively and rapidly into these high priority areas.

6. Progress to Date: Some of the many objectives outlined in that Charter are on their way to being met, while others of a longer term nature will require maximum foreign as well as domestic attention, at least for the next decade.

Progress has been made in various countries in virtually all areas included in the Charter of Punta del Este. Major institutional changes, however, are still required to bring real progress in many areas. Nevertheless, evaluation of experience thus far in this unique Alliance undertaking justifies cautious optimism for the future. Changes which have been accelerated by the Alliance throughout most of the hemisphere are discernible and promising. Also, a solid reservoir of experience within the U.S. Government, many of the countries, and many of the multilateral agencies has developed for grappling with the complexities of the

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hemisphere's development. Experience since 1962 has yielded a clearer perception of the problems and greater competence than existed at the outset of the Alliance for mobilizing resources to meet complex goals, realistically working within political and sociological constraints on development, and identifying priorities within a realistic time-frame. At the same time development priorities, regional financing standards and review mechanisms have evolved, and while yet very imperfect, play a role which is increasingly useful to the hemisphere and to the United States in inducing difficult economic and social change. During these early Alliance years, many of the countries registered significant accomplishments, both in terms of physical growth and in terms of development policy formulation. Perhaps more essential for the future, is that many have come very far in orienting and shaping their policy and implementing machinery towards effectively addressing their development needs. Although the development question has long been the central issue of national life in most Latin American countries, effective identification of, and responses to, development issues was not characteristic in most countries prior to the Alliance. Probably no government in the hemisphere could now hope to remain in power without at least paying lip-service to economic development and to modernization in the critical sectors, and taking some visible measures to bring these about.

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7. Major U.S. Issues: Implementation of the U.S. A.I.D. program and its credibility overseas have been impaired over the recent years by various legislative and policy rigidities. Among these are the recently adopted Contee-Long amendment to the Foreign Assistance Act, and the provisions which require procurement of goods and services U.S., almost regardless of price disadvantages. In addition, U.S. balance of payments deficits have resulted in a major curtailment of projects for which costs are incurred in local currencies as opposed to dollars. This restriction seriously reduces A.I.D. flexibility in financing activities in the high development priority agriculture, health and education sectors. Recent U.S. insistence on "additionality," i.e., use of aid to increase U.S. exports, is creating serious U.S.-Latin tensions in a number of countries. Additional rigidity has also grown from increasing Congressional insistence that project implementation be judged by standards applicable to the orderly U.S. setting, which tend to eliminate from A.I.D. consideration projects with high elements of implementation risk, even though it may be in just these activities that the highest development payoff resides.

Finally, there are the questions of funding and expression of U.S. support for the Alliance. In 1961 the Alliance for Progress was greeted in Latin America with enthusiasm as an alternative to economic stagnation, and political turmoil. The great appeal of

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the Alliance was political, and it became the rallying ground for those in the hemisphere searching for a political and economic vehicle upon which to fasten their developmental energies and aspirations. Understood from the outset, however, was that the key to its success was steadfast and sympathetic U.S. support. Of late, the credibility of U.S. intentions and willingness to support this undertaking, has discernably eroded in Latin America, which in turn has caused a flagging of Latin enthusiasm. Much of the self-help called for by the Alliance is politically unfeasible and financially unattainable without a steadfast and reliable U.S. commitment. The issue before us then, is whether the Alliance can recapture the confidence and enthusiasm of the hemisphere. In practical terms, can the U.S. convey a sense of urgency and determination on our part to support Alliance goals? Basic to this will be winning the support of the Congress for additional resources and using fully the voice of the President as the expression of our purpose in the hemisphere.

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BUREAU FOR LATIN AMERICA

Country	Type of Orgn.	Director/Deputy	FY 68 Program Economic Aid	(In $ Millio PL-480 Aid
Argentina	Del. Post	Stanley Grand (R-1) AID Affairs Officer (None)	2.8	-0-
Bolivia	Mission	Edward Coy (LV-IV) Philip M. Faucett, Jr. (R-2)	8.6	11.5
Brazil	Mission	William E. Ellis (LV-III) Herman Kleine (R-1)	193.0	90.9
Chile	Mission	Sidney Weintraub (LV-IV) Charles R. Harkins (R-1)	57.9	25.5
Colombia	Mission	Marvin Weissman (LV-IV) Edwin Anderson (R-1)	77.5	22.2
Costa Rica	Mission	Lawrence E. Harrison (R-1) (None)	5.1	.7
Dominican Republic	Mission	John P. Robinson (LV-IV) (Vacant)	43.5	20.8
Ecuador	Mission	Robert J. Minges (R-1) Vacant	3.6	1.4
El Salvador	Mission	L. Paul Oechsli (R-1) (None)	8.2	.7
Guatemala	Mission	Deane R. Hinton (O-1) (None)	11.2	2.0
Guyana	Mission	Robert C. Hamer (R-1) (None)	8.3	.4

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BUREAU FOR LATIN AMERICA

Country	Type of Org.	Director/Deputy	FY 68 Program Economic Aid	(in $ Millions) PL-480 Aid
Haiti	AID/W 1/		2.0	1.5
Honduras	Mission	Walter G. Stoneman (R-1) (None)	13.1	.4
Jamaica	Del. Post	David Wilken (O-1) (None)	1.0	5.6
Mexico	Del. Post	H. Gardner Ainsworth (O-1) (None)	.2	--
Nicaragua	Mission	Ragnar L. Arnesen (R-1) (None)	25.5	.2
Panama	Mission	David Lazar (LV-IV) Harry Ackerman (R-1)	19.6	.3
Paraguay	Mission	Peter Cody (R-1) Donald R. Finberg (R-2)	2.6	3.1
Peru	Mission	Samuel D. Eaton (LV-IV) (Vacant)	5.4	7.0
ROCAP	Mission (Reg.)	Oliver L. Sause (R-1) Francis A. Linville (O-1)	3.8	--
Uruguay	AID Ofc.	Franklin Stewart (R-1) Allen E. Claxton (R-2)	16.3	24.9
Venezuela	Del. Post	H.A. Weissman (O-2) (None)	1.4	1.7

1/ Administered by Latin American Regional Bureau

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CONFIDENTIAL - FY 69 AND FY 70 DATA

VIETNAM PROGRAM

(In Millions U.S. Dollars)

	Cumulative Obligations 6/30/66 a/	FY 1967	FY 1968	Operational Year Budget FY 1969	Proposed FY 1970
Vietnam	$2668.9	$494.6	$398.2	$320.0	$430.0
Loans	$ 88.0	$ 0	$ 0	$ 0	$ 0
Grants	$2580.9	$494.6	$398.2	$320.0	$430.0

Note: Excludes DOD Reimbursables & PL 480

a/ Cumulative obligations 6/30/66 are a net basis. Obligations for all subsequent years, FY 67-70, are on a gross basis, i.e. do not reflect recoveries.

PPC/PRB
11/21/68

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*A.I.D. PROGRAMS IN VIETNAM

The A.I.D.-financed program in Vietnam is managed by both the U.S. A.I.D. Mission (USAID) and the Military Assistance Command/Vietnam (MACV), the latter through its Civil Operations and Revolutionary Development Support (CORDS) organization and staff.

The A.I.D. Mission Director reports to the Ambassador. The USAID administers a financial stabilization program and development programs in agriculture, health, education, public works and public administration. MACV/CORDS runs programs more directly related to security in the countryside and assistance to civilian victims of the war.

The A.I.D.-financed program is expected to amount to $320 million in FY 1969 (plus $160 million in PL 480 surplus agricultural commodities). For FY 1970 A.I.D. is proposing $430 million (plus $125 - 165 million for PL 480 items).

The principal elements of the A.I.D. program can be grouped under the following four general headings: (1) Economic Stabilization, (2) War Support and Relief, (3) Rural Security and Development, and (4) Long Range Development.

1. Economic Stabilization - The USAID administers a program to assist in maintaining the stability of the Vietnam economy.

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Major efforts are required to maintain a tolerable degree of price stability in a war-torn economy heavily burdened with budgetary deficits and manpower shortages. The Vietnamese economy had finally achieved a measure of stability during 1967, after two years of spiraling inflation associated with the massive buildup of war activities starting in 1965.

The main elements in offsetting the inflationary pressures of massive government deficits and U.S. military expenditures in Vietnam are a high level of imports and increased taxation and other monetary and fiscal measures by the Vietnamese Government (GVN). The imports are financed by A.I.D.'s Commercial Import Program (CIP), by PL 480 and by Vietnam's own foreign exchange earnings (which come in largest part from U.S. military expenditures). The CIP and PL 480 programs have totaled some $300 million annually over the last two years, and are proposed at $190 and $160 million, respectively, in FY 1969. (Of the $190 million proposed for the CIP in FY 1969, only $140 million is new money, with the rest coming from carry-over funds.)

At the urging of the U.S. and with A.I.D. technical assistance, the GVN has increased taxes, improved collection of customs duties, and otherwise demonstrated considerable fiscal restraint at a time when it was stepping up its war effort and straining its manpower resources. In the monetary area, the GVN devalued the piaster in 1966, raising the cost of imports in order to constrain demand, while at the same time it

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adopted credit policies designed to facilitate the flow of imported goods into the economy. Complicating the fiscal discipline approach, however, is the need for fair salaries for government employees if the GVN's anti-corruption campaign is to succeed.

The Tet offensive and subsequent VC attacks in the first part of 1968 dealt a setback to economic conditions. The attacks resulted in heavy physical damage, created many homeless refugees and brought about a feeling of uncertainty in the business community. The mobilization of an additional 200,000 men into the GVN armed forces this year intensified an already existing manpower shortage.

The result has been a fully employed economy, accelerated government expenditures, a large monetary overhang in the hands of potential consumers, and a real threat to future price stability. To meet this threat we are proposing (a) more GVN taxes, (b) a further drawdown of GVN reserves, and (c) a larger CIP level for FY 1970. We are concerned, however, whether even the $200 million CIP level proposed for FY 1970 will be adequate.

2. War Support and Relief - The U.S. makes a major contribution to Vietnamese programs designed to alleviate the human suffering of civilian victims of the war. The USAID Mission in Saigon and MACV/CORDS participate in administering this program. A.I.D. has a large program in the public health field -- $20.6 million planned in FY 1969. The greater part, over $16 million, is to meet current medical needs,

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principally through provincial hospitals which treat civilian casualties of war as well as routine non-war connected hospital cases. Military action and general insecurity have resulted in hundreds of thousands of persons being displaced from their homes and their normal means of earning a livelihood.

A.I.D. assists the GVN in the operation of a large-scale refugee program -- some $16 million of A.I.D. funds planned for FY 1969 -- to help provide temporary shelter, clothing and food, and to help refugees resettle and regain means of earning a livelihood. PL 480 Title II foodstuffs averaging about $22 million a year are also furnished to needy persons, including refugees.

In addition, the U.S. assists the Vietnamese meet some of the more urgent problems in the City of Saigon, created by the influx of people from the rural areas and by recent VC attacks on the city. Assistance is provided for housing, for helping overcome shortages of electric power and water in the city as a whole, and for the reconstruction of war-damaged industrial plants.

3. Rural Security and Development - At the heart of the support of U.S. war aims is the Rural Security and Development program. Without security, nothing meaningful can be accomplished in the rural areas. Security is primarily a military responsibility, but CORDS and USAID share responsibility for civilian efforts to root out the Viet Cong political apparatus and to build a stronger political and economic struture in the rural areas. This civilian effort is focused on priority

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villages and groups of villages selected by virtue of population density, proximity to main lines of communications, and political and economic importance.

A.I.D. makes contributions through (a) assistance to the National Police ($2 million in FY 1969) in order to help root out the VC infrastructure, (b) improvements in village administration, and (c) assistance to numerous small-scale social development projects (schools, dispensaries, et cetera) primarily of a self-help nature.

On the economic development side, A.I.D. is conducting a major campaign to expand rice production with the new miracle IR-8 rice in order to enable Vietnam to achieve self-sufficiency by about 1970. Protein production (hogs, poultry, fisheries) is also being promoted by A.I.D.

A.I.D. is furnishing piaster and technical assistance to the current land reform program aimed at completing redistribution of lands taken over by the government in the 1950s. In addition, A.I.D. is considering the possibility of a major dollar infusion if the GVN will substantially expand land redistribution.

4. Long Range Development - Under a contract with A.I.D. and under the administration of the USAID, the Development and Resources Corporation (David Lilienthal) is working with the GVN on development of longer range economic plans for the post-hostilities era.

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Since, however, these will not constitute a complete and comprehensive plan for resource needs and availability, A.I.D. itself is taking on the task of preparing a very brief macro-plan.

In addition, specific project plans aimed at the maintenance of a policy of full employment in the postwar period are being prepared by USAID/Saigon. These will include plans for the civilian use of military facilities and equipment turned over by the U.S. military forces on withdrawal.

We have specifically budgeted $6 million in FY 1969 for utilities in smaller Vietnamese cities as a base for postwar urban development. Projects under way in the health and education fields will help to provide trained people for future needs.

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BUREAU FOR VIET-NAM

Country	Type of Orgn.	Director/Deputy	FY 68 Program Economic Aid	(in $ millions) PL-480 Aid
Viet-Nam	Mission	Donald G. McDonald (LV-III) John R. Mossler (R-1)	398.2	166.5

A/DSM:10/30/68

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CONFIDENTIAL - FY 69 AND FY 70 DATA

EAST ASIA A.I.D. PROGRAM

(In Millions of U.S. dollars)

	Cumulative Obligation 6/30/66 a/	FY 1967	FY 1968	Operational Year Budget FY 1969	Proposed FY 1970
BURMA	59.8	0.2	0.2	0.2	-
Loans	33.7		-	-	-
Grants	26.1	0.2	0.2	0.2	
CHINA	1,369.2	-	-	-	-
Loans	214.4	-	-	-	-
Grants	1,154.8	-	-	-	-
INDONESIA	278.1	31.1	35.8	56.6	66.5
Loans	58.1	30.0	32.5	50.0	60.0
Grants	220.0	1.1	3.3	6.6	6.5
KOREA	2,647.1	114.7	75.2	45.8	49.8
Loans	230.8	60.7	32.0	20.0	30.0
Grants	2,416.3	54.0	43.2	25.8	19.8
LAOS	469.3	56.5	62.9	51.5	48.2
Loans	-	-	-	-	-
Grants	469.3	56.5	62.9	51.5	48.2
PHILIPPINES	276.7	11.2	9.1	6.5	6.7
Loans	47.5	6.7	3.1	-	-
Grants	229.2	4.5	6.0	6.5	6.7
THAILAND	407.7	53.3	46.7	35.8	50.0
Loans	74.1	3.5	-	-	-
Grants	333.6	49.8	46.7	35.8	50.0
REGIONAL	64.3	9.2	9.7	18.2	17.7
Loans	10.3	-	-	-	-
Grants	54.0	9.2	9.7	18.2	17.7
TOTAL	5,572.2	276.2	239.7	214.6	238.9
Loans	668.9	100.9	67.6	70.0	90.0
Grants	4,903.3	175.3	172.1	144.6	148.9

a/ Cumulative obligations 6/30/66 are on a net basis. Obligations for all subsequent years, FY 69-70 are on a gross basis, i.e. - do not reflect recoveries.
Details may not add to totals due to rounding.

EA/DP
1/27/69

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* A.I.D. PROGRAMS IN EAST ASIA

A.I.D. is now carrying out six country programs in East Asia - Burma, Indonesia, Korea, Laos, Thailand and the Philippines, and several multinational regional programs. The bilateral A.I.D. program to the Republic of China terminated in 1965, but a small pipeline still exists.

The non-Communist countries of East Asia are considered vitally important to the strategic and security interest of the United States. The two major purposes for which U.S. economic assistance has been provided are: (1) to enable allied East Asian countries to maintain effective armed forces to defend themselves against external attack or internal subversion, and (2) to help foster economic development and social progress.

U.S. aid policy assumes that peoples engaged in building a better life for themselves within a system of growing social justice are best able to resist Communist subversion and attack. A.I.D. programs are designed to help provide that opportunity. In Korea, Laos and Thailand, where armed Communist infiltration and insurgency continue, A.I.D. is helping to provide the internal security necessary to protect the people in their daily lives and prevent disruption of economic activity. The remarkable

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economic advances of the Republic of China (Taiwan) and Korea -- helped by large amounts of effectively used U.S. aid -- have been accompanied by a growth in political stability and internal strength. These issues are still in doubt in Indonesia -- recently returned from the brink of Communist domination -- and in Thailand and Laos.

1. Korea

A.I.D.'s program is designed to help Korea maintain economic stability while supporting its large military force, and to assist its remarkable economic growth so that Korea can bear an increasing share of this burden. A.I.D. support to Korea is declining, and if present trends continue, A.I.D. assistance can be reduced to a modest technical assistance program after FY 1972.

Recent Korean economic performance has been excellent despite increasing North Korean disruptive tactics. Korea continues to exceed the goals of its ambitious Second Five-Year Plan. Increases in Korean exports and gross national product and in domestic revenues and savings during the past few years have been extraordinary. Exports have risen from $33 million in 1960 to about $350 million in 1967 and gross national product increased from $2.5 billion to an estimated $4.1 billion during the same period.

A number of problems, however, face the Koreans which could set back the phase down of U.S. aid. The hostile posture of the North Korean regime is a matter of grave concern both to the Koreans and the U.S., and could result in the need for increased Korean military spending. Also, the rapid pace of Korean development has led to a sharp rise in imports,

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financed in part by suppliers credits and short term borrowings, making Korea's foreign exchange position precarious. Either of these problems could develop so adversely as to delay the scheduled phase down of American aid.

2. Laos

Because of its location, Laos serves as a buffer zone between China and North Vietnam in the north and Thailand and the Burma/Malay peninsula in the south. It is important to U.S. interests that an independent Laos continue to exist, and U.S. assistance plays a crucial role in assuring that it does.

A.I.D. provides people and materiel for the construction of roads, the expansion of rice production, the operation of hospitals and other medical facilities, and support for the Laos security forces. Also, A.I.D. supports a Rural Development Program designed to strengthen Laos Government influence in the countryside, and provides balance of payment support to assure a flow of commodities adequate to suppress inflation. In addition, subsistence items of rice, clothing and other necessities are air-dropped to tribesmen isolated within Communist-held zones.

3. Thailand

Thailand plays a central role in the stability of Southeast Asia, is a staunch supporter of U.S. policies in Viet Nam, and provides the U.S. with air bases. The economic development of Thailand is proceeding at a satisfactory rate, and it enjoys a healthy balance of payments position. However, active Communist insurgency principally in the relatively poor

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and neglected Northeast, where one-third of Thailand's population lives, is a serious threat to both Thai and U.S. interests.

Therefore, A.I.D. is assisting the Thais in road building, community development, agriculture and strengthened police protection in the threatened areas. While Thailand has undertaken programs of this kind on its own, the U.S. efforts have encouraged the Thais to move faster and further in combatting the problem than would otherwise have been the case. This program is beginning to have an effect, but much remains to be done.

4. Indonesia

Before the October 1965 coup attempt, Indonesia was moving politically in the direction of Communist domination and its economy was in chaos. Now it is making a serious effort to achieve stability and to begin the hard chore of rehabilitation and development. The United States is one of the group of countries making a multi-lateral effort to help Indonesia rebuild its shattered economy. The Inter-Governmental Group (IGG) chaired by the Dutch is coordinating the assistance of the U.S., Japan, Germany and six other countries, the IBRD, the Asian Development Bank (ADB), and the IMF. The U.S. also has participated in the "Paris Club" of Western creditors in rescheduling Indonesia's large internationsl debt.

$209 million ($65 million from the U.S.) in food aid and balance-of-payments loans was committed to Indonesia in 1967 in support of a stabilization program developed with the advice of the IMF. Both the IMF and the IBRD endorsed Indonesia's 1968 request to the Inter-Governmental

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Group for $325 million in assistance for Indonesia's stabilization and rehabilitation programs. The U.S. made available $110 million (one third of this request) in dollar loans and food aid, plus substantial quantities of emergency wheat.

In October 1968, the IGG again met and presented an IMF/IBRD-endorsed request for $500 million in assistance for 1969. The U.S. agreed to provide one-third of the non-food portion of this request, and a "fair share" of the food requirements, provided that other donors made adequate levels of assistance available and that the IMF and IBRD continued to report satisfactory performance by Indonesia.

Whether the present pro-western government can retain control may well be decided by its ability to deal with Indonesia's economic problems. The types and amounts of U.S. assistance which can and should be provided will continue to be important elements in the outcome.

5. The Philiopines

A.I.D. programs in The Philippines have been limited during the last several years to technical assistance and a few capital loans, mostly for agriculture and other rural development. The A.I.D. program has achieved notable success in expanding rice production, but other programs have not been very effective due in part to the general ineffectiveness of the Philippine Government's administrative machinery.

Other problems are the disparity between the rich and the poor, the difficulty encountered by the government in maintaining law and order, a

rapidly increasing population, and chronic balance of payments problems. However, in spite of these problems, the Philippine economy is now at a stage of development where the U.S. must consider whether it should continue concessional assistance. A study to be completed in July 1969 is now in process which will make recommendations regarding the future of concessional aid to the Philippines.

6. Burma

Burma's Government maintains a neutral stance and has minimized acceptance of new aid from all external sources. Its internal economic policies have acted to mitigate against the effectiveness of A.I.D. programs in any event, and A.I.D. would be most reluctant to undertake new programs under present circumstances. However, we still maintain a small staff to monitor the completion of A.I.D. commitments made several years ago.

7. East Asia Regional Development - The basic objective of the Regional Development Program is to encourage Asian regional cooperation and multilateral support for economic development by (a) supporting Asian initiatives to establish or strengthen regional programs and institutions, and (b) encouraging involvement in these programs by international organizations and by other developed nations.

The last three years have seen the establishment of the Asian Development Bank, the Southeast Asia Ministers of Education Council, a Southeast Asia Transportation/Communications Coordinating Committee, and three

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Ministerial Conferences on Southeast Asia Economic Development have been held; the Mekong Coordinating Committee, previously established by the UN Economic Commission for Asia and the Far East, has been given increased support.

The Asian Development Bank (ADB) was organized in 1966 under the auspices of the UN Economic Commission for Asia and the Far East (ECAFE) with a membership of 19 Asian and 13 developed non-regional countries to promote investment and provide technical assistance in Asia to accelerate the economic progress of its developing member countries. Since January 1968, the Bank has made loans to Thailand, Ceylon, Korea and Malaysia, and has applications in various stages of review from 10 Asian countries. The ADB has extended technical assistance to Indonesia, Nepal, Korea, Laos, Vietnam and the Philippines. The Bank also has conducted a comprehensive agricultural survey of the Asian region and is planning to undertake a transportation survey of Southeast Asia.

In 1956, ECAFE established a Committee for the Coordination of Investigations of the Lower Mekong Basin. Despite armed hostilities in some of these countries and diplomatic difficulties among them, the Mekong Committee has been a focal point of cooperation among Laos, Thailand, Cambodia and Vietnam. As of the end of 1967, $148 million had been contributed to the Mekong Committee development program. $33 million of this was from the United States. With A.I.D. provided technical assistance, the Mekong Committee is engaged in preparing an Amplified Basin Plan.

The Education Ministers of Thailand, Laos, South Vietnam, Indonesia, Singapore, Malaysia and the Philippines signed a charter in early 1968 establishing the Southeast Asian Ministers of Education Organization, which includes a Ministerial Council and a permanent Secretariat. Plans are under way for establishing regional education projects in member countries.

8. Family Planning - In 1950, the population of the less-developed countries of non-Communist East Asia totaled 184 million people; in 1965 it was 273 million; by 1980 it will, if present growth rates continue, be 424 million. With populations growing by 2.2% to 3.5% action must be taken now if widespread hunger is to be avoided.

In Korea, Thailand, Taiwan and Indonesia, national family planning programs are underway or being planned; in the Philippines, there is increasing private action. Sensible programs are being supported by A.I.D. wherever requested, either directly or through grants to the Population Council and the International Planned Parenthood Federation.

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BUREAU FOR EAST ASIA

Country	Type of Orgn.	Director/Deputy	FY 68 Porgram Economic Aid	(in $ millions) PL-480 Aid
Burma	Del. Post	Kenneth White (R-2) (None)	.2	.1
Indonesia	Mission	Stokes M. Tolbert (R-1) P. Vistor Morgan (R-1)	35.8	60.6
Korea	Mission	Henry J. Costanzo (R-1) Miles G. Wedeman (R-1)	75.2	119.9
Laos	Mission	Charles A. Mann (R-1) James B. Chandler (R-1)	62.9	1.5
Philippines	Mission	Wesley C. Heraldson (O-1) (Vacant)	9.1	5.0
Thailand	Mission	Howard L. Parsons (O-1) Rey M. Hill (R-1)	46.7	.9

EA/DP:1/28/69

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CONFIDENTIAL - FY 69 AND FY 70 DATA

AFRICA A.I.D. PROGRAM

(In Millions of U.S. Dollars)

	Cumulative Obligations 6/30/66 a/	FY 1967	FY 1968	Operational Year Budget FY 1969	Proposed FY 1970
ALGERIA	3.9	0.1	-	-	-
Loans	-	-	-	-	-
Grants	3.9	0.1	-	-	-
BOTSWANA	0.1	*	0.1	*	*
Loans	-	-	-	-	-
Grants	0.1	*	0.1	*	*
BURUNDI	0.6	0.2	*	*	*
Loans	-	-	-	-	-
Grants	0.6	0.2	*	*	*
CAMEROON	22.9	1.0	0.4	0.1	0.1
Loans	13.0	-	-	-	-
Grants	9.9	1.0	0.4	0.1	0.1
CENTRAL AFRICAN REPUBLIC	3.2	0.4	0.2	0.1	0.1
Loans	-	-	-	-	-
Grants	3.2	0.4	0.2	0.1	0.1
CHAD	3.9	0.5	0.6	0.1	0.1
Loans	-	-	-	-	-
Grants	3.9	0.5	0.6	0.1	0.1
CONGO(BRAZZAVILLE)	1.6	-	-	-	-
Loans	-	-	-	-	-
Grants	1.6	-	-	-	-
CONGO (KINSHASA)	227.3	20.3	16.1	6.0	11.0
Loans	34.0	19.7	15.0	5.0	9.0
Grants	193.3	0.6	1.1	1.0	2.0
DAHOMEY	5.7	1.2	0.3	0.1	0.1
Loans	-	0.9	-	-	-
Grants	5.7	0.3	0.3	0.1	0.1
EQUATORIAL GUINEA	-	-	-	-	*
Loans	-	-	-	-	-
Grants	-	-	-	-	*

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	Cumulative Obligations 6/30/66 a/	FY 1967	FY 1968	Operational Year Budget FY 1969	Proposed FY 1970
ETHIOPIA	139.2	13.6	6.9	6.7	13.1
Loans	66.3	5.8	1.0	2.5	8.0
Grants	72.9	7.8	5.9	4.2	5.1
GABON	3.1	0.4	0.3	0.1	0.1
Loans	-	-	-	-	-
Grants	3.1	0.4	0.3	0.1	0.1
GAMBIA	0.1	0.2	*	*	*
Loans	-	-	-	-	-
Grants	0.1	0.2	*	*	*
GHANA	92.6	24.1	16.8	6.9	17.6
Loans	82.0	22.0	15.0	5.0	15.0
Grants	10.6	2.1	1.8	1.9	2.6
GUINEA	43.7	1.1	1.1	0.8	*
Loans	8.7	-	-	-	-
Grants	35.0	1.1	1.1	0.8	*
IVORY COAST	12.4	0.8	0.2	0.2	0.1
Loans	6.7	0.3	-	-	-
Grants	5.7	.6	0.2	0.2	0.1
KENYA	23.2	2.8	2.6	2.1	2.5
Loans	2.9	0.4	-	-	.5
Grants	20.3	2.5	2.6	2.1	2.0
LESOTHO	-	0.1	0.1	*	*
Loans	-	-	-	-	-
Grants	-	0.1	0.1	*	*
LIBERIA	110.7	7.4	5.6	10.3	5.4
Loans	49.7	1.9	0.5	5.5	.5
Grants	61.0	5.5	5.1	4.8	4.9
LIBYA	137.6	-	-	-	-
Loans	7.0	-	-	-	-
Grants	130.6	-	-	-	-
MALAGASY REPUBLIC	6.9	2.3	0.3	.6	0.1
Loans	2.7	2.0	-	.4	-
Grants	4.2	0.3	0.3	0.2	0.1
MALAWI	7.0	1.5	8.1	0.8	0.1
Loans	0.2	-	7.0	-	-
Grants	6.8	1.5	1.1	0.8	0.1

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	Cumulative Obligations 6/30/66 a/	FY 1967	FY 1968	Operational Year Budget FY 1969	Proposed FY 1970
MALI	13.7	0.6	1.1	0.1	*
Loans	3.2	-	0.9	-	-
Grants	10.5	0.6	0.3	0.1	*
MAURITANIA	1.8	*	-	-	-
Loans	1.4	-	-	-	-
Grants	0.4	*	-	-	-
MAURITIUS	-	-	0.1	*	*
Loans	-	-	-	-	-
Grants	-	-	0.1	*	*
MOROCCO	292.7	3.9	14.9	7.1	15.1
Loans	272.6	2.9	13.0	5.0	13.0
Grants	20.1	1.0	1.9	2.1	2.1
NIGER	8.0	0.8	1.1	0.2	0.1
Loans	2.3	-	0.9	-	-
Grants	5.7	0.8	0.2	0.2	0.1
NIGERIA	159.1	21.6	21.3	17.4	31.6
Loans	62.2	6.0	9.7	6.9	9.5
Grants	96.9	15.6	11.6	10.5	22.1
RWANDA	2.3	0.4	0.1	*	*
Loans	-	-	-	-	-
Grants	2.3	0.4	0.1	*	*
SENEGAL	9.1	0.3	0.3	0.2	0.3
Loans	1.3	-	-	-	-
Grants	7.8	0.3	0.3	0.2	0.3
SIERRA LEONE	9.1	1.5	1.1	0.1	0.1
Loans	-	-	-	-	-
Grants	9.1	1.5	1.1	0.1	0.1
SOMALI REPUBLIC	42.5	15.5	3.7	2.6	2.5
Loans	6.2	13.2	-	-	-
Grants	36.3	2.3	3.7	2.6	2.5
SOUTHERN RHODESIA	7.1	-	-	-	-
Loans	5.0	-	-	-	-
Grants	2.1	-	-	-	-
SUDAN	84.1	10.7	0.3	-	-
Loans	26.3	3.9	-	-	-
Grants	57.8	6.8	0.3	-	-

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	Cumulative Obligations 6/30/66 a/	FY 1967	FY 1968	Operational Year Budget FY 1969	Proposed FY 1970
SWAZILAND	-	-	-	*	*
Loans	-	-	-	-	-
Grants	-	-	-	*	*
TANZANIA	22.9	3.1	2.5	1.5	1.8
Loans	12.6	0.9	-	-	-
Grants	10.3	2.2	2.5	1.5	1.8
TOGO	5.4	0.4	0.1	0.1	0.1
Loans	-	-	-	-	-
Grants	5.4	0.4	0.1	0.1	0.1
TUNISIA	245.4	25.6	13.0	15.7	15.0
Loans	133.3	23.2	10.3	13.5	13.0
Grants	112.1	2.4	2.7	2.2	2.0
UGANDA	18.0	6.8	2.0	3.4	3.5
Loans	5.4	5.0	-	1.5	1.5
Grants	12.6	1.8	2.0	1.9	2.0
UPPER VOLTA	4.6	0.4	0.3	0.2	0.1
Loans	-	-	-	-	-
Grants	4.6	0.4	0.3	0.2	0.1
ZAMBIA	8.7	1.0	1.2	0.1	
Loans	5.0	-	-	-	-
Grants	3.7	1.0	1.2	0.1	
REGIONAL	72.1	32.1	33.7	40.0	64.2
Loans	3.1	7.3	13.6	14.8	29.2
Grants	69.0	24.8	20.1	25.2	35.0
AFRICA AREA RELIEF	-	-	-	6.0	-
Loans	-	-	-	-	-
Grants	-	-	-	6.0	-
TOTALS	1,852.3	203.0	156.7	130.1 b/	185.3 b/
Loans	813.1	115.3	86.8	60.1	99.2
Grants	1,039.2	87.7	69.9	70.0 b/	86.1 b/

*50,000 and under

a/ Cumulative obligations 6/30/66 are on a net basis. Obligations for all subsequent years, FY 67-70, are on a gross basis, i.e. do not reflect recoveries.
Details may not add to totals due to rounding.

b/ Includes programs $50,000 and under.

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* A.I.D. PROGRAMS IN AFRICA

A.I.D. now provides significant bilateral assistance to ten nations of Africa which have either prime development potential or special strategic or traditional interest. U.S. aid also goes on a substantially smaller scale to most of the other African nations, on a regional and multidonor basis.

At this relatively early stage in Africa's political and economic independence, A.I.D. tries to make the most of relatively modest resources by selective concentration on education, agriculture, power, communications, transport and institution building projects. It also undertakes a number of activities to stimulate U.S. private investment in Africa.

The assistance is both complementary and alternative to that provided by the former colonial powers of Western Europe, whose aid to Africa is actually much greater than ours.

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Multidonor Assistance

A.I.D. works with the World Bank and the International Monetary Fund to coordinate international aid to Africa, and it joins with other countries and donor organizations for joint financing of particular projects.

The U.S. has taken the initiative in pressing the Bank and the Fund to coordinate all assistance to major African countries which emphasize development. Bank-led Consultative Groups have been formed for Morocco, Tunisia, Nigeria and East Africa (Kenya, Uganda and Tanzania), although the Nigeria Group has been suspended during the civil war. The Fund has coordinated efforts for economic stabilization in Ghana and the Congo (K), and we expect the Bank will lead Consultative Groups in these countries as they move from stabilization to development programs.

A.I.D. is joining in specific multidonor projects to build the Great North Road in Zambia and Tanzania, the Francistown Teacher Training College in Botswana and the Trans-Cameroon Railroad.

Bilateral Assistance

Whereas A.I.D. has provided bilateral assistance to as many as thirty-five African countries in a single fiscal year, the Agency began to phase out of most of them in 1968. The cutback reflected both Congressional sentiment that U.S. bilateral economic aid was being provided to too many countries, and the realities of the assistance environment

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in Africa:

-- Changes in post-independence Africa which indicated that economic growth on the continent would be a difficult and necessarily slow effort.

-- Economic and political instability due to recurring changes in national leadership.

-- The arbitrary and illogical fragmentation of Africa into small nations.

-- Indications that the ex-metropoles retained their interests in many of their former colonies and were continuing to aid them.

-- Growing contributions of a variety of other bilateral donors and, to a great extent, international agencies.

-- Limited American experience with Africa, and a shortage of qualified American technicians who spoke French.

After FY 1969, A.I.D. will concentrate its bilateral assistance in ten countries, with two additional ones receiving final funding of on-going projects in FY 1970 (Somalia) and FY 1971 (Senegal). The ten development emphasis countries are: Congo (K), Ghana, Kenya, Liberia, Morocco, Nigeria, Tanzania, Ethiopia, Tunisia and Uganda. (Congo (K) becomes a development emphasis country in FY 1970.)

Designation as a development emphasis country is not immutable, and countries may be added to or dropped from this category as circumstances justify. The Sudan was deleted from the group in 1967 by the break in diplomatic relations. Ethiopia and Liberia are part of this group mainly because of strategic and traditional U.S. interests.

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There are three exceptions to the phase-out of bilateral aid to most of Africa. One is the Special Self-Help and Development Fund of about $50,000 to $100,000 in each country, which goes for small grants to community projects where the local citizens contribute their work. Where there is no A.I.D. staff, these funds are administered by the U.S. Embassy. Another exception is the Food for Peace Program. The third is in stimuli to U.S. private investment.

A.I.D. also provides information, guidance and financial aid for population and family planning throughout Africa, at the request of individual governments and international organizations. This aid is provided either directly through regional and bilateral projects, or indirectly through financial support for the programs of private international voluntary agencies.

The political and economic realities of Africa roughly ten years after independence - plus recent Congressional restraints on the numbers of U.S. bilateral aid programs - led to the revision of A.I.D. strategy for Africa early in 1967. New emphasis was placed on aid projects benefiting two or more countries, and activities in which several donors cooperate.

Regional Assistance

Development projects in which two or more African countries pool their limited resources to make the best use of U.S. aid often succeed when the efforts of any one small country acting alone would not be enough. A.I.D. supports a wide variety of regional projects designed to:

* Assist regional organizations like the East Africa Economic Community and the African Development Bank;

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* Expand and integrate international trade, transport and communication links;
* Help countries benefit from educational institutions serving several countries;
* Mobilize national agencies of several countries to fight such common environmental hazards as locusts, measles, smallpox and rinderpest; and develop crop varieties that can - if applied over a wide region - increase self-sufficiency in basic food crops.

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BUREAU FOR AFRICA

Country	Type of Orgn.	Director, Deputy, AID Oper. Officer, Etc.	FY 1968 PROGRAM in $ Millions Economic Aid	PL 480 Aid
REGIONAL:				
Africa Regional (CWAORA)	Mission	Alfred M. Hurt - (R-1) (None)	-) All Regional Assistance	-
E. Africa Regional	Mission	Carroll S. Hinman (R-1) (None)	34.1)	-
DEVELOPMENT EMPHASIS COUNTRIES:				
East Africa				
Kenya	Mission	Harold D. Snell (R-1) (None)	2.6	.845
Tanzania	Mission	Charles J. Nelson (R-1) (None)	2.5	2.368
Uganda	Mission	Willard C. Muller (R-1) (None)	2.0	.008
Ghana	Mission	Richard M. Cashin (R-1) (None)	16.8	16.843
Tunisia	Mission	Stuart T. Baron (LV-IV) Hermon S. Davis (R-2)	13.0	33.498
Ethiopia	Mission	Roger Ernst (R-1) William E. Reed (R-1)	6.8	.105
Liberia	Mission	John A. Ulinski Jr. (R-1) (None)	5.6	1.020
Morocco	Mission	Philip Birnbaum (R-1) Ullmont L. James (R-2)	14.9	67.266
Nigeria	Mission	Michael H. B. Adler (LV-III) Vernon C. Johnson (R-1)	21.3	2.110

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Country	Type of Orgn.	Director, Deputy, AID Oper. Officer, Etc.	FY 1968 PROGRAM in $ Millions Economic Aid	PL 480 Aid
OTHER AFRICAN COUNTRIES:				
Congo (K)	Mission	Donald S. Brown (R-1) (None)	16.1	17.5
Somali Rep.	Mission	Daly C. Lavergne (R-1) (None)	3.7	1.1
DELEGATED POSTS:				
Guinea	Delegated Post	K. Fred Carpenter (Acting) (R-3) AID Affairs Officer	1.1	3.427
Malawi	"	Richard A. Mendosa (RL-4) Program Oper. Of.	8.1	.020
Zambia	"	Arthur L. Howard (R-2) Reg. Activities Coord., Southern Africa	-1/	.002
ADMINISTERED FROM AFR/W:				
Burundi			-	-
Cameroon		John C. McLaughlin (R-3) AID Operations Officer	0.4	-
Cent. Afr. Republic		Charles S. Gordon (R-4) Regional AID Oper. Of.	0.2	.010
Chad		Roy A. Harrell Jr. (RL-6), Reg. AID Oper. Of.; extended to 6/69; to be covered after 6/69 by TDY from CAR.	0.6	.015

1/ Included under All Regional Assistance at beginning.

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Country	Type of Orgn.	Director, Deputy, AID Oper. Officer, Etc.	FY 1968 PROGRAM in $ Millions Economic Aid	PL 480 Aid
Dahomey		Robert Beckman (R-6) Acting AID Op. Of.; to be terminated 6/69.	0.3	.150
Gabon		Richard Delaney (RL-5), Acting AID Oper. Of.; to VN 12/68; office to be terminated 6/69.	0.3	.010
Gambia			-	.090
Ivory Coast		Michael A. Codi (R-), Regional AID Operations Officer	0.2	.040
Lesotho			0.1	.130
Malagasy Republic		Walter J. Sherwin (R-4). AOD Oper. Of.; decision re phase-down to be made by AID/W in December; Sherwin to be transferred to Senegal 1/69.	0.3	.500
Mali		Stanley Clark (R-3), AID Operations Officer	1.1	.010
Niger		Brian Wickland (RL-6), Acting AID Operations Officer	1.1	.330
Rwanda			0.1	.550

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Country	Type of Orgn.	Director, Deputy, AID Oper. Officer, Etc.	FY 1968 PROGRAM in $ Millions	
			Economic Aid	PL 480 Aid
Senegal		Henryk M. Uznanski (RL-3), AID Oper. Of.: to be replaced by Walter H. Sherwin from Malagasy Republic 1/69.	0.3	1.900
Sierra Leone			1.1	1.489
Togo		Allan Dean (R-3), AID Oper. Officer	0.1	.070
Upper Volta		Irving H. Licht (R-2), AID Operations Officer; program to be eliminated 12/31/68.	0.3	.410

SELF-HELP PROJECTS - all the countries listed plus Botswana, Mauritius, Swaziland will be eligible to receive self-help funds ranging from $50,000 to $100,000.

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C. THE TOOLS OF FOREIGN AID

Economic Aid

A.I.D. finances the transfer of resources (commodities or personnel services) to the recipient countries on a loan or grant basis. It transfers these resources under two major types of assistance:

1. Project Assistance: Any activity where the resources provided are used exclusively for a specific, narrow purpose: i.e., a dam, a road, a bank, a university. There are two categories of project assistance:

-- Capital Assistance: aid made available through the transfer of financial resources, whether on a loan or grant basis, to establish or expand physical facilities and financial institutions(including financing of feasibility studies for achieving these ends) that contribute to a country's basic economic development. The resources financed are predominantly commodities and equipment for a specific project, but may also include training, managerial and other advisory services directed toward the realization or efficient utilization of the capital assistance project; and

-- Technical Assistance: projects designed to develop human skills and attitudes, and to create and support the institutions necessary for social, economic, and political growth and development. Technical assistance usually takes the form of advisory services,

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including the provision of professional personnel (A.I.D., other U.S. agencies or contract personnel), and of training participating country nationals in the U.S. or selected third countries. It may also include equipment to support the efforts of advisory personnel, e.g., for training and demonstration.

2. Program Assistance: Any activity which is undertaken to provide resources to a recipient country, where the totality of the resources made available to the country, rather than their particular use, is the primary U.S. concern. The resources most commonly transferred are commodities, but there have been instances of a straight cash transfer.

A.I.D. transfers resources either as dollar repayable loans or outright grants:

-- Loans: long-term, low-interest loans, repayable in U.S. dollars which finance U.S. goods and services. The loans are tied to self-help measures undertaken by the recipient country to further its own development. They are of three basic types:

-- project loans, which finance a specific project such as a fertilizer plant or development bank;

-- program (non-project) loans, which finance general imports from the U.S., such as fertilizer, industrial equipment, raw materials and spare parts; and

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-- sector loans, which provide commodities and services to be used in the development of a crucial sector of a country, such as agriculture or education.

The "softest" terms for loans are 40 years from the first disbursement, including a grace period of ten years, with minimum interest rates (stipulated by the Foreign Assistance Act) of two per cent during the grace period and three per cent during the remainder of the repayment period.

-- Grants: usually used to send U.S. specialists abroad, to bring trainees (called "participants") to the U.S. or other countries for training in priority development fields, and to finance modest amounts of equipment for training and demonstration purposes. Grants are also used in a limited number of countries to pay the costs of significant commodity import programs.

Incentives to American Business

1. Investment Guaranties: The U.S. Government guarantees new investment by a U.S. firm in less developed countries against certain risks. For a small fee which is used to pay program operating costs and provide a reserve against losses, U.S. investors can obtain insurance of three main kinds:

a. Specific Risk: Against (a) inconvertibility of foreign currency into dollars, (b) loss by expropriation or confiscation,

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and (c) loss due to war, revolution or insurrection. Through FY 1968, coverages totaled more than $6 billion in 83 countries. Fees accumulated amounted to more than $50 million; claims paid totaled $661,498.

b. Extended Risk: Protects up to 75% of loan investments and 50% of equity investments in less developed countries against commercial and political risks. These guaranties enable private groups--both American and foreign-owned--to obtain long-term loans from U.S. institutional lenders (e.g., insurance companies and pension funds) and other U.S. sources. Through FY 1968 $83 million worth of investment was covered.

c. Housing: Protects up to 100% of investments by insurance companies, commercial banks and other investors in housing projects in less developed countries, primarily Latin America, where special emphasis is placed on pilot or demonstration projects, housing for lower-income persons, and projects which will promote the development of free labor unions, cooperatives and savings-and-loan-type institutions. Under the Latin American program as of June 30, 1968, 79 projects involving 63,444 housing units had been authorized, amounting to $291.7 million.

2. Investment Surveys: Examinations of the feasibility of specific investment opportunities made by potential U.S. investors. If after making the survey the investor decides to invest, he bears the full cost; if he does not go ahead with the investment, he is

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entitled to reimbursement from A.I.D. of 50% of the cost of making the survey. In the latter case, A.I.D. retains the survey results and may make it available to other investors. Some 300 studies have been agreed upon since the inception of this program. Through FY 1968, A.I.D. had been notified of 89 negative decisions, at a cost of $809,500, and 36 positive decisions had been made, leading to investments of $68.4 million.

3. "Cooley" Loans: Loans made from certain foreign currencies received by the U.S. Government for Public Law 480 agricultural commodities (see below) and set aside under Section 104(e) of P.L. 480 for qualified borrowers (either U.S. or local U.S.-affiliated firms) to develop markets for U.S. business and expand U.S. trade with less developed countries. These loans were named for Congressman Harold D. Cooley (D) of North Carolina, who sponsored the authorizing legislation. Cooley loans usually bear interest at rates comparable to those charged by local development banks. Maturities are related to the purposes of financing. Loans are repayable in the currency borrowed, without maintenance of value in terms of U.S. dollars. In some cases, a guarantee of loan repayment may be required.

Food Aid

A.I.D. shares with the Departments of State and Agriculture the responsibility for carrying out Public Law 480 (also known as Food

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for Freedom, Food for Peace, and the Agricultural Trade Development and Assistance Act of 1954). Initially, PL 480 was a means of disposing of the United States large surplus agricultural stocks. It has, however, increasingly become an integrated part of the foreign assistance effort. PL 480 commodities are provided in two ways:

1. Sales under Title I of the Act are made on concessional credit terms, repayable in dollars or convertible local currencies, or for cash in local currencies. A progressive transition to dollar sales is required by the law. Minimum terms for concessional credit are:

-- for dollar sales, 20 years, including two years' grace, with interest at 2% during the grace period and 3% thereafter;

-- for convertible local currency sales, 40 years, including a ten-year grace period, with interest at 2% during the grace period and 3% thereafter.

Under dollar or convertible local currency credit sales, a portion of the U.S. receipts is taken in local currency for U.S. uses. The local currency proceeds (counterpart) from resale of the commodities in the recipient country are used for economic development purposes as agreed upon by the U.S. and the recipient country. Under local currency sales, the uses of the local currencies accruing to the U.S.--and their respective percentage allocations of the total--

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are specified in the sales agreement. All the permissible uses are listed and described in the law. Some are "U.S. uses," i.e., for the payment of U.S. obligations. Others are "country uses," e.g., for agricultural and other economic development, and common defense including internal security, and "Cooley" loans (described above).

In making sales, the United States considers the sufficiency of self-help measures undertaken by the purchasing country to bolster its agricultural production, distribution and storage and to control population growth.

Although most sales agreements are signed with the recipient governments, PL 480 also authorizes agreements with U.S. and foreign private trade groups to finance the sale and export of agricultural commodities for eventual dollar repayment. The local currency proceeds generated from these sales are used to help establish facilities designed to improve the storage or marketing of agricultural commodities or otherwise stimulate and expand private economic enterprise in the recipient country.

2. Donations under Title II of PL 480 are made directly to recipient countries, or indirectly through registered U.S. voluntary agencies or inter-governmental or multilateral organizations, for disaster relief, for supplementing wages of workers employed on development projects, and for special food aid such as school lunches.

Title III of PL 480 provides for exports of U.S. agricultural commodities under barter arrangements. While the purpose originally was to procure strategic materials for U.S. Government stockpiles, the authority now is used almost entirely to procure goods and services needed by U.S. Government agencies, e.g., Department of Defense and A.I.D. (fertilizer for India, Pakistan, and Vietnam).

I. D. New Obligational Authority (NOA) by Appropriation Line Item FY 1962-70
($ in millions)

Appropriation Title	Fiscal Years 1962	1963	1964	1965	1966	1967	1968	1969	1970 Proposed
Total Economic Assistance	2,314.6	2,573.9	2,000.0	2,195.0	2,463.0	2,143.5	1,895.6	1,380.6	2,347.8
Development Loans	1,112.5	975.0	687.3	773.7	618.2	500.0	435.0	300.0	720.0
Tech. Coop. & Dev. Grants	296.4	225.0	155.0	204.6	202.4	200.0	180.0	167.0	224.5
Supporting Assistance	425.0	395.0	330.0	401.0	684.2	690.0	600.0	365.0	515.0
Alliance for Progress:									
Loans	(100.0)a/	425.0	375.0	425.0	435.1	420.3	389.0	255.0	490.0
Grants	(106.0)a/	100.0	80.0	84.7	75.0	87.7	80.0	81.5	116.0
Social Progress Trust Fund	(394.0)a/	-	135.0	-	-	-	-	-	-
Partners of the Alliance	-	-	-	-	-	-	0.3	-	-
Contingency Fund	275.0	250.0	50.0	99.2	239.0b/	35.0	10.0	5.0	50.0
International Orgs. & Programs:									
Loans	-	-	-	-	-	-	-	12.0	19.0
Grants	153.5	148.9	116.0	134.3	144.8	140.4	130.0	126.0	142.4
Surveys of Invest. Opportunities	1.5	-	-	1.6	-	-	1.2	-	0.5
Administrative Expenses - A.I.D.	47.5	49.5	50.0	51.2	54.2	55.8	55.3	51.0	54.3
Administrative Expenses - State	3.0	2.7	2.7	2.9	3.1	3.3	3.3	3.5	3.8
Amer. Schools & Hospitals Abroad	-	-	14.3	16.8	7.0	11.0	11.5	14.6	12.4
(Special Foreign Currency Program) c/	0.1	2.8	4.7	-	-	-	-	-	-
Local Currency: d/									
Amer. Schools & Hospitals	-	-	-	-	-	1.0	6.0	5.1	1.7
International Organizations	-	-	-	-	-	-	-	-	-

Detail may not add to totals due to rounding.

a/ Non-add items, representing appropriations made in May, 1961, and carried forward as unobligated balances into FY 1962.

b/ Includes $89 million for Southeast Asia program.

c/ Appropriations of dollars for the purchase of local currencies.

d/ Appropriations of excess local currencies.

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DESCRIPTION OF APPROPRIATION LINE ITEMS

Development Loans: dollar repayable loans, for projects, sectors of the economy (e.g. agriculture, education) or general commodity import programs, designed to stimulate economic development and tied to self-help measures of the recipient country.

Technical Cooperation and Development Grants: technical advisory assistance, overseas training, and related material support to develop social, political or economic resources of the recipient country.

Supporting Assistance: grants or loans designed to protect or advance immediate U.S. political and security objectives, in countries threatened by economic and political instability or by communist expansionism.

Alliance for Progress: Development Loans, as well as Technical Cooperation and Development Grants, to Latin American countries are listed as specific appropriations in accordance with Title VI of the Foreign Assistance Act, as amended in 1962.

Social Progress Trust Fund: administered by the Inter-American Development Bank under an agreement of June 19,1961, providing for loans and technical assistance grants to foster social progress in Latin American countries.

Partners of the Alliance: involves U.S. private citizens in small development activities in Latin America, through efforts of state committees and a National Association of Partners of the Alliance. Identified as a separate appropriation line item only in FY 1968.

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Contingency Fund: a reserve fund for meeting urgent assistance needs which cannot be foreseen or acurately defined in advance, such as earthquakes, floods and other natural disasters, and political or economic crises.

International Organizations and Programs: contributions to support economic assistance activities of a multilateral nature, such as the various United Nations programs, and the Indus Basin Development Fund administered by the World Bank.

Surveys of Investment Opportunities: used to encourage interest in investment by U.S. private firms in developing countries by providing up to 50% of costs of investment surveys in the event the firm decides not to go ahead with the investment.

Administrative Expenses (A.I.D. and State): internal administration of the A.I.D. program in Washington and overseas. Under Section 637(b) of the Foreign Assistance Act of 1961, the Department of State receives funds for certain activities involving U.S. Missions to NATO and the OECD, the Mutual Defense Control Act and coordination of military assistance activities with political and economic considerations.

American Schools and Hospitals Abroad: grants to schools, libraries and hospitals for medical education and research outside the United States, when these institutions are founded or sponsored by U.S. citizens and meet certain legislative and administrative criteria (e.g. an objective is to train qualified leadership in developing countries).

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II - LEGISLATION

A. FOREIGN ASSISTANCE LEGISLATION

1. The Authorization Act

The basic A.I.D. charter is the Foreign Assistance Act of 1961, as amended (the FAA). It superseded the previous foreign aid authorizing legislation, the Mutual Security Act of 1954.

The FAA authorizes the appropriation of funds for the different assistance purposes and sets forth the policy and procedural framework within which assistance may be furnished.

Since efforts to secure multiyear authorization of all A.I.D. funds have been unsuccessful, A.I.D. is required to seek an annual authorization of its appropriations.

U.S. assistance programs are based on the declaration of the Congress in the opening Statement of Policy of the FAA that "the freedom, security, and prosperity of the United States are best sustained in a community of free, secure, and prosperous nations". The FAA then sets forth certain principles to guide the program. These include:

-- Self-help: positive steps by the recipient countries to further their own development, e.g., tax reform, import liberalization.

-- Multi-lateral coordination: Close cooperation and coordination between the U.S. and other donor countries, and multi-lateral aid institutions, in providing assistance; and

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-- Regional cooperation: Cooperation between neighboring aid recipient countries in solving common problems and developing shared resources.

Development Loans.

The first of the assistance categories listed in the FAA is dollar-repayable Development Loans which are used to finance capital projects and commodity imports from the United States needed by less developed countries for agricultural or industrial growth. Development Loans are used for countries in Asia and Africa, with about 90% of all development loans going to five countries: India, Pakistan, Turkey, Indonesia and Korea. The FAA sets the interest rate at not less than 2% during a grace period of no more than 10 years, and not less than 3% thereafter. (Although the maximum length of a loan is not specified in the FAA, A.I.D. does not make loans for more than 40 years.)

In making development loans, the FAA requires the President to consider the prospects for repayment, self-help efforts, alternative financing possibilities, the climate for private investment, and the technical soundness of the project. With certain exceptions, development loans cannot be made in more than 20 countries in any fiscal year.

Technical Assistance Grants

The second category is Technical Assistance Grants to less

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developed countries in Asia and Africa. These funds emphasize the development of human resources and are used primarily to pay U.S. technicians who work overseas in advisory and training capacities in such fields as agriculture, population, health and education. TA grants are also used to train foreign students in the U.S., for A.I.D.'s research programs, and to meet certain support costs directly related to the substantive program. With certain exceptions, not more than 40 countries may receive these grants in any fiscal year.

American Schools and Hospitals Abroad.

The FAA authorizes both dollar and foreign currency assistance to a number of schools and hospitals abroad founded or sponsored by U.S. citizens. This category is of particular interest to the Congress - which has traditionally strongly supported such aid.

Alliance for Progress.

Development loans and technical assistance grants for Latin America are the same as for other parts of the world and are subject to virtually the same conditions and restrictions. However, they are separately authorized. The number of Latin American countries to which these Alliance loans or grants may be made is not limited.

Supporting Assistance.

Supporting Assistance is authorized for use on a loan or grant basis to promote political or economic stability. Supporting

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Assistance is not subject to as stringent conditions as development loans or technical assistance grants, and can be provided more quickly. Supporting assistance normally takes the form of commodities, but straight cash loans or grants are occasionally made. The FAA limits Supporting Assistance to 12 countries. It is currently highly concentrated in Vietnam, Thailand, Laos and Korea.

International Organizations.

The FAA also authorizes voluntary contributions to international organizations and programs, such as the UNDP, UNICEF, and the Indus Basin Development Fund. These are supplementary to assessments required of members in certain international organizations for which funds are apportioned directly to the State Department.

Contingency Fund.

A Contingency Fund is authorized for assistance needs which are unforeseen or cannot be accurately defined in advance. Except in the case of famine and disaster relief, contingency funds must be used in accordance with the conditions of a particular economic assistance category.

Investment Surveys.

Surveys of Investment Opportunities which permit the U.S. to pay up to 50% of the cost of investment surveys made by U.S. firms, except those of extractive opportunities, are also permitted by the FAA. Under A.I.D. rules, the 50% is paid only if the investment is not made, in which case the survey is made available to other interested investors.

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Investment Guaranties.

The FAA contains authority for A.I.D. to issue investment guaranties up to specified monetary ceilings. These are of two basic types: (1) "specific risk" against the threats of currency inconvertibility; expropriation; or war, revolution or insurrection; and (2) "extended risk" to cover commercial as well as political risks. Extended risk guaranties may cover not more than 75% of the investment in most cases, except that housing guaranties may cover 100% of the investment. Guaranties are issued directly to U.S. investors for a small fee which helps to provide a reserve against losses and pay certain operations costs of the program.

Transfer Between Accounts.

To permit a certain flexibility in meeting changing program needs, the FAA includes a transfer authority, requiring a Presidential determination of need, allowing the transfer of up to 10% of the funds available for most categories of assistance, including military assistance, to any other category of assistance (except Administrative Expenses)--with the limitation that no category may be increased by more than 20%.

Administrative Expenses.

The funds needed by A.I.D. to administer the program are authorized in a separate appropriation category. (In addition, the FAA contains a permanent authorization for certain expenses of the State Department involving foreign assistance activities).

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Military Assistance Program.

The grant Military Assistance Program (MAP) is also authorized by the FAA. However, this program is administered by the Department of Defense under the general foreign policy guidance and coordination of the Department of State. MAP funds are allocated directly to Defense by Executive Order.

General Provisions.

In addition to the express authorizations noted above, the FAA emphasizes a variety of objectives for which aid funds should be expended. These include agriculture, education, health, population (for which $50 million is earmarked by the FAA in FY 69), and the encouragement of democratic, private and local government institutions.

The FAA also contains various provisions on the conduct of programs and expenditures, including a series of important substantive limitations found in Section 620. Among these limitations, the most significant are prohibitions against assistance to:

-- communist countries;

-- countries which have nationalized or expropriated property owned by U.S. citizens without payment of adequate compensation;

-- countries engaging in or preparing for aggressive military efforts against the United States or recipients of U.S. aid;

-- countries trading with, or whose ships carry cargo to North Vietnam;

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-- countries giving assistance to, or whose ships carry cargo to Cuba;

-- countries with which diplomatic relations have been severed;

-- countries which divert aid or their own resources to unnecessary military expenditures;

-- the UAR.

In addition, assistance must be withheld in the amount a recipient country spends on sophisticated military equipment. The FAA also contains a Presidential waiver authority whereby the President (not A.I.D.), if he finds it important to the U.S. security to do so, may waive most, but not all, of these and other limitations and restrictions, including a provision limiting procurement under the FAA to U.S. sources except in special circumstances.

Administrative Provisions.

The FAA contains a number of administrative provisions. One provides for the delegation of functions assigned to the President. (A.I.D. is not a statutory government agency, and no reference to it is found in foreign assistance legislation). The President has delegated to the Secretary of State the general economic assistance authorities, reserving only the most significant powers, such as the right to waive certain statutory restrictions. The Secretary, in turn, established A.I.D. and delegated to its Administrator most of these authorities. The administrative provisions also:

-- indicate how foreign assistance is to be coordinated with foreign policy;

-- create and specify the functions of the office of the Inspector General, Foreign Assistance;

-- treat personnel matters;

-- require that a number of reports be provided to the Congress; and

-- provide general housekeeping authorities.

2. The Appropriation Act

The funds necessary to carry out the authorizations of the FAA are provided annually in the Foreign Assistance and Related Agencies Appropriation Act.

Separate appropriations are made under the headings of the assistance categories authorized by the FAA and discussed above (including the grant military assistance program). In addition, the annual appropriation act contains general provisions which directly limit the use of funds in much the same way as those found in the FAA.

The Appropriation Act also provides the annual appropriations for other U.S. programs with which A.I.D. is not directly concerned, including the Peace Corps and refugee assistance, and for U.S. subscriptions and contributions to multi-lateral aid agencies like the World Bank, the Inter-American Development Bank and the Asian Development Bank. It also sets annual limitations on Export-Import Bank activities.

B. OTHER LEGISLATION OF INTEREST TO A.I.D.

Although A.I.D. is primarily governed by the Foreign Assistance Act of 1961, as amended, other legislation is also of considerable interest.

Foremost among these is the Agricultural Trade Development and Assistance Act of 1954, as amended (usually referred to as PL 480 or the Food for Freedom Act) which provides agricultural commodities on concessional terms or as direct grants to less-developed countries (LDC's). The local currency proceeds--from the sale of PL 480 commodities within the recipient countries--can, in turn, be used for further A.I.D.-approved development programs.

Although originally designed as a means of disposing of large U.S. surplus agricultural stocks, PL 480 is now a basic part of an integrated foreign assistance package. The present Act expires December 31, 1970; its revision and/or extension will not be a major 1969 legislative requirement, but will be an important task in 1970.

Commodities need not be excess or surplus to be used under PL 480, but the Secretary of Agriculture, in determining what commodities may be disposed of, must insure that there is enough left for domestic requirements, adequate carryover and anticipated dollar sales. Concessional PL 480 sales are designed not to

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interfere with normal commercial marketing.

Title I of PL 480 authorizes sales for dollars or convertible local currency (on credit terms not dissimilar to those for development loans) and sales for local currency in cash upon delivery. Agreements under which such sales are made may combine the extension of dollar or convertible local currency credit with local currency cash payments, but PL 480 does require a progressive transition to sales for dollars and away from local currency.

From an economic development point of view, PL 480 is a two-pronged tool: First, it provides vital imports to developing countries; second, the local currency sale proceeds may be used for only economic development projects or activities that have A.I.D. Mission approval. Since each sale forms an important part of A.I.D.'s development program in the purchasing country, A.I.D. is vitally interested in each such agreement and its terms.

U.S. receipts of foreign currency from PL 480 local currency sales and local currency advances on dollar credit sales, are available for various U.S. and country uses, including development of new markets for U.S. agricultural products, common defense programs, population programs, and loans to private enterprise for business development and trade expansion. PL 480 also contains many of the same limitations and restrictions found in FAA section 620, some parts of which are also applicable to PL 480 programs.

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Title I of PL 480 also requires that consideration be given to the sufficiency of the self-help measures taken by the purchasing country to bolster its agricultural production, distribution, and storage and to control population growth. Both of these matters especially concern A.I.D.

The donation of agricultural commodities under Title II, which includes emergency relief, humanitarian feeding and economic development (self-help work projects), is administered directly by A.I.D. in cooperation with foreign governments, registered voluntary agencies, and the World Food Program.

Program decisions under Title I and Title II are made through the Inter-agency Staff Committee (ISC) chaired by the Department of Agriculture. Committee members include representatives of State, A.I.D., BOB, and Treasury. (More on this important committee in Section VI.)

* * *

A.I.D. is also interested in legislation which affects the various international financial institutions: the Inter-American Development Bank, the Asian Development Bank, the Ex-Im Bank and the IBRD and its affiliates. Legislative action on these institutions is the direct responsibility of the Secretary of the Treasury, but A.I.D. plays a major role in shaping executive branch positions regarding their applicable legislation.

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Several other Acts also affect A.I.D. operations, including:

The Latin American Development Act - which authorized funds primarily for the relief and reconstruction of Chile in 1960 in the wake of that country's disasterous earthquake, and established the Social Progress Trust Fund which is administered by the Inter-American Bank (IDB).

The Foreign Military Sales Act - which authorizes cash, credit or guaranteed sales by the U.S. of military supplies and equipment to friendly nations.

The Fishermen's Protective Act - which authorizes reimbursement to U.S. fisherman of fines improperly levied for trespassing on another country's territorial waters, and a corresponding reduction in aid for the recipient country imposing such fines.

The Mutual Defense Assistance Act - which prohibits aid to nations shipping arms, military supplies or strategic materials to other nations threatening the security of the U.S.

C. STATUTORY CONSTRAINTS

A number of significant constraints on the Executive Branch are built into the Foreign Assistance Act (FAA) and related legislation.

It should be noted, however, that the Congress has recognized the necessity for some flexibility in administering the A.I.D. program and has provided a general waiver provision (Section 614-a of the FAA) which authorizes the President to spend up to $250 million of assistance monies without regard to legal restrictions, if he considers it important to the national security. (A few constraints, however, specifically deny the availability of this general waiver.) In addition to the general waiver, most of the statutory restrictions have built-in waiver authorities.

There are three basic types of constraints in the foreign assistance legislation: administrative and procedural controls on the Agency's operations, restrictions on assistance to certain countries, and prohibitions against certain types of projects.

1. Administrative and Procedural Constraints

a. Procurement

"Buy American Provisions". Section 604 of the Foreign Assistance Act generally requires that commodities financed by A.I.D. be procured in the United States - unless the President determines that the economic or other advantages to the U.S. of lower cost procurement offshore outweigh any adverse effects to the U.S. economy

or industrial mobilization base. Section 604(e) prohibits off-shore procurement of agricultural products when the domestic price is less than parity, and limits motor vehicle purchases to those manufactured in the United States. These limitations are based on the balance of payments restrictions imposed by the Executive Branch since December, 1960. The generally higher cost of U.S. procurement has been deemed more than offset by the positive effect on U.S. trade balances; but tied aid has raised internal prices in aided countries and delayed program implementation.

The Merchant Marine Act of 1936 requires the use of at least 50% U.S. shipping in transporting A.I.D.-financed commodities (other than those purchased with foreign currencies), and Section 612(b) prohibits the use of dollars for the procurement of goods and services if U.S.-owned foreign currencies are available -- unless the official approving the voucher certifies the reason for the use of dollars.

Section 118 of the Appropriation Act contains a special source restriction for iron and steel products for Vietnam. It prohibits any waiver against components of such products which are from sources other than a "Limited Free World Country" costing more than 10% of the export price. This provision was directed against Korean participation in the Vietnam commodity import program by using Japanese metal for Korean galvanized sheets.

Method. Procurement by A.I.D. is normally through competition,

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as with other Government agencies. Although relieved by Section 633 from competitive contracting which might interfere with the conduct of foreign policy or the furtherance of FAA purposes, A.I.D. has, nevertheless, generally adhered to the principles of competition. This has normally not worked to the Agency's disadvantage - in the long run it has insured the availability of well-qualified contractors.

FAA Section 602 requires assistance to small American business to insure its equitable participation in the furnishing of A.I.D.-financed commodities and services. The statute directs A.I.D. to inform suppliers in the United States, particularly small, independent enterprises, as early as possible of prospective purchases, and to advise prospective purchasers in aid-recipient countries of commodities, articles and services produced by small business in the United States.

Section 604 of the FAA prohibits payment to a supplier under a commodity import program unless (a) the supplier certifies a description of the commodity, its condition and such other information as A.I.D. may by regulation require, and (b) on the basis of such information, A.I.D. has determined the commodity to be "eligible and suitable for financing." This provision codifies A.I.D.'s new prevalidation procedure.

Section 607 says that excess property may not be furnished for economic assistance before A.I.D. makes a written determination: (a) on the need for, and suitability of, the property requested; (b) on the status and responsibility of the end-user, and his ability to use and maintain the property; and (c) that the residual value,

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serviceability and appearance of the property will not reflect unfavorably on the United States, and that it will justify, or at least be equal to the cost of furnishing the property.

Section 112 of the Appropriation Act prohibits the use of A.I.D. funds for any capital project until the U.S. has directly approved the terms of the contracts, as well as the firms to provide engineering, procurement, and construction services. Section 110 prohibits any payment on a U.S. procurement contract which does not provide the right of Government termination for its convenience.

b. Other Project Implementation

Section 201(b) prohibits a development loan unless the project to be financed will promote the economic development of the requesting country and specifically provide for appropriate participation by private enterprise. A.I.D. has determined that such participation by private enterprise means loans to private entities (such as development banks), program loans for private use, and loans to the public sector where private contractors are employed.

FAA Sections 201(e) and 251(e) prohibit the authorization of a development loan in excess of $100,000 unless (a) an application for such funds has been received together with sufficient information and assurance to reasonably indicate that the funds will be used in an economical and technically sound manner, or (b) it is determined in the national interest to use such funds pursuant to multi-lateral plans.

The Appropriation Act items for technical assistance, international organizations and programs, and Alliance for Progress grants

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prohibit the use of the funds appropriated for any project which has not been justified to the Congress. Justification normally takes place during the annual Congressional presentation of an "illustrative" program. Since this rule tends to preclude new projects not so presented, it limits program flexibility; the extent of the limitation will depend on developing attitudes largely in the House Appropriations Committee.

Section 611(a) of the FAA prohibits the obligation of funds in excess of $100,000 for any development loan, technical assistance, Alliance for Progress, or supporting assistance project until the necessary engineering, financial and other plans have been completed, a reasonably firm estimate of the cost of such assistance made, and it can reasonably be expected that necessary legislative action by the recipient will be completed in time to carry out the project.

FAA Section 611(b) and Section 101 of the Appropriation Act requires that the plans for any water or related land resources construction project include cost-benefit studies. Section 611(e) further prohibits furnishing assistance in excess of $1,000,000 to any capital assistance project until there has been certification from the A.I.D. Mission Director that the recipient country has the capability to maintain and utilize the project effectively.

Section 402 of the FAA requires that counterpart local currencies will not be budgeted by the Government of Vietnam for any economic assistance project unless approved in writing by the Vietnam Mission.

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Section 301(d) prohibits the U.S. from setting up a trust fund with an international organization unless the agreement provides for the General Accounting Office to "conduct such audits as are necessary to insure that such funds are administered in accordance with such agreement." This provision, the Mailliard amendment, was intended primarily to affect U.S. contributions to the Social Progress Trust Fund of the Inter-American Development Bank; it does not apply if others contribute to the Fund.

Section 103 of the Appropriation Act prohibits the obligation of more than 20% of any foreign assistance appropriation (except the Contingency Fund, Development Loans and Alliance for Progress loans) during the last month of availability. This is designed to avoid last minute obligation of fiscal year limited funds, and to encourage well-planned projects.

2. Country Prohibitions

a. Unfriendly Countries. Except for famine and disaster relief, assistance to American schools and hospitals, assistance under the Alliance for Progress and contributions to international organizations, the assistance authorities under the FAA are expressly limited to the furnishing of assistance to "friendly countries". Beyond this broad limitation, there are certain specific prohibitions in the FAA which designate presumptively "unfriendly countries".

On the assumption that Communist countries are not friendly countries, Section 620(b) prohibits assistance under the FAA to the

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government of any country until it has been determined that the country is not dominated or controlled by the international Communist movement. Section 620(f) prohibits assistance to any "Communist country", defined to include Albania, Bulgaria, Communist China, Czechoslovakia, East Germany, Estonia, Hungary, Latvia, Lithuania, North Korea, North Vietnam, Outer Mongolia, Poland, Rumania, Tibet, Yugoslavia, Cuba and the USSR. Section 620(f) specifically prohibits waiver of its prohibition unless the President determines (1) that the assistance is vital to the security of the United States, (2) the recipient is not controlled by the international Communist conspiracy, and (3) the assistance will promote the recipient's independence from international communism.

Apart from Communist countries, the FAA includes in Section 620(t) a prohibition against assistance to any country with whom diplomatic relations are severed. (Countries with which relations are now severed include the UAR, Syria, Iraq, Sudan, Yemen, Mauritania and Cambodia.) Also, Section 620(j) requires the President to consider terminating assistance to any country which permits damage to U.S. property by mob action and fails to prevent recurrence thereof and provide adequate compensation.

Section 620(i) prohibits assistance to any country involved in aggression, or planning or preparing for aggression against, or subversion of the United States or any country receiving assistance from the United States. Waiver of this prohibition is specifically prohibited.

Closely related is the specific prohibition of Section 620(p) and Section 117 of the Appropriation Act against assistance to the United Arab Republic, unless the President determines such assistance is essential to the U.S. national interest, and, under Section 260(p), will not assist aggressive actions by the UAR. Although the Palestine Liberation Army is not representative of any particular country, its avowed purpose of destroying Israel has prompted a specific prohibition in Section 301(c) against any contribution to the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) unless UNRWA agrees to "...take all possible measures to assure that no part of the United States contribution shall be used to furnish assistance to any refugee who is receiving military training as a member of the so-called Palestine Liberation Army."

b. Countries Assisting or Trading with Certain Unfriendly Countries

There are also provisions designed to influence recipient countries to cut off assistance or trade with certain countries unfriendly toward the United States. The Battle Act prohibits assistance to countries which furnish munitions or other strategic materials to any other nation "...threatening the security of the United States, including the Union of Soviet Socialist Republics and all countries under its domination".

Specifically directed against Castro's Cuba are FAA Section 620(l), which prohibits assistance to any country that furnishes assistance to the present government of Cuba (unless the President determines that

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such assistance is in the U.S. national interest), and Section 620(a)(3) which prohibits assistance to any country permitting ships or aircraft under its registry to carry cargoes to or from Castro's Cuba. Among the countries for which assistance has been cut off under this provision are the United Kingdom, Yugoslavia, and Cyprus. Section 107 of the Appropriation Act also prohibits assistance to any country which furnishes strategic items or items of economic assistance to Cuba.

North Vietnam is singled out for similar treatment in FAA Section 620(n) and Sections 107(b) and 116 of the Appropriation Act. These sections collectively prohibit assistance to any country which furnishes to North Vietnam, or permits ships or aircraft under its registry to transport to or from North Vietnam, any equipment, materials, or commodities so long as the regime in North Vietnam supports hostilities in South Vietnam. Among the countries for whom assistance has been cut off under this provision are Cyprus, Malta, and the colony of Hong Kong.

c. Countries Acting Unfairly toward U.S. Nationals

Supplementing those provisions concerned with countries considered unfriendly or aggressive toward the United States are prohibitions directed at countries considered unfair towards private American enterprise.

Section 620(c) prohibits assistance to the government of a country dishonoring its debts to U.S. citizens or persons, unless the

President finds the withholding of assistance to be "contrary to the national security." Section 620(e)(1) requires the suspension of assistance, including disbursements on assistance already obligated, to any country which takes the property of a U.S. citizen, or an entity at least half-owned by U.S. citizens, without fair compensation. No Presidential waiver is permitted. Peru is currently being watched carefully in this regard.

With respect to American-owned fishing vessels seized by aid-recipient countries in international waters, Section 5 of the Fishermen's Protective Act requires the President to withhold assistance under the FAA in an amount equal to the unpaid U.S. claim against that country for compensation paid by the U.S. to the fishing boat owner and crew. FAA Section 620(o) contains a broader but less stringent limitation on aid to countries seizing American fishing boats. Aid recipient countries which have seized U.S. fishing vessels in the past include Ecuador, Peru, and Columbia.

d. Other Country Prohibitions

There are also other areas in which the Congress has enacted country prohibitions for the purpose of influencing policies of aid recipients. FAA Section 620(s) (Symington Amendment) seeks to discourage excessive military expenditures in less-developed countries by prohibiting assistance to any country which diverts U.S. development assistance or its own resources to unnecessary military expenditures which materially interfere with development. This provision

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may not be waived.

FAA Section 620(v) (Conte-Long Amendment) and Section 119 of the Appropriation Act require withholding assistance from any country in an amount equal to the amount spent by that country for "sophisticated" weapons, unless the President finds the weapons acquisition important to U.S. national security. (The developing country's security needs are not determinative.) One country in Africa has already incurred penalties and others may do so shortly.

Section 620(q) influences A.I.D. recipients to stay current in their payments on A.I.D. loans by prohibiting assistance to any country more than six months in default on a loan. Similarly, Section 620(u) (Miller Amendment), while not prohibiting assistance, requires (1) A.I.D. to take "arrearages" on U.N. assessments into account in aid decisions, and (2) if a country is two years in arrears, the development of either an assurance that the country will put its accounts on a current basis, or an explanation of unusual circumstances showing it economically incapable of giving such assurances.

Another type of prohibition, designed to encourage concentration and multilateralization of assistance, is the series of "country limitations." Development loans can be provided to no more than 20 countries, Supporting Assistance to no more than 12, and Technical Assistance to no more than 40. Section 211 permits up to $600,000 for "self-help" projects outside the 40 TA countries, however. Legislative history, moreover, exempts certain types of multilateral and

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regional programs.

3. Types of Projects

Various provisions in the FAA prohibit specific assistance purposes regardless of the country concerned. Section 620(k) prohibits assistance in excess of $100 million for any single productive enterprise, unless expressly approved by the Congress. It may not be waived. This was designed to block U.S. participation in the Bokaro steel plant in India in 1963. Section 620(d) prohibits a development loan for construction of a productive enterprise competing with U.S. enterprise unless the country has agreed to prevent export to the United States of more than 20% of the project's annual production during the life of the loan. This provision may, however, be waived when the President determines that it is in the U.S. national security interest.

Section 221(e) singles out investments in foreign financial institutions for denial of guaranty coverage permitting compensation to the investor for losses on the foreign institution's investments. Section 302(c) prohibits assistance for any volunteer program of an international organization or foreign government relating to the selection, training and programming of volunteer manpower.

Section 620(h) requires regulations and procedures to insure that U.S. aid is not used to assist foreign aid activities of Communist-bloc countries. Section 113 of the Appropriation Act prohibits the use of more than $8 million in the current fiscal year for

central research projects, although legislative history exempts research in the family planning area. Section 301(b) prohibits U.S. contributions to the United Nations Development Program in excess of 40% of all contributions to that program.

Several prohibitions are concerned with the use of assistance to pay pre-existing obligations of the recipient government. Section 620(r) prohibits release of liability on any A.I.D. loan, but does not prevent collection delays via debt rescheduling. Section 114 of the Appropriation Act prohibits furnishing funds for payment of U.N. dues. Section 620(g) prohibits the use of U.S. assistance to compensate owners of expropriated property. Section 104 of the Appropriation Act prohibits use of foreign assistance funds for payment of military pensions.

4. Agricultural Trade Development and Assistance Act of 1954 (PL 480)

Restrictions in PL 480 include:

-- a prohibition on sales agreements with nations expropriating or nationalizing U.S.-owned property without compensation (410);

-- the limitation that sales and government-to-government grants can only be made to "friendly" countries (defined in 103(d) and 103(j) by excluding, inter alia, Communist countries or countries with which the U.S. does not have diplomatic relations);

-- and the use of the FAA's minimum term for DL's as the touchstone authority on terms for convertible local currency and dollar credit sales (103(b)), 106(a).

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Other limitations are uniquely part of PL 480, e.g., safeguarding usual marketings of the U.S. (103(c)), or denying availability of a commodity for disposition under PL 480 if such disposition would reduce the domestic supply below certain levels (401).

Another category of restrictions includes limitations and prohibitions made applicable to PL 480 by the FAA. The most important are the bars against sales and government-to-government grants to:

-- countries preparing aggressive military efforts or attending conferences planning such activities against the United States or countries receiving U.S. assistance (FAA 620(i));

-- countries which trade or whose ships trade with North Vietnam (FAA 620(n));

-- countries which divert aid to military expenditures (FAA 620(s)-Symington Amendment); and

-- countries which have severed diplomatic relations with the United States (FAA 620(t)).

Another administrative limitation is imposed by the absence of an Executive Order assigning to the various Federal agencies functions to be carried out under PL 480 as it now exists. The present Executive Order -- E.O. 10900 -- stems from 1961. An unsuccessful effort was made to bring this order up to date after passage of the Food for Peace Act of 1966, which substantially altered the philosophy and wording of PL 480. Our inability to amend or revise E.O. 10900 has made it

difficult to resolve within the Executive Branch the many problems which arise from the responsibilities and interests of A.I.D., State, Agriculture and Treasury.

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D. LEGISLATIVE ENCROACHMENT ON EXECUTIVE POWERS

Description of Problem

The Constitutional separation of powers establishes the ground rules for contention between the executive and the legislature to determine at what point the authority of one branch ends and that of the other begins. Legislative encroachment occurs when Congress attempts to enact laws which empower the Congress, or one of its Houses, or one of its committees, or individual Congressmen to control or influence the administration of laws and executive decisions or when the Congress seeks to improperly limit the President's authority to execute the laws.

Prior History

Attempts to restrict the executive powers have increased over the past two decades. Offending legislation generally adopts one or a combination of the following forms:

1. Requirements that executive agencies "come into agreement with" committees or subcommittees or their chairmen -- generally by getting their approval -- before taking action authorized by law. These are unconstitutional for two reasons: (1) they represent an attempt by the legislature or its committees to participate in the execution of statutes; (2) they are an unauthorized delegation of the power of the whole Congress to its

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committees or members in violation of Article I, Section 1, of the Constitution which vests all legislative powers in a "Congress of the United States."

2. Imposition of unreasonable requirements that executive agencies report to Congress or its committes on actions they propose to take, combined with a waiting period before the actions can take effect. Reporting requirements and waiting periods designed to inform and permit reasonable congressional oversight are not objectionable, but when the waiting periods are excessive -- and especially if a committee is given the authority to waive the waiting period -- the process can become tantamount to a "coming into agreement" arrangement.

3. Requirements that the President (or, in some cases, agency heads) obtain the advice and concurrence of certain bodies or officers, including advisory groups composed of executive or legislative branch officials, before taking action. As a minimum, such requirements may restrict the President's flexibility. Serious problems can occur if they actually make the advice binding or prevent the President from carrying out his functions without obtaining concurrence. Constitutional problems

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can occur if members of Congress are put in a position of controlling Presidential actions in this way.

4. Requirements limiting the President's choices in making appointments either by specifying excessive or very narrow qualifications to be met by the appointees or by specifying that appointees shall be selected from panels or nominees proposed by special interest or other groups.

5. Requirements limiting the President's authority to remove his appointees either by establishing fixed terms for such appointees, specifying the causes for removal or attempting to give the Congress a role in the removal process. Such limitations are most objectionable if the positions involve executive-administrative functions as distinguished from regulating functions.

6. Permitting congressional action by simple or concurrent resolution so as to prevent or circumvent the Presidential veto. For example, the termination of powers granted under a statute by a resolution is a legislative action which should be subject to Presidential approval or veto.

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In order to enable the President to discharge his responsibilities he must not be improperly restricted in the exercise of his authority. His flexibility in seeking advice should not be hampered, and his channels of command should not be blocked. Above all, he cannot, and should not have to share his executive functions with the Congress or parts of the Congress.

Presidential Policy Alternatives

When encroachment provisions appear in enrolled bills which are otherwise acceptable, the President is faced with a difficult choice between the veto of an otherwise desirable piece of legislation and the acceptance of legally questionable and administratively undesirable provisions. It is therefore particularly important that all departments and agencies ensure that no such provisions are included in executive branch proposals. Moreover, they should strive to prevent their inclusion in any legislation as it passes through the Congress. Agency opposition at an early state in the legislative process and the possibility of veto can often result in the removal of the objectionable provisions.

Current Activity

In early 1967, the Senate Committee on the Judiciary established a Subcommittee on the Separation of Powers to examine, among other aspects of the situation, the extent to which encroachment among the

three branches has occurred. Statements by the Chairman (Senator Ervin) envision a two-year study. The subcommittee issued an interim report on July 11, 1968, in which they declared their intention to study the use of the legislative veto. Further investigations of the committee may influence congressional policy concerning the use of the reporting period provisions and requirements for a waiting period.

(This paper was prepared by the Bureau of the Budget)

E. THE LEGISLATIVE CLEARANCE FUNCTION

The legislative clearance function is intended to serve the needs of the President in carrying out his legislative responsibilities and is a joint activity of the Bureau of the Budget and the executive branch agencies. It can also be helpful to the Congress and the agencies in meeting their responsibilities. The purpose of this memorandum is to outline the origin and development of the clearance function, to describe briefly how it works, and to summarize its purposes.

1. Background

The basic rules for enactment of laws are set forth in Article I of the Constitution.

A description of the congressional legislative process is contained in the pamphlet, "How Our Laws are Made," prepared by Charles Zinn for the House Judiciary Committee (House Document No. 125, 90th Congress, May 22, 1967). A shorter pamphlet, "Enactment of a Law," covers the same subject and was prepared by Floyd Riddick for the Secretary of the Senate (Senate Document No. 35, 90th Congress, June 12, 1967).

The President's legislative responsibilities are founded in his constitutional duties and powers to: (1) require the opinion in writing of the principal officer in each of the executive departments, (2) take care that the laws are faithfully executed, (3) give the Congress information on the state of the Union, (4) recommend to the Congress such measures as he judges necessary, (5) approve or disapprove bills passed by the Congress, and (6) convene either or both Houses of Congress.

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The legislative clearance function originated in the early 1920's in the Administration of President Harding. In its initial years, the clearance function was largely confined to bills involving expenditures, but it was later extended by President Roosevelt to all bills. A detailed description of the development of the legislative clearance function is contained in an article by Richard Neustadt, "The Growth of Central Clearance," in the American Political Science Review of September 1954.

Budget Bureau Circular A-19, issued at the direction of the President, sets forth the basic guidelines and procedures for carrying out the function. These procedures have been substantially the same for the last 20 years.

2. Description of Current Clearance Procedures

The clearance function covers agency legislative proposals, agency reports and testimony on pending legislation, and enrolled bills.

Legislative Proposals--All bills which agencies wish to transmit to the Congress are sent to the Bureau of the Budget for clearance. There they are reviewed and a determination is made on what additional data and information are needed and what other agencies have substantial interests and should be asked to comment.

Agencies whose views are asked may favor a draft bill or have no objection. It is likely, however, that one or more of them will propose substantive or technical amendments, or perhaps a complete substitute. Divergent views may be reconciled by telephone or by letter. If appropriate, a meeting of the interested agencies will be arranged by Bureau staff.

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In its review of draft bills, the Bureau applies existing Presidential policies. If significant issues arise which are not covered by such policies, it seeks appropriate Presidential direction.

After review, analysis, resolution of issues, and obtaining appropriate policy guidance, the Bureau advises the proposing agency that (1) there is no objection from the standpoint of the Administration's program to the submission of the proposed draft bill to the Congress, (2) the proposed bill is consistent with the Administration's objectives, or (3) the proposed bill is in accord with the President's program. This "advice" is conveyed by the submitting agency to the Congress in its transmittal letter. On the other hand, if the agency is advised that its proposed bill conflicts with an important Administration objective, or is not in accord with the President's program, it may not transmit the bill to the Congress.

The above are simply illustrative of the range of advice given, and there are many possible variations or qualifications, including suggested amendments to eliminate other agencies' objections.

Reports of Pending Legislation--If agencies are asked by congressional committees to report or testify on pending legislation or wish to volunteer a report, similar clearance procedures are followed. Agencies are given "advice" which they transmit in their reports or include in their testimony.

Enrolled Bills--After Congress has completed action on a bill, it is enrolled and sent to the President for his approval or disapproval. The Constitution provides that the President shall take action within 10 days after receipt of the bill, not including Sundays.

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To assist the President in deciding his course of action on a bill, the Bureau requests each interested agency to submit within 48 hours its analysis and recommendation in a letter to the Bureau, signed by the head of the agency or other Presidential appointee. The Bureau prepares a memorandum to the President on the enrolled bill which transmits these views and letters, and summarizes the issues and various views and recommendations. If an agency recommends disapproval or a signing statement, it is responsible for preparing a draft of an appropriate statement for the President's consideration.

Volume of Activity--During the 90th Congress, about 26,500 bills and joint resolutions were introduced in the two Houses. The agencies submitted to the Bureau for clearance more than 10,000 proposed reports on bills and more than 850 draft bills. The Bureau received congressional committee requests for its views on over 2,500 bills. The 90th Congress enacted more than 1,000 public and private laws.

3. Relationship to the President's Legislative Program

The legislative recommendations of the President in his three regular annual messages -- State of the Union, Budget, and the Economic Report -- together with those in any special messages or other communications to the Congress generally constitute the President's legislative program. These recommendations have had their origin in many sources. One major source is the agencies themselves. Each year, along with their budgets, departments and agencies submit to the Bureau proposed agency legislative programs for the coming session of Congress. The more important items are identified and referred to the White House for consideration.

Other major sources include bills introduced in the Congress, and proposals of commissions, panels, and task forces established by law or by administrative order to examine and recommend on particular subjects.

In conjunction with the legislative clearance function, the Bureau and the agencies assist the White House staff in the development of the President's program. Each President develops his legislative program, of course, through methods of his own choice; and the form and nature of Bureau and agency assistance vary, depending on the President's wishes. Almost always, however, it has involved the application of clearance procedures to the draft bills which are prepared to carry out the President's legislative recommendations.

The existence of the President's program gives the legislative clearance process coherence, a set of goals, and greater significance. It provides general guidance for the executive branch, both in shaping proposals which are not part of the President's program and in commenting on bills before the Congress.

4. Purposes of the Clearance Function

As noted earlier, the function is essentially a staff service for the President performed in accordance with his wishes and designed to assist him in carrying out his legislative responsibilities. It has several purposes, of which some assist the Congress and the executive branch agencies themselves, as well as the President:

-- it provides a mechanism for bringing together and staffing out agency legislative proposals which the President may wish to include in his legislative program;

-- it helps the executive agencies develop draft bills which are consistent with and which carry out the President's policy objectives;

-- it is a means of keeping Congress informed (through the "advice" transmitted by the agencies) of which bills are part of the President's program and of what the relationship of other bills is to that program;

-- it provides a mechanism for assuring that Congress gets coordinated and informative agency views on legislation which it has under consideration;

-- it assures that bills submitted to Congress by one executive agency properly take into account the interests and concerns of other affected agencies and will therefore have the general support of such agencies;

-- it provides a means whereby divergent agency views can be reconciled.

(This paper was prepared by the Bureau of the Budget)

III. THE A.I.D. BUDGET

A. HOW THE A.I.D. BUDGET IS BUILT--THE COUNTRY PROGRAMMING SYSTEM

The building of the A.I.D. budget starts about 18 months prior to the start of the fiscal year in question. It begins in January-February when general guidance on how to put the budget request together is issued to the field by AID/Washington. This guidance is followed up--usually in March or April--by additional messages to each USAID Mission from the Regional Bureaus in AID/W, giving specific guidance applicable to each country.

On the basis of this general and specific guidance, each USAID prepares a Program Memorandum (PM) for the budget year in question. The PM presents the field's analysis and recommendations in a summary rationale of the proposed fiscal year's aid program. It does this for a multi-year time frame, so that consideration can be given to long-term costs and benefits.

The PM discusses U.S. objectives in the country, and focuses on those measurable, operational, and intermediate objectives in which A.I.D. has a specific interest. It evaluates progress toward those objectives, and discusses alternate strategies to move toward their achievement in the next time period. In the consideration of alternatives, other donor and private inputs are calculated, self-help investment and policy actions required of the host government are evaluated, and alternative U.S. aid levels and program mixes are analyzed.

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From this analysis of alternatives a recommended program strategy--which has the U.S. Ambassador's approval--is proposed. Basic issues in the selection of this strategy are identified for careful review by AID/W. These PM's arrive in AID/W on a staggered schedule, usually during the period May-August.

As the PM's are received, they are analyzed in depth by the Country Desks in the Regional Bureaus. This process ends with reviews by the A.I.D. Administrator of the dozen or so major country programs, and reviews by the Regional Assistant Administrator of all other country programs. These reviews usually take place during August-September, with representatives of the State Department, Bureau of the Budget, and other U.S. agencies participating.

After the various country reviews are completed, the Administrator holds a "wrap-up" review with each Regional Bureau in which the Regional Assistant Administrator makes his total request for funds for his Bureau for the fiscal year. These reviews are usually held during the latter part of September.

While all this is going on, the Office of Program and Policy Coordination and the Deputy Administrator carry out a separate series of reviews of A.I.D.'s non-regional programs. Each office having a non-regional program prepares a budget request which is reviewed by PPC, usually in July, and then by the Deputy Administrator usually in August-September.

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The information gained in the regional and non-regional reviews is put together in one package by PPC for the Administrator's consideration in a final "World Wide Wrap-up Review," usually held early in October. After this review, the Administrator makes his final decisions on the budget request he will submit to the Bureau of the Budget. The budget request is officially cleared by the Secretary of State and submitted to B.O.B. about October 15.

B.O.B. analyzes the A.I.D. request and the Budget Director arrives at a tentative "mark" for recommendation to the President. This mark is conveyed back to A.I.D., and the Administrator has an opportunity to appeal the "mark" to the Budget Director if he wishes. An attempt is then made to iron out disagreements so that an agreed-upon figure can be presented to the President. If this is not possible, the President is advised of the items at issue between the Administrator and B.O.B. Director.

Once the President makes his decision, usually in December, the final figure is included in the President's budget, submitted to the Congress in January. A.I.D. then prepares its detailed Congressional justification materials on the basis of this total, and readies itself for Congressional hearings which usually begin in February-March. (Authorization hearings are also required since A.I.D.'s program must be reauthorized each year). Congress

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eventually passes an appropriation bill, usually late in the Congressional Session (October-December).

The final act in the process occurs shortly after Congress completes its action, when the A.I.D. Administrator makes his decisions on how to split the funds appropriated by Congress. In recent years this process has become more involved because Congress has cut the President's budget request sharply. The Administrator's decisions are reflected in a document called the "Operating Year Budget" (OYB), which forms the basis for planning and implementation. The OYB is adjusted from time to time as the fiscal year progresses.

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B. A.I.D.'s CONGRESSIONAL PRESENTATION PROCESS

The A.I.D. budget is submitted to the Congress in a variety of ways. The first mention of foreign assistance, traditionally in very general terms, is in the President's State of the Union Message each January.

The second stage is the President's Budget, which covers all government programs, and is usually sent to the Congress shortly after the State of the Union Message. The amounts requested by A.I.D.- within each assistance category, and for each geographical region - are included in the President's Budget.

The President's Budget has traditionally been revealed on a Sunday. On the Saturday before, the Bureau of the Budget holds a special press conference (in the morning) to explain the entire Budget package. That afternoon, each of the Federal Agencies also holds a press conference to explain its portion of the Budget. The Administrator conducts this conference for A.I.D.

Next comes the President's Economic Report, which contains a section on foreign assistance.

The A.I.D. program is formally submitted to the Congress when the President transmits the Foreign Aid Message and proposed authorizing legislation in February or March. The legislation proposes amounts to be authorized for appropriation in each assistance category for the next fiscal year, and usually contains various substantive amendments to the basic authorizing act (the Foreign Assistance Act of 1961, as amended).

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The proposed authorizing legislation is normally introduced in the House by the Chairman of the Foreign Affairs Committee, and in the Senate by the Chairman of the Foreign Relations Committee, and is referred to those Committees for consideration.

The Administrator has made a practice of holding special briefings for the press and the Point IV Group on the proposed legislation and program soon after the Foreign Aid Message is delivered. The Point IV Group represents American civic organizations with a special interest in A.I.D.'s activities; they include the American Council on Education; AFL-CIO; American Association of University Women; American Library Association; Americans for Democratic Action; American Veterans Committee; Catholic Relief Services; Chamber of Commerce of the USA; Citizens Committee for UNICEF; Council for Latin America; League of Women Voters; and the Population Council.

Shortly thereafter, a "Section-by-Section Analysis", which explains each provision of the bill, is prepared by A.I.D. and transmitted to the two authorizing committees. Both the bill and the Section-by-Section Analysis are printed by the Congress.

A detailed explanation of the proposed A.I.D. program known as the Presentation Book is then sent to the House and Senate authorizing committees and appropriation committees. At about the same time, A.I.D. releases an unclassified "popular" presentation of the proposed program for wide distribution to the Congress and the public.

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In addition to the general Presentation Book, separate "Project Data" books are prepared for each region, describing each A.I.D. project. These books are prepared at the request of the Foreign Operations Subcommittee (Passman Subcommittee) of the House Appropriations Committee and are not normally reviewed in any detail by either authorizing committee or by the Senate Appropriations Committee.

The first A.I.D. hearings are normally held by the House Foreign Affairs Committee on the authorizing legislation. The Secretary of State, the Administrator, the regional Assistant Secretaries of State, the regional Assistant Administrators of A.I.D., and others appear at these hearings which may take two or three months. They are held in closed session, except the appearances of the Secretary of State and the Administrator, which are usually in public session. In recent years, hearings before the Senate Foreign Relations Committee have consisted only of appearances by the Secretary of State and the Administrator in open session.

The Foreign Operations Subcommittee of the House Appropriations Committee holds extensive hearings with the Administrator, the regional Assistant Secretaries of State and A.I.D.'s Assistant Administrators and others, and ends with an appearance by the Secretary of State. All hearings before this Subcommittee are in closed session.

The Senate Appropriations Committee hears the Secretary of State and the Administrator in closed session, usually toward the end of the legislative process for the year, and after the authorizing legislation has been passed and the appropriation bill has been reported to

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the House floor by the House Appropriations Committee. In part, this timing is due to the Constitutional provision which requires appropriation bills to originate in the House.

After hearings in the House Foreign Affairs Committee or the Senate Foreign Relations Committee, each Committee 'marks up" the proposed legislation, making cuts in the authorization request; accepting, rejecting or modifying proposed substantive changes in the Foreign Assistance Act of 1961; and adding amendments submitted by Committee members. A.I.D. often has an opportunity to comment on the specific actions proposed by members of the Committee to be taken during mark-up before the Committee considers and votes on the proposed Congressional changes. The mark-up process may take from a week to several months.

The House Committee reports the marked-up bill to the House floor, and the Senate Committee reports the bill with its changes to the Senate floor. A.I.D. sometimes has an opportunity to comment informally on the drafts of the printed committee reports which accompany the bill to the floor.

Depending on the other business before the House or Senate when the A.I.D. bill is reported, it may be called up for floor action within a few days or after several weeks. During floor action - which normally takes three or four days in each house - members of Congress make speeches on the bill and consider any amendments which are introduced. The bill is then passed by each house.

However, the authorization bill passed by one house usually differs,

in dozens of respects, from the bill passed by the other house. Each house therefore appoints several members of its authorizing committee to meet in conference to resolve the differences.

A formal Executive Branch position is submitted to the conference committee on each difference between the two bills. The conferees frequently take a month or more to agree on a single version of the bill. When they do, the bill is reported to the floor of each house for final approval. This is usually a routine matter, quickly accomplished.

The authorization bill is then signed by the President, and the Congress turns to the A.I.D. appropriation bill. The Foreign Operations Subcommittee of the House Appropriations Committee marks it up, cutting the amounts requested in the President's Budget to - or below - the amounts stipulated in the authorizing legislation. The Subcommittee reports its bill to the full Appropriations Committee, which normally reports it to the House floor without change.

During floor action, further cuts may be made, or the bill may be further amended. When it ultimately passes the House, it is sent to the Senate and referred to the Senate Appropriations Committee. The Senate Committee - in turn - marks up the House-passed bill and reports it to the Senate, where it may undergo further change.

Usually only a one or two day conference is needed to resolve the differences between the House and Senate appropriation bills, and the agreed version is submitted to the House for its approval. Although

House passage of the agreed bill has normally been routine, last year the House sent the bill back to conference and finally passed it only after the conferees had agreed on further cuts. The House-passed bill is then sent to the Senate for its approval.

When the appropriation bill has been passed by both houses, it is signed by the President. The appropriation bill actually provides the funds A.I.D. uses in its program for the fiscal year.

Unfortunately, the appropriation bill is usually not enacted until well after the beginning of the fiscal year. Last year the bill passed both houses around Christmas and was not signed by the President until January 2, 1968. In the interim, A.I.D. must operate under a general "continuing resolution" which permits agencies whose funds have not yet been appropriated to continue their operations at the previous year's level until their appropriation bills are enacted. Last year, because of a dispute not directly involving A.I.D., there was no continuing resolution in effect for several weeks. As a result, no A.I.D. business could be transacted during that period. ?

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IV. A.I.D. AND THE CONGRESS

A. IMPORTANT CONGRESSIONAL COMMITTEES

The House and Senate Committees which play an important role in A.I.D. operations are described below. The names of the Committee members reflect the composition of the 91st Congress. But the sub-committee membership lists should not be considered final. As of this writing, many of the new Congressional sub-committees haven't been organized yet.

1. The House of Representatives

House Committee on Foreign Affairs

A.I.D.'s annual Authorization Bill--the Foreign Assistance Act--originates in this committee. The full committee and several of its sub-committees conduct lengthy hearings on the A.I.D. program. Its members:

MAJORITY	MINORITY	STAFF
Morgan (Pa.) Chairman	Adair (Ind.)	Crawford, Staff Adm.
Zablocki (Wis.)	Mailliard (Calif.)	Bullock, Sr. Staff Cons.
Hays (Ohio)	Frelinghuysen (N.Y.)	Westphal, Staff Cons.
Fountain (N.C.)	Broomfield (Mich.)	Schupp " "
Fascell (Fla.)	Whalley (Penn.)	Cromer " "
Farbstein (N.Y.)	Gross (Iowa)	Billings " "
Diggs (Mich.)	Berry (S. Dak.)	Czarnecki " "
Murphy (Ill.)	Derwinski (Ill.)	Benson " "
Gallagher (N.Y.)	Morse (Mass.)	Bierman " "
Nix (Penn.)	Thomson (Wis.)	Brady " "
Monagan (Conn.)	Fulton (Penn.)	Sullivan " "
Fraser (Minn.)	Findley (Ill.)	
Rosenthal (N.Y.)	Buchanan (Ala.)	
Roybal (Calif.)	Taft (Ohio)	
Culver (Iowa)	Lloyd (Utah)	
Hamilton (Ind.)	Burke (Fla.)	
Tunney (Calif.)	Roth (Del.)	
Kazen (Texas)		
Wolff (N.Y.)		
Bingham (N.Y.)		
Yatron (Pa.)		

2. The Senate

Senate Committee on Foreign Relations

Annual A.I.D. authorizing legislation is normally introduced in this committee at the same time as in the House. Hearings in this committee have not been lengthy in recent years. The Senate usually waits to act on A.I.D.'s legislation after the Bill has been passed in the House. The committee members:

MAJORITY	MINORITY	STAFF
Fulbright (Ark.) Chairman	Aiken (Vt.)	Marcy, Chf. of Staff
Sparkman (Ala.)	Williams (Del.)	Holt, Cons.
Mansfield (Mont.)	Mundt (S. Dak.)	Henderson, Cons.
Gore (Tenn.)	Case (N.J.)	Kuhl, Chf. Clerk
Church (Idaho)	Cooper (Ky.)	Tilman, Cons.
Symington (Mo.)	Javits (N.Y.)	Jones, Cons.
Dodd (Conn.)		Lowenstein, Cons.
Pell (R.I.)		Bader, Cons.
McGee (Wyo.)		

Senate Committee on Judiciary-Special Subcommittee on Refugees and Escapees

The subcommittee has recently been very active in examining the Vietnamese Refugee Program. Its members:

MAJORITY	MINORITY	STAFF
Kennedy (Mass.) Chairman	Fong (Hawaii)	deHaan, Rsch. Asst.
McClellan (Ark.)		
Tydings (Md.)		

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House Committee on Appropriations-Subcommittee on Foreign Operations

The A.I.D. appropriations legislations--Foreign Aid and Related Appropriations Act--originates in this subcommittee. It holds lengthy hearings during the spring and summer months. Its members:

MAJORITY	MINORITY	STAFF
Passman (La.) Chairman	Shriver (Kan.)	Merrill, Staff Asst.
Rooney (N. Y.)	Conte (Mass.)	
Hansen (Wash.)	Reid (Ill.)	
Cohelan (Calif.)	Riegle (Mich.)	
Long (Md.)		
McFall (Calif.)		

House Subcommittee on Foreign Operations and Government Information

The so-called Moss Committee, the "grand jury" of the Congress, is the investigative subcommittee of the House, and it is constantly studying A.I.D. operations and evaluating its usefulness. Its members:

SUBCOMMITTEE

MAJORITY	MINORITY	STAFF
Moss (Calif.) Chairman	Reid (N. Y.)	Augliere, Staff Adm.
Macdonald (Mass.)	Rumsfeld (Ill.)	Cornish, Chf. For. Op.
Randall (Mo.)	Horton (N. Y.)	Matteson, Chf. Gov. Inf.
Monagan (Conn.)	Dwyer (N. J.) (ex officio)	Nelligan, Investigator
Dawson (Ill.) (ex officio)		

House Committee on Government Operations-Special Subcommittee on Donable Property

The Subcommittee examines the utilization of surplus U.S. property in the A.I.D. program. Its members:

MAJORITY	MINORITY	STAFF
Monagan (Conn.) Chairman	Heckler (Mass.)	Romney, Asst. Gen. Counsel
St. German (R.I.)		

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Senate Committee on Appropriations

All appropriations bills originate in the House, so the Senate acts only after they have been passed in the House. The Foreign Aid bill normally considered by the full committee,* rather than any special subcommittee, as in the House. Its members:

MAJORITY	MINORITY	STAFF
Russell (Ga.)	Young (N. Dak.)	Scott, Chief Clerk
Ellender (La.)	Mundt (S. Dak.)	Woodruff, Asst. Chf. Clk.
McClellan (Ark.)	Smith (Maine)	Hewitt, Asst. Clerk
Magnuson (Wash.)	Hruska (Neb.)	Bousquet, Prof. Stf. Mbr.
Holland (Fla.)	Allott (Colo.)	Brantley " " "
Stennis (Miss.)	Cotton (N. H.)	Cooper " " "
Pastore (R. I.)	Case (N. J.)	Downey " " "
Bible (Nev.)	Javits (N. Y.)	Eaton " " "
Byrd (W. Va.)	Fong (Hawaii)	Dirks " " "
McGee (Wyo.)	Boggs (La.)	Gonzales " " "
Mansfield (Mont.)	Pearson, (Kans.)	Kennedy " " "
Proxmire (Wis.)		McConnell " " "
Yarborough (Tex.)		McGown " " "
Montoya (N. M.)		McDonnell " " "
		Merrick " " "
		Mitzen " " "
		Pujol " " "
		Rexroad " " "
		Schafer " " "
		Sommer " " "
		Stewart " " "
		Witeck " " "
		Cotter, Special Counsel

* New Subcommittee on Foreign Operation: Established 2/26/69

McGee (Wyo.) Chmn.)	Fong (Hawaii)
Ellender (La.)	Cotton (N. H.)
Holland (Fla.)	Pearson (Kans.)
Montoya (N. M.)	Young (N. Dak.)
Russell (Ga.) (ex officio)	

Staff: Pujol, Staff Assistant

28 February 1969

Senate Committee on Government Operations-Subcommittee on Foreign Aid Expenditures

This committee is the "grand jury" of the Senate. The full committee and its subcommittee on foreign aid expenditures examine the A.I.D. program and its effectiveness. The committee members:

MAJORITY	MINORITY	STAFF
McClellan (Ark.) Chairman	Mundt (S. Dak.)	Calloway, Chf. Counsel & Staff Dir.
Jackson (Wash.)	Javits (N. Y.)	Shriver, Prof. Stf. Mbr.
Ervin (N. C.)	Percy (Ill.)	Nobleman " " "
Muskie (Maine)	Griffin (Mich.)	Ryan " " "
Ribicoff (Conn.)	Stephens (Alaska)	
Harris (Okla.)	Gurney (Fla.)	
Metcalf (Mont.)		
McCarthy (Minn.)		
Allen (Ala.)		

The Subcommittee members:

MAJORITY	MINORITY	STAFF
Muskie (Maine)	Mundt (S. Dak.)	Beaser, Chf. Counsel
Ribicoff (Conn.)	Percy (Ill.)	Lippman, Stf. Dir.
Metcalf (Mont.)	Brooke (Mass.)	Kreger, Min. Cons.

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B. GETTING THE FY 70 BILL THROUGH THE CONGRESS

The main legislative problem for A.I.D. in recent years has been the size of the annual appropriation and the difficult and lengthy process involved in getting Congressional approval. This problem is aggravated by the fact that the A.I.D. budget runs the Congressional gauntlet twice -- once for authorization and once for appropriation. It seems to have become accepted doctrine on the Hill that cuts will be made at both stages. The appropriation is always substantially below the authorized level, and that has come to be expected by the Congress, the Administration, the press and the public.

Another result of Congressional insistence on a separate authorization and appropriation each year is that the A.I.D. appropriation -- inevitably delayed for months while awaiting passage of the authorizing legislation -- is not finally approved until well into the fiscal year (e.g., October 1966, December 1967, October 1968). The practical necessity of obligating funds in the fiscal year in which they were appropriated results in a marked tendency to firm up

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programs and obligate funds on what amounts to crash basis during the last half to two-thirds of the fiscal year.

The double process also means that either one or the other A.I.D. bill must pass through four commmttees, with four sets of hearings, four mark-ups, four committee reports, four floor debates, two House-Senate conferences and four floor debates on conference reports. Since this spreads the process over virtually the whole Congressional session, the A.I.D. program is almost constantly exposed to attack by its opponents in the Congress and in the press.

Moreover, this means that whenever a foreign crisis occurs, the A.I.D. legislation is available as a handy whipping-boy. Almost every aspect of U.S. foreign policy which has been criticized in the Congress has in one way or another been suggested as a reason for cuts in funds or restrictions on the program.

Then too, the time of the Agency's top management is continually absorbed in the year-long battle over the A.I.D. bills. This leaves less time than necessary for attention to Agency programming and operations.

Finally, the long, drawn-out, exhausting fights over the A.I.D. legislation have wearied A.I.D.'s friends in the Congress and contributed to Congressional and public cynicism, indifference, and hostility toward the A.I.D. program.

Another problem which may be due in part to the almost continual exposure of A.I.D. legislation in the Congress is the mass of legislative

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restrictions on the program which the Congress has gradually imposed. Although many of these restrictions make a good bit of sense from the point of view of general U.S. domestic and foreign policy, an unusually large amount of Agency administrative time is spent coping with them; and they have caused some delays in implementing the program.

The underlying problem, of course, is the apparent inability to generate enough Congressional -- and, ultimately, public -- support for foreign aid. The A.I.D. program has grown exceedingly complex, and increasingly difficult for the Congress and general public to identify with commonly accepted national interests.

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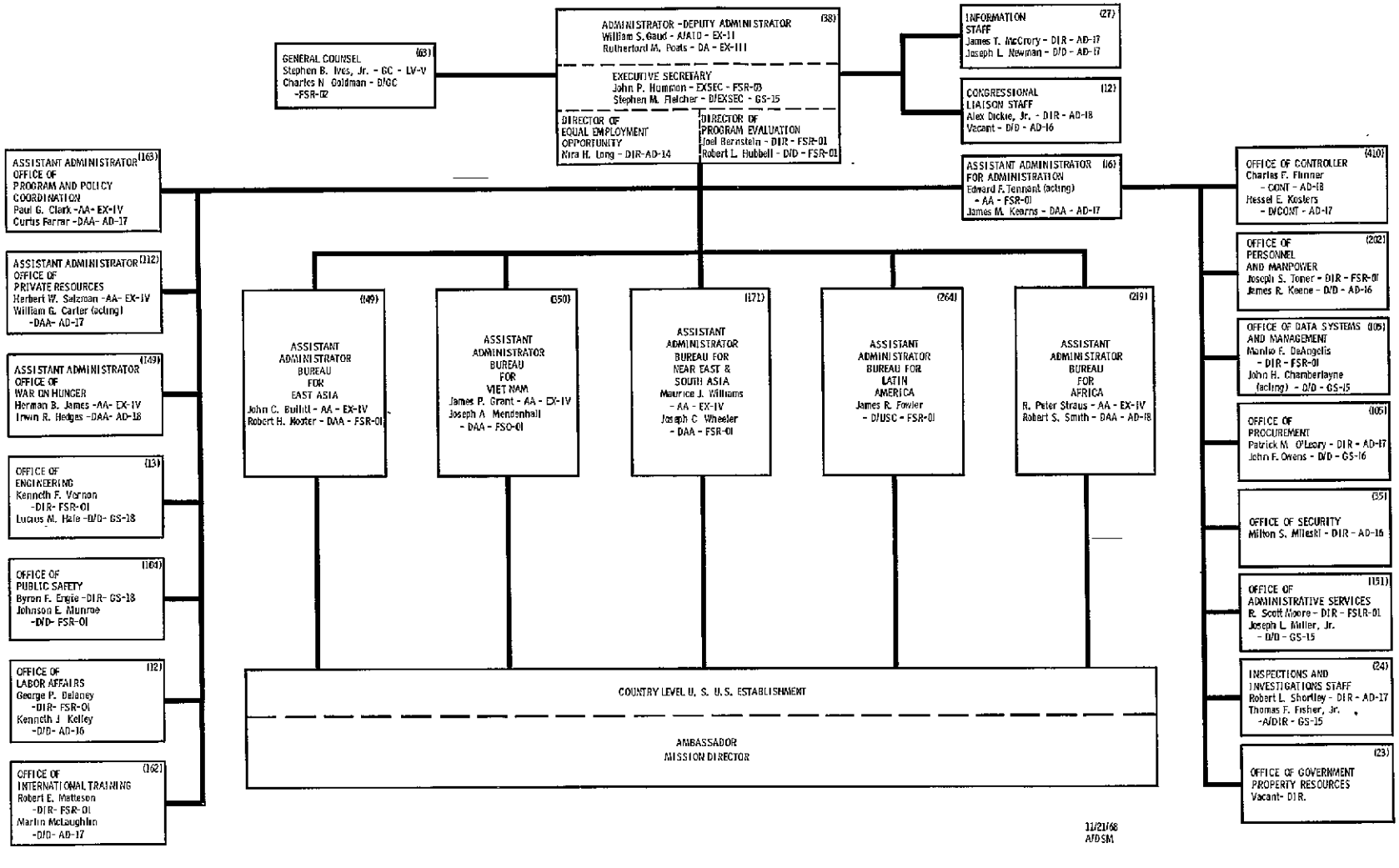
AGENCY FOR INTERNATIONAL DEVELOPMENT



Numbers in parentheses are estimates of December 1968 employment limitations for Full Time Employees in Permanent Positions: Total Washington Staffing (Direct Hire): 3300 (includes 221 limitations for the central Complement administered by the Office of Personnel and Manpower)
Total Overseas Staffing (Direct Hire): 4711 U. S. Nationals
9249 Foreign Nationals

B. The Agency for International Development

1. Relationship to the Department of State

The Agency for International Development (A.I.D.) administers U.S. foreign assistance - excluding military assistance - to less developed countries.

A.I.D. is an agency within the Department of State. The A.I.D. Administrator has the personal rank of an Under Secretary of State and reports directly to the Secretary of State and the President.

Since foreign assistance or, more specifically, economic assistance, is an important instrument of U.S. foreign policy, it is carried out within broad guidelines set by the Secretary of State. Within these guidelines, however, A.I.D. develops and defends its own budget; recruits and trains its own personnel; and deals directly with the Congress and other elements of the Executive Branch - including the White House - in negotiating agreements, or complying with statutory and regulatory requirements common to all Government agencies.

The Congressional appropriations for economic assistance are separate from the State Department appropriations. The Bureau of the Budget (BOB) allocates funds and employment limitations directly to A.I.D. The Civil Service Commission (CSC) receives employment and other personnel statistics directly from A.I.D.

2. A.I.D.'s Washington Organization (AID/W) and Functions

A.I.D.'s organization in Washington includes the Office of the Administrator; five geographic Regional Bureaus; and a number of functional offices and staffs.

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The Administrator formulates and executes U.S. foreign assistance policies and programs in accordance with the Foreign Assistance of 1961 and certain portions of Public Law 480.

The Administrator's immediate office includes a Deputy Administrator; and Executive Secretariat; a Director of Program Evaluation; a Director of Equal Employment Opportunity and a Special Assistant who handles the President's General Advisory Committee on Foreign Assistance.

Staff offices reporting directly to the Administrator include:

The Information Staff - which disseminates information about the A.I.D. program to the American public.

The Congressional Liaison Staff - which provides information on Agency operations to the Congress.

The General Counsel - which provides legal advice and assistance to all Agency elements.

The five geographic Regional Bureaus are A.I.D.'s principal line offices. The Regional Bureaus are named after and have the basic responsibility for planning and directing A.I.D. operations in:

The Near East and South Asia (NESA);

Africa (AFR);

East Asia (EA);

Vietnam (VN) and

Latin America (LA)

A special organizational arrangement exists in the Latin America Region: Since 1964 the U.S.Coordinator of the Alliance for Progress has a dual

responsibility; he serves as both the State Department's Assistant Secretary for Inter-American Affairs (ARA) and the A.I.D. Assistant Administrator for Latin America. (The ARA/LA "integration" is explained in detail below).

The five Regional Bureaus' functions include:

-- Directing the formulation of assistance programs in their region.

-- Reviewing and approving USAID Mission-proposed regional and country programs.

-- Preparing and submitting an annual budget to the Administrator covering all A.I.D. activities in their regions and assisting in presenting that budget to the Congress.

-- Allocating available resources among the USAID Missions and organizational units of the Bureaus themselves after Congress approves the A.I.D. budget.

-- Directing, reviewing and coordinating the implementation of programs and projects; negotiating and executing contracts; and approving loans or (for loans in excess of delegated authority) recommending loan approval to the Administrator.

-- Assuring overall compliance, management effectiveness and integrity of all Agency operations in their regions.

-- Coordinating A.I.D. activities in their regions with the Department of State, other U.S. and multi-lateral organizations, public and private organizations, and officials of recipient countries.

A.I.D. has seven staff offices concerned with various aspects of the program:

The Office of Program Policy and Coordination - which develops basic

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program policy, puts together the Agency budget, and coordinates with multilateral organizations.

The Office of Private Resources - which stimulates private assistance to less-developed countries, particularly through the American business community.

The Office of the War on Hunger - which coordinates and assists in administering programs in:

-- agricultural and rural development
-- population/family planning
-- health and disease eradication
-- food from the sea
-- child feeding and nutrition
-- A.I.D.'s Food for Peace responsibilities
-- the A.I.D. Research Program
-- the A.I.D. Institutional Grants Program

The Office of Engineering - which develops policies and procedures for aid involving engineering activities and monitors engineering projects.

The Office of Public Safety - which administers the Agency's public safety programs in coordination with the Regional Bureaus.

The Office of Labor Affairs - which provides Agency guidelines on labor aspects of aid programs and coordinates with external labor organizations. (The Office Director is also a Special Assistant to the Secretary of State and State Department Coordinator for International Labor Affairs.)

The Office of International Training - which sets Agency policies for the technical and academic training of individuals from aid assisted countries, places trainees at institutions, monitors training in the U.S. and provides services to them, and develops special training resources.

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AID/W also has a number of management offices and staffs which report to the Assistant Administrator for Administration. These include:

- The Compliance and Management Effectiveness Staff
- The Office of the Controller
- The Office of Personnel and Manpower
- The Office of Data Systems and Management
- The Office of Procurement
- The Office of Security
- The Office of Administrative Services
- The Inspections and Investigations Staff
- The Office of Government Property Resources

3. A.I.D. Operations Overseas

There were 38 USAID Missions in as many countries on October 15, 1968. There is no standard form of Mission organization, because the size and complexity of A.I.D.'s programs varies so greatly between countries.

However, the typical USAID Mission includes:

- An Office of the Director
- A Program Office, which does basic economic analyses and program formulation.
- A Capital Development Office, which puts together loan proposals and monitors approved loans.
- An Executive Office, which performs personnel and basic administrative support functions.
- A Controller's Office, which does accounting and auditing.
- And any number of functional divisions, depending on the particular country program. These might include Food and Agriculture, Education, Health,

Public Safety, Public Works, and the like. Each functional division is staffed with "technicians" who work closely with host country officials in project development and implementation.

Personnel from other U.S. Government agencies, as well as universities or other institutions (under contract with A.I.D.) work with the appropriate functional divisions and supplement the skills of A.I.D.'s direct-hire personnel. Each project is monitored by a project manager who is the Mission officer primarily responsible for all aspects of the project's development and implementation.

USAID Missions are only established in those countries where A.I.D. administers a relatively large assistance program. Smaller aid programs are administered by USAID Offices (in three countries); A.I.D. Branches or Sections of the U.S. Embassy (in eight countries); and 19 country programs are administered either directly from Washington or from neighboring Missions.

4. State/A.I.D. Coordination

Formal coordination of A.I.D. plans and programs with State policies is achieved through the Inter-Regional Groups (IRG) -- one each for each State Regional Bureau, i.e., Africa - and the Senior Interdepartmental Group (SIG)* in Washington, and through the U.S. Diplomatic Missions overseas.

These groups are all led by a representative of the Secretary of State: the Under Secretary chairs the SIG; the State Regional Bureau Chief chairs the IRG; and the Ambassador heads the Diplomatic Mission. A.I.D. membership on these groups consists of the appropriate A.I.D. counterpart of the

* (The SIG has been disbanded by the President and replaced with an Under-Secretaries Group--Undersecretary State, Deputy Secretary Defense, Mr. Kissenger, Director CIA, and the Chairman of the Joint Chiefs of Staff--on which A.I.D. is not regularly represented. How this Committee will actually operate is not known at this time.)

group chairman. Thus the Administrator sits on the SIG; the A.I.D. Regional Bureau Assistant Administrators sit on the IRG's; and the A.I.D. Mission Director is a key member of the "Country Team" of the U.S. Diplomatic Mission.

These groups meet on an ad hoc basis to deal with issues or emergencies and determine appropriate policy, which is then interpreted by each member in carrying out his Agency's programs.

More informal coordination between State and A.I.D. occurs at all levels. The A.I.D. Administrator regularly attends the Secretary of State's daily staff meetings. A.I.D.'s Regional Assistant Administrators regularly attend the staff meetings conducted by their State counterparts (the Assistant Secretaries).

Coordination of economic assistance with political activity is a daily matter between A.I.D. desk officers and State country directors in Washington, and between A.I.D. technicians and Embassy staff members overseas.

This coordination generally takes place at A.I.D.'s initiative, first in program planning and budgeting phases, and later whenever a political clearance is necessary before proceeding with an implementation action.

For example, A.I.D. economic planners may conclude that the construction of a dam in some country is necessary to that country's development, that the dam is feasible, and that the project should receive U.S. financing and technical assistance. A major capital project of this kind usually has political implications, and it is therefore discussed with both the Ambassador and appropriate State Department officials in Washington before

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A.I.D. makes a public commitment to finance the project.

Once cleared politically, the project proceeds under independent A.I.D. supervision. Technical problems such as the construction site, the construction schedule, etc., are not subject to State clearance.

Whereas capital projects or other major A.I.D. expenditures usually receive a fairly high clearance in the State Department, technical assistance projects (which normally mean sending U.S. advisors to a country) usually do not go beyond a clearance by the Ambassador.

Thus the essential purpose of informal and formal coordination of A.I.D. plans is not to obtain the State Department's approval, but to assure that A.I.D. actions are consistent with current political objectives of the U.S. Government in a particular country.

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C. A.I.D.'S RELATIONS WITH OTHER FEDERAL AGENCIES

In administering the foreign assistance program, A.I.D. maintains working relationships of varying degrees with a number of other Federal government agencies. These relationships are generally of two types:

1) A.I.D. coordinates with - or obtains the formal concurrence of-- other U.S. agencies which have policy or operating responsibility in a special assistance area; or

2) A.I.D. procures technical skills from other agencies which it needs to plan and implement special assistance programs.

In some cases--the Department of Agriculture is a good example-- A.I.D. has both kinds of relationships with the same agency. These are A.I.D.'s most important inter-agency relationships:

1. The Department of Agriculture (USDA) - Coordination of Food Assistance

Public Law 480 - the Agricultural Trade Development and Assistance Act - provides for the sale or grant of surplus U.S. food. (PL 480 programs are variously known as Food for Peace or Food for Freedom.)

Food sales requests, which come under Title I of PL 480, are reviewed first by the USAID Missions and then by the Country Team, which includes the Agriculture Attache and Political and Economic Officers of the Embassy. Final approval for each sale is made in Washington by the Interagency Staff Committee on PL 480 (ISC) whose operations are described in detail in Section VI below.

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Food grant projects under Title II of PL 480 are developed by USAID Missions and reviewed in AID/W by the appropriate Regional Bureau and the Office of the War on Hunger. These projects must also receive the ultimate approval of the ISC before implementation.

2. The White House and Bureau of the Budget - "Major" New Commitments

In the Fall of 1965 the White House directed the Bureau of the Budget to establish a procedure whereby "major" new commitments of A.I.D. funds would be approved in advance by the President.

Major new commitments were defined as program assistance over $5 million and project assistance over $10 million (for both development loans and supporting assistance).

Before any major loan or grant may be made to any aid recipient, the following steps must be completed - in addition to the regular inter-agency clearance procedures for loans:

-- A.I.D. prepares a memorandum for the President describing and justifying the proposed project. The memo is signed by the Administrator, and carries the State Department's concurrence.

-- The memorandum goes to the Bureau of the Budget, which obtains the concurrence/comments of the Treasury Department, and adds its own views as well.

-- The Bureau of the Budget sends the memo to the President's Special Assistant for National Security Affairs, who passes it to the President with his views.

-- Once the President indicates his approval, A.I.D. can proceed with the proposed commitment of funds. In a few cases where the

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proposed commitment is large or particularly significant, the White House may make the official announcement.

In 1966 this process was expanded to include all new commitments of PL 480 commodities. In the case of PL 480 commitments, the A.I.D. Administrator and the Secretary of Agriculture both sign the memorandum for the President.

3. The Treasury Department - International Financial Policies

A.I.D. must coordinate its activities with the Treasury Department to assure that U.S. assistance programs are in consonance with U.S. international monetary policies. The Treasury Department's concurrence must be obtained before A.I.D. can make any development loans or investment guaranties. A senior Treasury official sits on the two major inter-agency committees which must approve all loans and guaranties: the Development Loan Committee (DLC) and the National Advisory Council (NAC). (These committees are also described in Section VI below.)

In addition to the important role which the Treasury Department plays on the DLC and NAC, its officials must concur in any new A.I.D. proposals on such issues as: overall volume of aid targets; the tying of aid to procurement in the U.S. and "burden-sharing" formulae to be applied to other donor countries; and new multi-lateral assistance techniques. In the last several years the Treasury Department has had a particularly important say in A.I.D. programs because of its responsibility for the balance of payments position of the United States.

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4. The Department of Defense (DOD) - Military Assistance Programs (MAP)

The Department of Defense (DOD) has operational responsibility for military assistance and sales. Funds for military assistance are appropriated under the Foreign Assistance Act (FAA), the same Act under which A.I.D.'s economic assistance monies are appropriated.

Of the just under $1.8 billion appropriated under the FAA for FY 1969, $375 million (or about 20 percent) was for military assistance--and it was allocated directly to DOD. (This sum did not include money for military assistance to Vietnam, Laos, and Thailand, which is a part of the DOD budget.)

Funds for military sales - $296 million for FY 1969 -- are not a part of the Foreign Assistance Act, but are appropriated separately under the Military Sales Act, and allocated directly to DOD.

The overall responsibility in the U.S. Government for coordinating economic assistance with military assistance/sales is vested in the Secretary of State. Effective January 2, 1968, the Secretary redelegated the responsibility to the Under Secretary of State (the A.I.D. Administrator previously had the redelegation). The Under Secretary executes his responsibility as Chairman of the Senior Interdepartmental Group (SIG).

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Overseas, military assistance is normally administered by a Military Assistance Advisory Group (MAAG) which--like the USAID Mission--is responsible to the Ambassador. Military and economic assistance is coordinated by the Country Team, which includes the senior MAAG and USAID Mission officer.

Day-to-day coordination in Washington involves the following DOD and State/A.I.D. offices, in addition to the SIG:

-- The Deputy Under Secretary of State for Political Affairs (U), who is the State Department official directly responsible for the military assistance and sales programs. Acting as his alternate is the Deputy Assistant Secretary of State for Political/Military Affairs (G/PM), who exercises coordination primarily through the Office of Military Assistance and Sales (MASD).

-- In DOD, the Office of the Director of Military Assistance, and the Office of International Logistics Negotiations, both of which are under the Assistant Secretary of Defense for International Security Affairs (ISA).

-- And, in A.I.D., the Military Assistance Staff in the Office of Program and Policy Coordination (PPC).

5. Miscellaneous

A.I.D. deals with many other Government agencies in a variety of coordinative and operational matters. Most important among these are:

a) The Bureau of the Budget

A.I.D. deals with BOB on a regular basis on all matters relating

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to the A.I.D. budget and the annual appropriations; expenditure rates; gold flow budgeting problems; ceilings on A.I.D. manpower resources; and A.I.D.'s comments on bills pending before, or passed by, the Congress. No single A.I.D. office is responsible for the totality of relationships with BOB.

b) The Civil Service Commission

The Civil Service Commission (CSC) performs a regulatory and a service function within the Executive Branch on a variety of personnel policies and operational matters. This brings A.I.D.--through its central personnel office--in regular contact with the Commission. As an innovation of the Johnson Administration, the CSC Chairman, in his capacity as a Special Assistant to the President, must clear all A.I.D. appointments and promotions to and within the Super-grade category--GS level 16 and above.

c) The Department of Commerce

Commerce watches the A.I.D. program closely with a view toward stopping A.I.D. projects which might hurt U.S. domestic export trade or encouraging the provision of U.S. foreign aid in such a manner as to promote the export of U.S. goods and services.

d) The Department of Justice

Justice handles litigation and uncollectable bills for all Federal Agencies, including A.I.D. The A.I.D. General Counsel deals with Justice on such matters.

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e) The Export-Import Bank (Ex-Im)

During the past five years, the U.S. Export-Import Bank (of Washington) loaned an average of $600 million per year to the less-developed countries. Ex-Im loans are financed on standard lending terms, as opposed to A.I.D.'s loans which are on concessional terms.

Since A.I.D. is required by law to be the "lender of last resort," all A.I.D. loan proposals must first be referred to the Ex-Im. Only when the Ex-Im rejects the proposal within its lending criteria may A.I.D. go ahead with it.

Formal coordination between A.I.D. and the Ex-Im is carried out through a standing committee known as the A.I.D. Ex-Im Liaison Group. An A.I.D. Officer also participates in Ex-Im Board meetings as a non-voting member.

f) The "Participating Agencies" - Obtaining Other Agency's Skills

--The Foreign Assistance Act requires--and it is long-standing A.I.D. policy--that the technical skills of other Federal agencies be used to the maximum in carrying out U.S. aid programs--particularly technical assistance programs.

Other Federal agencies--called "participating agencies" in this context--play a major role in the foreign aid program. Last year $47 million of A.I.D.'s funds was spent on programs carried out for A.I.D. by other agencies. At the moment there are 15 agencies involved in the foreign aid program in some way, including the Departments

of Agriculture, Health/Education/Welfare, Commerce, Defense, Interior, Labor, Housing/Urban Development, Treasury and Post Office; the Farm Credit Administration; the Federal House Loan Bank Board; the General Services Administration; the National Science Foundation; the Civil Aeronautics Board; and the U.S. Information Agency.

Approximately 1200 employees of these agencies are now serving overseas on A.I.D.-financed projects. Their services as "technicians" range from complete responsibility for major technical assistance projects, to short term consultation on special problems.

The participating agencies also do research for A.I.D. (Agriculture is particularly active in field); train people ("participants") from the less-developed countries who A.I.D. brings to the U.S. for specialized training; review A.I.D. programs and projects for technical feasibility; and conduct special studies for the Agency.

A.I.D. has a General Agreement with each participating agency which describe the services which A.I.D. requests it to provide. Within the provisions of the General Agreement, each A.I.D. Bureau and office may enter into individual Participating Agency Service Agreements (called PASA's) as specific project needs develop. The PASA's spell out the scope of work, staffing needs, and financial details relating to the project.

The participating agency arrangement has not resulted in A.I.D.'s losing control of the management of its programs and projects. But it has enabled the Agency to obtain technical management know-how and scarce and skilled manpower resources quickly and economically. Under

present arrangements, participating agency personnel are not included on A.I.D.'s rolls. They remain employees of their parent Agency, but work under A.I.D. supervision.

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D. RELATIONS WITH MULTI-LATERAL ORGANIZATIONS

Although the Department of State is generally responsible for U.S. representation in international forums, A.I.D. has a special relationship with a number of the multi-lateral organizations engaged in development assistance efforts. These include:

1. The Development Assistance Committee (DAC)

The Development Assistance Committee (DAC) - of the Organization for Economic Cooperation and Development (OECD) in Paris - is a unique forum for the industrialized countries of the West, including Japan and Australia, to cooperate with one another in helping the less-developed countries (LDC's).

Established in 1960 at the United States' suggestion, the DAC has played an important role in encouraging the member countries to increase the flow of their resources to the LDC's and in establishing liberal terms of aid.

The Chairman of the DAC has traditionally been an American (usually a State Department officer with the rank of Ambassador). The American member of the committee has always been an A.I.D. officer, and A.I.D. maintains a small staff of its own personnel in Paris to support him.

One of the most important functions the DAC performs is an annual review of each member country's aid program. The Deputy Administrator usually attends this review to participate in the discussions of United States' assistance efforts. The Administrator usually attends an annual "high level" meeting of the committee with comparable ministers from the other member countries.

2. The United Nations Development Program (UNDP)

A.I.D. has a direct interest in the activities of the United Nations Development Program, for a number of reasons:

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-- The U.S. has pledged to contribute 40 percent of the total required for the UNDP budget each year, on a matching basis. This pledge - which amounted to $75 million in calendar 1968 - comes from the A.I.D. appropriation.

-- The UNDP has a far-flung program with goals and activities similar to A.I.D.'s. The need for close coordination is obvious.

-- A.I.D. is the only Agency of the U.S. Government with the experience and skills to monitor UN assistance programs to assure that its monies - which include U.S. monies - are well spent.

UNDP activities concentrate on Pre-investment surveys on the one hand and technical education and training on the other, which distinguishes them from the programs conducted by UN specialized agencies under their own budgets. The UNDP activities are generally carried out by "participating" UN specialized agencies such as the Food and Agriculture Organization (FAO), the United Nations Educational Scientific and Cultural Organization (UNESCO) and the International Labor Organization (ILO).

A.I.D. insures coordination between U.S. and UN development programs simultaneously in the field and in New York:

-- A.I.D. missions in the field maintain close liaison with UN Resident Representatives and make a project-by-project review of all UNDP projects to obtain maximum coordination with U.S. bilateral assistance programs.

-- A three-man A.I.D. staff is part of the U.S. delegation to the United Nations in New York. It prepares U.S. policy proposals for the semi-annual sessions of the UNDP Governing Council and maintains close liaison with the UNDP Secretariat and other delegations on development activities."

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3. The International Bank for Reconstruction and Development (IBRD)

A.I.D. and other U.S. agencies with members on the National Advisory Council (NAC) are responsible for formulating U.S. Government instructions that are transmitted by the Treasury Department to the U.S. Executive Director of the IBRD, or World Bank. A.I.D. is also the focal point for the Department of State's liaison with the U.S. Executive Director.

The Agency's interest in IBRD's activities has many facets. The purposes for which the Bank makes loans obviously affects the development capabilities of the recipient countries and thus bilateral U.S. assistance programs there. The Bank's conventional loan terms, currently 6½ per cent, also affect the recipients' willingness to borrow, as well as their ability to service other public and private loans including A.I.D. loans. However, the Bank's affiliate, the International Development Association (IDA) provides interest-free loans at longer grace periods and maturity to the least developed countries. In addition, the Bank together with the IDA, increasingly provides a judicious mix of conventional and concessional loans so that repayment will bear less heavily on the developing country's balance of payments.

The Bank's willingness to sponsor multi-lateral consultative groups is a major factor in whether or not A.I.D.'s bi-lateral assistance to an individual country will be supplemented by - and coordinated with - other donors. And the role which the Bank may decide to play in pushing internal policy changes in the LDC's - changes which tend to stimulate the development process - affect the efficacy of U.S. aid.

Section 205 of earlier A.I.D. legislation permitted the transfer of ten per cent of A.I.D.'s bilateral loan funds to the Bank, the International Development Association and the International Finance Corporation, which are affiliates of the Bank, or to the Asian Development Bank. However, the Appropriations Act of 1968 bars any such transfer.

4. The International Monetary Fund (IMF)

A.I.D.'s relationship with the International Monetary Fund (IMF) is an indirect one. The IMF, although not a provider of funds for development purposes, makes loans to LDCs for short-term balance of payments relief. Such loans are generally stand-by arrangements to draw from the Fund. They are conditional upon acceptance of IMF recommendations to the potential recipient, and upon the specific policies the member country indicates it intends to pursue in the fields of exchange, monetary and fiscal matters. In a number of countries, the provision of program loans by A.I.D. is made conditional on adherence by the borrower to the fiscal and monetary policies agreed to under the IMF stand-by agreement.

A.I.D.'s action in individual countries is also affected by IMF policies and arrangements in countries where the immediate problem is one of restoring domestic financial stability rather than undertaking specific aid projects. IMF officers - who sometimes act as advisors to the ministries of finance and central banks of the LDC's - often create the financial environment in which A.I.D. programs must operate.

Coordination with IMF personnel in the Field is handled by the USAID Missions. In Washington, the Office of Program Policy and Coordination has that responsibility and the Regional Bureaus stay in close touch on matters pertaining to a particular country.

5. Consortia, Consultative Groups and Intergovernmental Groups

A.I.D. has an obvious interest and participates actively in the many formal international groups that are designed to coordinate donor country assistance to individual LDC's. Scope of responsibilities varies among the different groups. The coordination effort generally involves a review of the whole development effort, increasing encouragement of self-help measures and periodic review of country performance, as well as the examination of separate needs. The groups include:

The Consortium, of which there are now four: India and Pakistan, under IBRD sponsorship; and Turkey and Greece, under OECD sponsorship. The donor countries that make up the consortia indicate the amount of assistance they will provide during a specified future period, and make a joint effort to maximize the recipient country's utilization of the total aid it receives.

The Consultative groups operate on the same principle, but there is no formal pledging of donor aid. There are IBRD sponsored Consultative Groups for Nigeria, Tunisia, Columbia, Sudan, Thailand, Malaysia, Korea, Peru, Morocco and East Africa, and an Inter-American Development Bank CG for Ecuador.

The Intergovernmental Groups work much as CG's, but are under the sponsorship of the IMF. Three now exist, for Ghana, Indonesia and Ceylon.

The United States is a member of each of the above groups, except Sudan, with which we have no diplomatic relations. A.I.D. personnel from the Regional Bureau responsible for Bi-lateral U.S. assistance to the particular recipient country regularly participate in these group meetings.

E. RELATIONS WITH OTHER DONOR COUNTRIES

Although the various multi-lateral institutions provide a forum for coordination of Free World assistance, there is also a good deal of bi-lateral discussion between the U.S. and other donor countries. Bi-lateral discussions:

-- Permit consideration of issues which do not interest all donors.

-- Offer opportunities for avoiding the "lowest common denominator" approach to terms of aid and volume of assistance, as is often the case in multi-lateral discussions.

-- Provide a good opportunity for reviewing aid allocations in specific recipient countries where the U.S. and another donor have complementary programs.

-- Permit the development of a joint approach with other donors on issues to be discussed at multi-lateral meetings.

A.I.D.'s bi-lateral discussions have taken place at all levels. The Administrator has met with his German Ministerial counterpart in both Washington and Bonn, and with the senior Japanese aid official in Honolulu and Tokyo. Senior A.I.D. officers responsible for assistance to the African countries have met with their counterparts in the Britishand German aid agencies. A.I.D. investment guaranty specialists have discussed mutual problems with their German opposite numbers.

In addition to these formal meetings, ad hoc discussions take place continually between A.I.D. Desk Officers and other donor country Embassy Officers in Washington. In the Field, USAID officials are constantly in touch with their counterparts from the other donors.

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F. RELATIONS WITH PRIVATE CONTRACTORS

A. I. D. 's policy has been to use the capabilities of outside organizations to help formulate and carry out assistance activities, as much as possible. The two main sources are other U. S. Government departments and the U. S. private sector.

Using private organizations permits A. I. D. to draw on a wide assortment of skills and knowledge not otherwise available. It also encourages private American involvement and identification with developments overseas, enriches Americans' knowledge and understanding of the world in which they must live, and helps gain public understanding and support for development assistance. To the extent that continuing links of cooperation and friendship are built between individuals and organizations in the U. S. and in the less-developed countries, both sides benefit.

A. I. D. finances activities overseas--under contracts or other forms of agreement--by many types of non-profit organizations. These include universities, private welfare organizations, various types of cooperatives, and other functionally specialized organizations (e. g., International Executive Service Corps, Asia Foundation, American Institute for Free Labor Development, National Farmers' Union, Volunteers for International Technical Assistance, various family planning organizations, Council for International Progress in Management).

Most of the Agency-financed technical services related to capital projects, and some related solely to technical assistance are carried out by profit making organizations such as architectural and engineering firms,

construction contractors, economic advisory firms, etc.

Other private organizations who do business with A.I.D. are the many suppliers of commodities and construction services, companies seeking assistance in investing or establishing businesses overseas, and U.S. banks.

American universities are a particularly significant factor in the technical assistance program. In FY 1968, A.I.D. had contracts with 328 universities, with total new funding that year of about $11 million. Over the years, A.I.D. and the universities have had many problems in learning how to work together effectively. Nevertheless, there has been steady progress in this regard, reflecting experience and continuing consultations with the universities. The recently published results of a three year research project on "A.I.D.-University Cooperation in Technical Assistance" by the Committee on Institutional Cooperation is a major milestone in the course of these relationships, pointing the way to the possibilities of improved performance on both sides.

A.I.D. has agreed to form a joint committee with university representatives to consider means of realizing some of the suggestions in the CIC Report. (See Problem 10 in Section VIII, B.) We are hopeful that there will be significant positive results. A.I.D. has also been giving internal staff consideration to methods of reorganizing its technical assistance structure and functions to strengthen Agency performance in this area and our working relations with universities and other outside organizations.

G. THE OFFICE OF THE A.I.D. ADMINISTRATOR

The Office of the A.I.D. Administrator includes the Deputy Administrator, members of their personal staff, the Executive Secretariat, the Program Evaluation Staff, a Director of Equal Employment Opportunity, and a Special Assistant who handles the General Advisory Committee (GAC).

The Administrator reports to the Secretary of State and the President and is responsible for the overall direction of U.S. economic assistance programs. He has the personal rank of an Under Secretary of State.

The Deputy Administrator is the alter ego of the Administrator.

1. The Executive Secretariat (EXSEC)

The Executive Secretariat is responsible for:

-- Providing staff services and special assistance to the Administrator and the Deputy Administrator. This involves a variety of functions, including carrying out "ad hoc" assignments at the request of the Administrator which cannot appropriately be assigned to other agency offices.

-- Assuring that policy decisions are properly formulated and disseminated throughout A.I.D., and, as necessary, to other U.S. agencies. The Secretariat makes sure that all offices which need to know are kept up to date on actions taken by the Administrator.

-- Serving as a coordination and staff review point for communications to and from the Office of the Administrator. The Secretariat

assigns actions on all correspondence. Nearly all documentation and correspondence coming to the Administrator and Deputy Administrator for their action and/or signature comes through the Secretariat and the Executive Secretary. It has to be staffed out thoroughly. This means assuring that papers are submitted in a timely fashion; that all necessary staff clearances and coordination have been completed; that papers which don't follow existing policies, regulations and standards are brought to the attention of clearing and approving offices; that documents are clear, concise and in accord with the writing standards of the Administrator; and that material not requiring the Administrator's consideration is acted on elsewhere in the Agency.

-- Providing services for the Administrator's and the Deputy Administrator's meetings. This includes notifying all participants in advance of the scope and purpose of such meetings; providing the Administrator and other participants with all necessary background papers; and assuring that all action assignments resulting from such meetings are completed.

-- Keeping the Administrator, the Deputy Administrator, and key Agency officials adequately and currently informed regarding the broad range of Agency and Department of State activities. Daily and weekly logs are prepared and the Secretariat selects key cables to be brought to the attention of the Administrator and the Deputy Administrator.

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-- Providing administrative services to the Office of the Administrator, Congressional Liaison Staff, the immediate office of the Assistant Administrator for Administration and the Office of Labor Affairs.

The 22-man Executive Secretariat includes the immediate offices of the Executive Secretary and Deputy Executive Secretary, the Secretariat's Operations Staff and an Administrative Office.

2. The Director of Program Evaluation

A Director of Program Evaluation was assigned to the Administrator's immediate office in April, 1968, to give added emphasis to program evaluation efforts throughout the Agency. This was done in conjunction with the installation of a comprehensive new program evaluation system.

Program evaluation is the search for answers to three basic questions about assistance activities:

1) Are they effective - are targets being met?

2) Are they significant - is the project actually contributing to economic development or other U.S. interest?

3) Are they efficient - is the cost reasonable in terms of the benefits?

The purpose of program evaluation is to improve future programming and implementation. The system identifies needs for redirecting ongoing activities, by use of quick feedback information on program effects, and also facilitates transfers of experience between country programs and overtime. It seeks maximum relevance and use of program evaluation work by building an appropriate evaluation dimension into the regular operating life of all of A.I.D.'s line offices and most of

its staff offices. Regular evaluation procedures have been established and made part of the annual program cycle. An explicit management structure has been established for the evaluation system, in which Mission Directors, Regional Bureau Administrators, and the A.I.D. Administrator each has a staff officer who is the evaluation system manager at that echelon.

The Director of Program Evaluation (who has a Deputy and one staff assistant) is the overall manager of the Agency program evaluation system. He prepares Agency guidance on program evaluation and coordinates the efforts of A.I.D. personnel in Washington and the field who operate the system. He does this partly through a new Agency Program Evaluation Committee, of which he is chairman. The Committee coordinates operations in this field, determines evaluation policies, stimulates staff work on new evaluation techniques and approves new procedural proposals, helps organize special evaluations cutting across regional lines, and plans further development of the program evaluation system. The five regional Program Evaluation Officers and representatives of PPC, WOH and AA/A are Committee members.

The new system seems headed in the right direction, and has made a promising start. However, it is breaking new ground, many of its elements are still being formulated and the experience with it is only beginning. It is clear that a persistent effort throughout the Agency for some time to come will be necessary to institutionalize an effective program evaluation system as a permanent part of the Agency's operating structure. How far the Agency gets in this difficult management task will continue to to depend on the strength of the support

given to this effort by the Administrator and his senior staff.

3. The Director of Equal Employment Opportunity

An Executive Order issued in 1965 required the head of every Federal agency to establish a program for equal opportunity in employment and personnel operations without regard to race, creed, color, or national origin.

A.I.D. makes a special effort to comply with this Executive Order. Not only does the Agency want to insure that there is no discrimination in its employment practices, but it makes good program sense for A.I.D. to hire persons who represent minority groups. The people of the developing countries are very sensitive about race. They are critical of the United States for its racial problems. The degree to which minorities are represented on A.I.D.'s overseas staff has a direct bearing on the overall effectiveness of the aid program.

A.I.D.'s equal opportunity program is administered by the Director of Equal Employment Opportunity, who reports to the Administrator, working closely with the Assistant Administrator for Administration, on most matters. The Director's work involves a wide range of activities on behalf of minority citizens, including community contacts, recruitment, placement, housing, training, promotion, contract compliance (making sure A.I.D. contractors do not practice discrimination), and developing complaint procedures.

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In contract compliance, A.I.D. is prime interest agency for 81 contractors. The Director of Equal Opportunity conducts pre-award reviews, compliance reviews, including on-site inspection of all contractors' facilities, negotiations with contractors and unions; and concurs in the awarding of any A.I.D. contracts. The Director works with the Office of Procurement and the contract officers in each division.

While the results of the Agency's equal opportunity efforts have not been dramatic, there has been steady progress. Statistics for 1962 through 1967 show the following:

Trend of Negro Employment in A.I.D.

End of Fiscal Year	1962	1963	1964	1965	1966	1967
Total A.I.D. Employment	6,694	6,757	6,635	6,713	7,094	8,792
No. of Negro Employees	436	620	662	767	772	945*
% of Negro Employment	6.51	9.18	9.98	11.43	10.88	10.75

Comparison of AID/W and Overseas Negro Employment

End of Fiscal Year	1962	1963	1964	1965	1966	1967
AID/Washington						
Total Employment	2,624	2,662	2,873	3,137	3,364	3,737
Negro Employment	330	500	546	651	513	776
% of Negro Employment	12.58	18.78	19.00	20.75	15.25	20.77
Overseas						
Total Employment	4,064	4,081	3,741	3,553	3,364	5,829
Negro Employment	106	120	116	116	109	206
% of Negro Employment	2.61	2.94	3.10	3.26	3.24	3.53

*Self identification survey

Although employees with Spanish surnames and Orientals are placed in the minority category, the table above pertains to Negroes only. Due to the recent reduction in force exercise, the 1968 picture is still not clear.

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4. The Special Assistant for the General Advisory Committee (GAC)

The Administrator has a Special Assistant who serves as the Executive Secretary of the President's General Advisory Committee (GAC) on Foreign Assistance.

The Committee advises the President and the Administrator on ways to improve the effectiveness of U.S. assistance programs. Its membership includes distinquished Americans from all walks of life. (More on the Committee in Section VI below).

The Special Assistant makes arrangements for the Committee's periodic meetings and generally keeps members informed of important developments in the foreign aid program. In addition to his GAC duties, the Special Assistant does special studies for the Administrator and chairs ad hoc panels concerned with personnel problems.

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REGULAR MEETINGS ATTENDED BY A. I. D. ADMINISTRATOR AND DEPUTY ADMINISTRATOR

MEETING	PURPOSE	CHAIRED BY	LOCATION AND TIME	ATTENDEES
Secretary's Staff	Daily Briefing	Secretary of State or the Under Secretary	Each weekday for about 30 minutes, beginning at 9:15. On Thursdays begins at 9:00 a.m. and lasts only 15 minutes	Under Secretary rank officers
Congressional Presentation	Review of Status of A. I. D. Legislation	Administrator	Administrator's Office, once or twice each week	A. I. D. officials dealing with legislation and Congressional Relations
Executive Staff Lunch	Review of Agency Operations	Administrator	8th Floor Dining Room each Friday	Assistant Administrators and Independent Office Heads
Executive Staff Meetings	Discuss Special Subjects Suggested or Agreed to by the Administrator	Administrator	5th Floor Conference Room, 11:00 Tuesday when called. Seldom more than one each month	A. I. D. Executive Staff
Operations Review Committee	Resolve Operations Issues	Deputy Administrator	His office when scheduled. Seldom more than one each month	Selected A. I. D. Executive Staff

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MEETING	PURPOSE	CHAIRED BY	LOCATION AND TIME	ATTENDEES
Senior Interdepartmental Group (SIG)*	Resolve Issues Passed by Interregional Groups (IRGs) - Assistant Secretary level	Under Secretary of State	Under Secretary's Office at 4:00 p.m. Thursday when called. Meets most weeks	Top interagency officials at Under Secretary level
Program Reviews	Review Major Country Programs, Regional Programs, and Worldwide A.I.D. Budget	Administrator	5th Floor Conference Room as scheduled through August, September and October	Major Country Reviews: Representatives of Interested Agencies. Regional Programs and Worldwide Wrap-up. (BOB only)
Obligation Reviews	Discuss Rate or Obligation of Loans and Grants	Administrator	Administrator's Office Several Times Each Year	Representatives of Regional Bureaus and Appropriate Staff Offices
Interregional Budget Reviews	Review Budget Proposal for Centrally-Funded A.I.D. Programs	Administrator	Administrator's Office Several Times a Year	A.I.D. Regional Bureau Representatives and other A.I.D. Staff
Executive Personnel Assignment Panel (EPAP)	Review Status High-level Personnel Requirements and Assignments	Administrator	Administrator's Office Several Times a Year	Deputy Administrator, Regiona AAs, AA/Administration, and Personnel Director

*On January 20, 1969 President Nixon reconstituted the SIG without permanent A.I.D. membership (See VI. B.4 below).

MEETING	PURPOSE	CHAIRED BY	LOCATION AND TIME	ATTENDEES
Cabinet Committee on Balance of Payments	Considers Actions by the U.S. Government to Improve U.S. Balance of Payments Position	Secretary of the Treasury	Treasury Department about six times a year	Cabinet-level Officers from Commerce, DOD, Agriculture, BOB and Fed. Reserve. Deputy A.I.D. Administrator has been covering thi
High-Level Annual Meeting Development Advisory Committee (DAC)	Exchange Views Among Free-World Aid-Giving Countries	Chairman, DAC (Amb. Martin)	Each Fall in Paris for 2-3 days	Ministers from other Free-Worl Aid-Giving Countries
Annual DAC Review of U.S. Aid	Review of U.S. Aid Program for Previous Year	Chairman, DAC	In Paris each June and July for 2-3 days	Ministers from other Free-Worl Aid-Giving Countries. Deputy Administrator ha been covering thi.
Colombo Plan Consultative Committee	Consult on Economic Development in Asia	Host Government (Rotated among 24 Participating Asian Countries)	In one of 24 Asian Countries for about 3 weeks each October or November	Ministerial-level Representatives from 24 Underdeveloped Asian Countries, plus Representatives from UK, Canada Japan, Australia, New Zealand and U.S. Deputy AID Administrator usually covers th

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MEETING	PURPOSE	CHAIRED BY	LOCATION AND TIME	ATTENDEES
Board of Governors Inter-American Development Bank (IDB)	Set Policies and Programs for the Bank for the following year	Representative of Host Country	In one of Member Countries each Spring for 3 days	Ministerial-level Representatives of Bank Members. Secretary of Treasury is U.S. Governor, A.I.D. Administrator his alternate. A.I.D. Administrator has not been able to attend for past several years.
Advisory Committee on Food-From-The-Sea	Advises President's Marine Science Council on Coordination of U.S. Government's Food-From-The-Sea Programs	Deputy Administrator	Once a Month in the Deputy's Office	Representatives of other Federal Agencies with Food-From-The-Sea Programs

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The A. I. D. Administrator and Deputy Administrator attend numerous advisory committee meetings. The purpose and membership of these groups is described in Section VI.

ADVISORY COMMITTEE	LOCATION AND TIME	USUALLY COVERED BY
President's General Advisory Committee on the Foreign Assistance Program (GAC)	Fifth Floor Conference Room About four times each year	Both A. I. D. Administrator and Deputy
Advisory Committee on Economic Development (ACED)	Fifth Floor Conference Room About four times each year	Both A. I. D. Administrator and Deputy
Labor Advisory Committee	AFL/CIO Headquarters Four times a year	A. I. D. Administrator or Deputy
Advisory Committee on A. I. D. - University Relations	Fifth Floor Conference Room Twice Annually	Both A. I. D. Administrator and Deputy
International Private Investment Advisory Council (IPIAC)	Fifth Floor Conference Room About 2 or 3 times Annually	A. I. D. Administrator and Deputy
Advisory Committee on Voluntary Foreign Aid (VFAC)	Fifth Floor Conference Room About six Times Annually	A. I. D. Administrator and Deputy

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ADVISORY COMMITTEE	LOCATION AND TIME	USUALLY COVERED BY
Advisory Committee on Research (RAC)	Fifth Floor Conference Room Four Times Annually	A. I. D. Administrator or Deputy
A. I. D. Advisory Committee on International Health	Large State Department Conference Room Two Times Annually	A. I. D. Administrator

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H. THE FIVE GEOGRAPHIC REGIONAL BUREAUS

The five Regional Bureaus are A.I.D.'s principal line offices. Their organizational structures differ somewhat--and the size of their staffs differ considerably--but they all have the same basic responsibility for developing and executing A.I.D. assistance programs in their region. This includes:

-- Giving the USAID Missions in their region policy guidance in putting together country assistance programs.

-- Reviewing and approving the programs which the Missions propose.

-- Putting the proposed programs together in a regional package that becomes part of the overall Agency budget request.

-- Helping to get that budget request approved by the Congress.

-- Allocating resources to the Missions when Congress approves the A.I.D. appropriation.

-- Directing, reviewing and coordinating the implementation of approved programs.

-- Working out contracts and grant agreements with American institutions to provide technical and advisory services to the recipient countries.

-- Coordinating their programs with everyone else who may be providing assistance of one form or another to countries of their Region.

Organizationally, three of the Regional Bureaus--Near East and South Asia (NESA), East Asia (EA) and Africa (AFR) are quite alike.

Each has: an immediate Office of the Assistant Administrator (with an Assistant General Counsel attached); an Office of Development Planning; an Office of Capital Development and Finance; an Office of Management; several offices or staffs responsible for technical advice; an office to handle non-bilateral, regional programs; and a number of geographic area offices with so-called country "Desks". Charts depicting the organizational structure and staffing of these three bureaus follow:

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BUREAU FOR AFRICA

Total Staff: 221

ASSIST. GENERAL COUNSEL/AFR

ASSISTANT ADMINISTRATOR

DEPUTY ASSISTANT ADMINISTRATOR

CONTRACT STAFF

OFFICE OF PRIVATE ENTERPRISE

OFFICE OF MANAGEMENT

OFFICE OF DEVELOPMENT PLANNING

- Planning Division
- Programming Division

OFFICE OF CAPITAL DEVELOPMENT AND FINANCE

- West Africa Loan Division
- North Africa Loan Division
- Central and East/South Africa Loan Division
- Engineering Division

OFFICE OF INSTITUTIONAL DEVELOPMENT

- Agriculture Division
- Education Division
- Public Health Division
- Public Service Division

OFFICE OF NORTH AFRICAN AFFAIRS

- Morocco
- Tunisia
- Residual Activities in: Algeria Sudan Malta/Libya

OFFICE OF EASTERN AND SOUTHERN AFRICAN AFFAIRS

- Kenya
- Uganda
- Tanzania
- Ethiopia
- Somali Republic
- Malawi
- Zambia
- Botswana
- Lesotho
- Swaziland
- Rwanda
- Burundi

OFFICE OF CENTRAL WEST AFRICAN AFFAIRS

- Nigeria
- Liberia
- Ghana
- Congo (K)
- Central West Africa Regional Activities
- Bilateral Operations (Residual Activities in countries where A.I.D. bilateral assistance is terminating)

OFFICE OF INTER-REGIONAL ACTIVITIES

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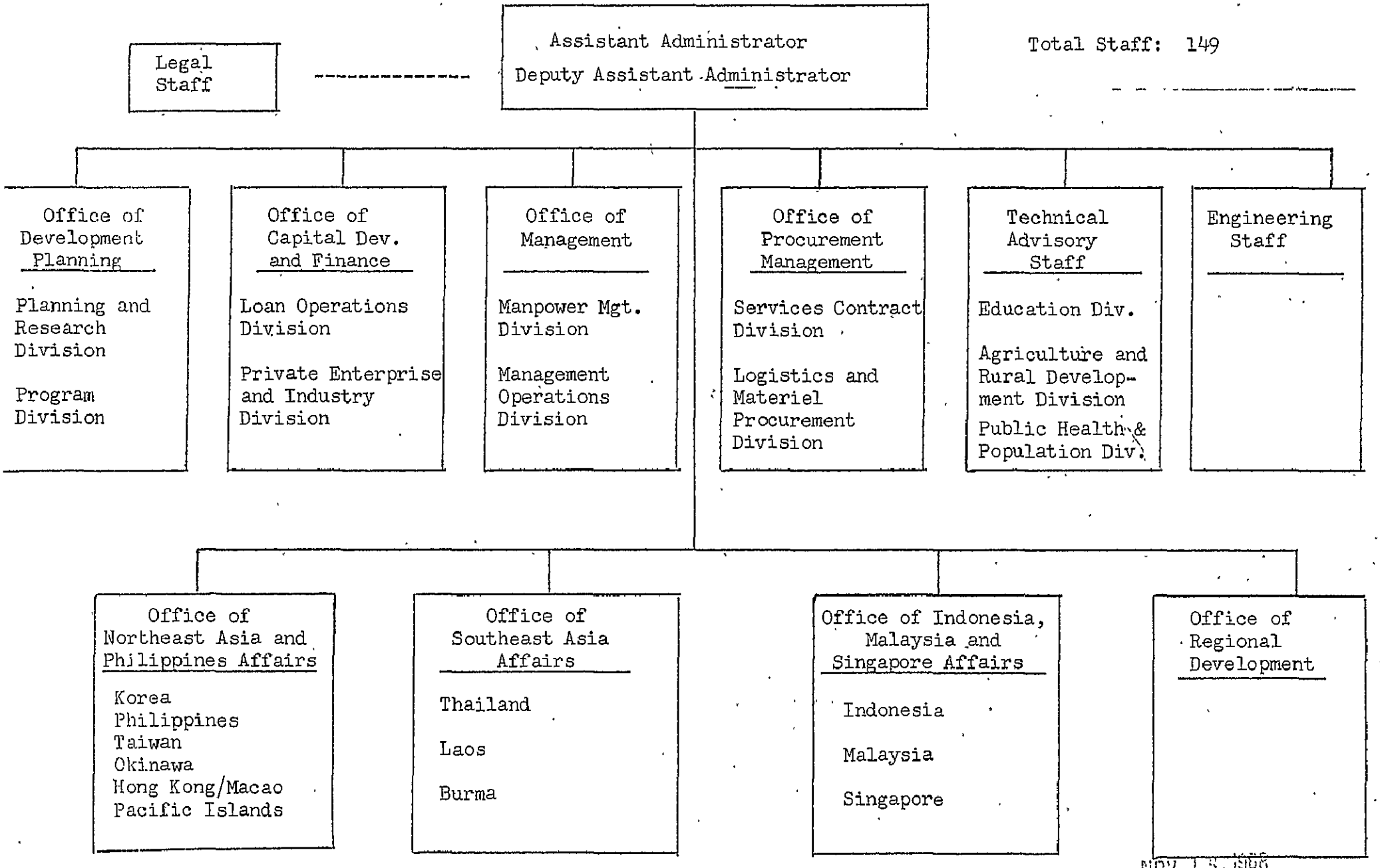
BUREAU FOR EAST ASIA

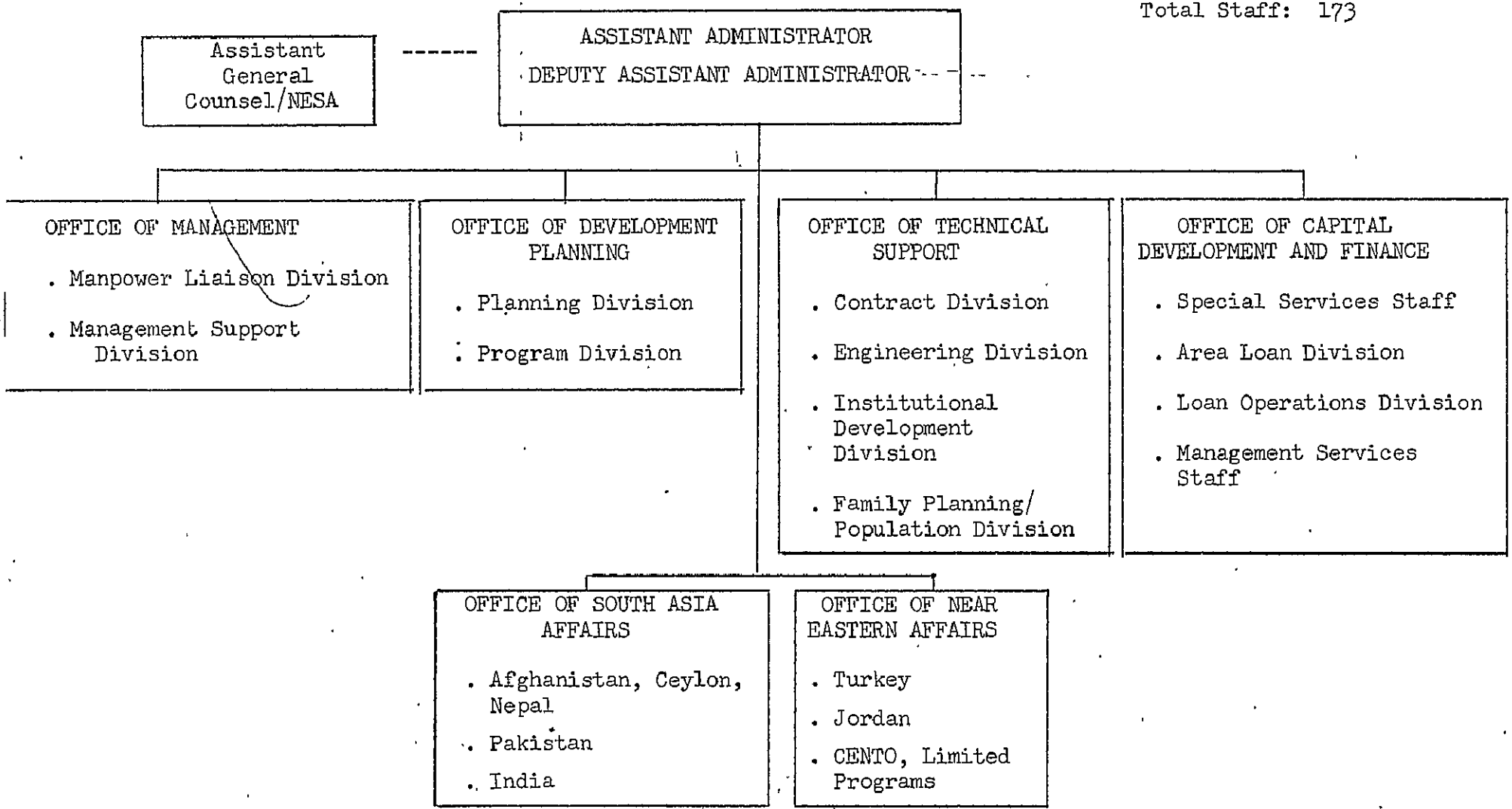
Total Staff: 149



NOV 15 1966

BUREAU FOR NEAR EAST AND SOUTH ASIA

Total Staff: 173



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The other two Regional Bureaus - Vietnam and Latin America are unique. The former is a Bureau responsible for the A.I.D. program in just one country: Vietnam. The latter is a joint State-A.I.D. Bureau.

Bureau for Vietnam (AA/VN)

A separate Vietnam Bureau was established in 1967 to administer the A.I.D. program in Vietnam and support USAID and CORDS/Saigon.

The USAID administers a financial stabilization program as well as development programs in agriculture, health, education, public works and public administration. CORDS - Civil Operations and Revolutionary Development Support - is run by the Military Assistance Command, Vietnam, and undertakes activities more directly related to the security of the countryside and assistance to civilian victims of the war.

The Vietnam Bureau has several unusual functions growing out of the war situation in Vietnam:

-- Extensive commodity analysis and control activities to correct abuses in the A.I.D.-financed Commercial Import Program;

-- A large outside recruitment program required to fill the approximately 2000 slots in USAID and CORDS; and

-- A heavy workload connected with Congressional and public interest in the A.I.D. program in Vietnam.

The Bureau has roughly 400 positions today, but will be reduced to about 360 by the end of 1968. This is how its organization chart looks:

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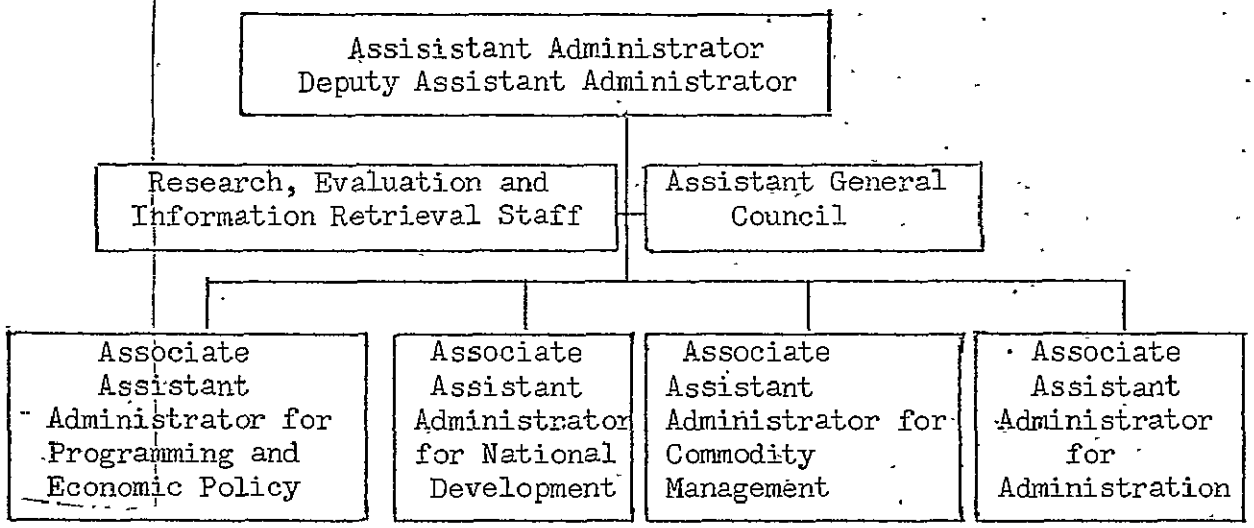

The Bureau for Latin America

In 1963 the President made one man (Mr. Thomas C. Mann) responsible for all policies and programs of the United States - economic, social and cultural - relating to Latin America. He was given three hats: Special Assistant to the President for Latin America, Assistant Secretary of State for Inter-American Affairs (ARA), and U.S. Coordinator of the Alliance for Progress.

Mr. Mann and the then A.I.D. Administrator, Mr. David Bell, negotiated the so-called "Bell-Mann Agreement" whereby the ARA Assistant Secretary-U.S. Coordinator received the powers of an A.I.D. Assistant Administrator and special authorities and priorities, including:

-- Control over the selection and assignment of all personnel, in Washington and the Field, for the Latin America Bureau of A.I.D.

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-- Delegations of authority not given to the other A.I.D. Regional Administrators with respect to loans, grants and extended risk guaranties in Latin America.

-- A commitment for prompt advisory and supporting services from A.I.D. central staffs.

-- A priority "second only to Vietnam" for Latin America assistance programs.

The agreement also led to the establishment of a joint ARA/LA Bureau, with an organizational structure as shown on the following page. The "joint" boxes depict offices which are fully "integrated", i.e., State and A.I.D. functions have been merged, and State and A.I.D. officers share responsibilities and office space.

All of the Geographic Area Offices (except Cuba, where there is no A.I.D. program), and 11 other Bureau offices now operate under this arrangement. The top jobs in these combined offices are divided among State and A.I.D. officers. At the moment, A.I.D. officers head three of them.

The remaining ARA/LA Bureau offices are either exclusively a State or an A.I.D. operation. The Deputy U.S. Coordinator has always been an A.I.D. officer, and, as the system has evolved, he, rather than the Coordinator, directs the day-to-day assistance activities of the ARA/LA Bureau.

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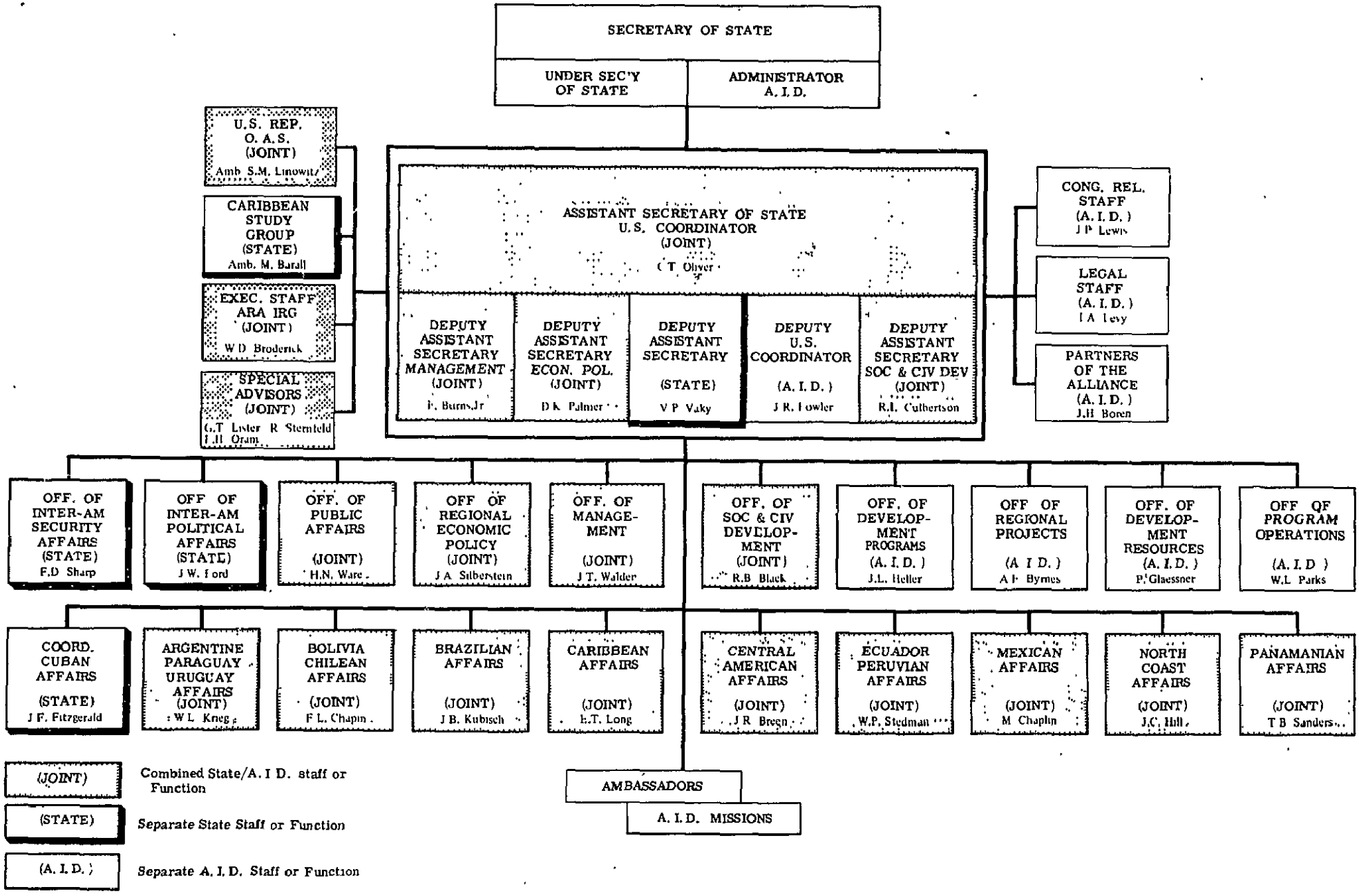
STRUCTURE OF THE COMBINED STATE - A.I.D. BUREAUS
BUREAU FOR INTER-AMERICAN AFFAIRS (ARA), LATIN AMERICAN BUREAU (LA)



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OTHER A.I.D. OFFICES AND STAFFS

1. The Information Staff (IS)

The Information Staff (IS) runs A.I.D.'s public information program and advises the Administrator and other senior Agency officers on public relations problems.

The information program is designed to inform the American public about all aspects of the foreign aid program (except military assistance), and to develop a better understanding of the reasons for the program, its operations and accomplishments. (Publicity concerning A.I.D. programs abroad is the responsibility of the U.S. Information Agency.)

IS works directly with the established media: newspapers, magazines, radio and television. It deals directly with the public through liaison activities with non-governmental organizations, speeches by the Administrator and other senior officials, the distribution of A.I.D.-produced motion pictures and publications, and by responding to inquiries from the public.

In its relations with the press, A.I.D. maintains an "open-door" policy and encourages all officials to respond to press queries. IS issues news releases to announce important program actions and personnel appointments.

The Information Staff also:

-- writes and edits the President's annual report to the Congress.

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-- produces an annual public presentation publication, summarizing the Administration's proposed foreign aid program, and

-- publishes a semi-monthly in-house newspaper, Front Lines, for distribution to A.I.D. employees.

The 27-man Information Staff includes three divisions: News, Public Liaison and Public Services. A Special Assistant to the IS Director serves as a speech writer for the Administrator.

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2. The Congressional Liaison Staff (CLS)

The Congressional Liaison Staff (CLS) maintains liaison with Capitol Hill. It:

* Assures prompt and responsive Agency action on Congressional inquiries or requests for assistance.

* Keeps senior Agency officials informed of Congressional views and action on A.I.D.-proposed or A.I.D.-related legislation.

* Coordinates the appearance of Agency personnel at Congressional Hearings.

*Reviews the Congressional Record and other Congressional reports to identify matters of interest to A.I.D.

* Maintains a file of Congressional Record and other Congressional reports to identify matters of interest to A.I.D.

* Maintains a file of Congressional documents pertaining to A.I.D.'s operations.

* Provides USAID Missions with information on the impending visits of Congressional delegations.

The Director of the 11-man Congressional Liaison Staff reports directly to the A.I.D. Administrator.

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3. The Office of the General Counsel (GC)

The General Counsel provides legal and policy staff assistance to the Administrator and all segments of the Agency.

GC's role has traditionally not been limited to "legal" matters. It gives legal advice, but also raises program and operational questions on its own. In an Agency whose "memory" is limited, GC serves as a source of past experience for handling present programs and problems. It also informally coordinates various policy issues throughout the Agency.

GC is charged with legislative drafting and interpretation, and the preparation for the Congress of Executive Branch position papers on issues affecting aid. Although GC does not play a major role on the Hill in presenting the Agency's program, it does:

-- work with Congressional staff members on legislative drafting;

-- maintain working level legislative clearance contacts with the Bureau of the Budget;

-- provide advice on legislation within the Agency; and

-- represent A.I.D. in Congressional investigations.

GC lawyers serve as full time members of every capital project committee. They draft or review most of the Agency's program and project documents, and negotiate many of them.

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GC is also concerned with contracting and procurement problems in their policy and political, as well as legal, dimensions. It handles a broad range of claims matters and serves as the Agency's contact with the Department of Justice, and the Legal Advisor's office in the State Department.

The GC's Washington office has a staff of 63, including 37 lawyers. Half of the staff is divided into five regional groups who report to the General Counsel, but sit with their Regional Bureau "clients."

There are another 15 attorneys overseas, half of them in Latin America where the housing guarantee program places heavy demands on lawyer's time. The overseas lawyers serve as senior counselors to the Mission Directors; most cover more than one country.

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4. The Office of Program and Policy Coordination (PPC)

The Office of Program and Policy Coordination (PPC) is the central staff office responsible for developing basic economic assistance policies and coordinating the formulation of the program and budget.

The Assistant Administrator who heads the 163-man Office reports directly to the Administrator. PPC:

-- Develops economic assistance policies.

-- Provides guidance to the Regional Bureaus in program planning and economic analyses.

-- Coordinates formulation and revision of the Agency program and budget, the Congressional presentation, and related testimony.

-- Coordinates Agency policies for: 1) trade and aid; 2) capital assistance, and 3) the coordination of military and economic assistance.

-- Prepares statistics and reports on A.I.D. and other development activities.

-- Develops planning policy and techniques for integrating the various aid tools and disciplines, for evaluating progress toward program goals, and for coordinating U.S. economic assistance with other bi-lateral and multi-lateral assistance programs.

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-- Assures implementation of Title IX of the Foreign Assistance Act (FAA).

-- Provides leadership and assistance throughout the Agency in the areas of education and human resources development, science and technology, economic development planning, and development administration.

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5. The Office of Private Resources (PRR)

One of the most effective ways to speed up economic development is to mobilize the resources and energy of the private sector, both in the U.S. and in the less-developed countries.

The Office of Private Resources (PRR), established in early 1967, promotes U.S. private investment in the less-developed world and encourages the transfer of technical assistance by non-governmental organizations. PRR is the focal point in A.I.D for developing a public/private partnership in providing development aid.

The Private Investment Center

PRR's Private Investment Center offers pre-investment and investment promotion assistance to private firms considering investments in the less-developed countries. Pre-investment assistance includes a standard 50/50 investment survey program, under which A.I.D. will pay half the cost of a company's investment feasibility study if it results in a decision by the investor not to go ahead with the project. Investment promotion programs are administered on a highly selective basis in such areas as high protein food, and food marketing, storage and distribution.

The Private Investment Center also provides insurance for equity and loan investments made by U.S. corporate and institutional lenders against the specific risks of currency inconvertibility and loss due to damage from war, revolution or insurrection and expropriation. As of June 30, 1968, over $6 billion insurance was outstanding, with $2.5 billion of that written in FY 1968 alone -- 2½ times the previous

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high of FY 1967. Income from insurance fees (comparable to premiums) is held in reserve against possible future claims, and is used to pay program expenses directly related to operation of the guaranty programs.

Extended risk guaranties of equity investments (up to 50%) are also provided to U.S. investors to insure them against loss from commercial as well as political risks.

Finally, the Center administers A.I.D.'s investment financing program. Extended Risk Guaranties (ERG) of long-term private loans (up to 75%) are developed to guarantee lenders against default or loss from commercial as well as political risks. Institutional lenders such as insurance companies and pension funds holding later loan maturities have effective 100% coverage. Thus, extended risk guaranties are enabling institutional lenders to participate actively in the loan financing of investment projects in the less-developed countries.

Commercial banks, holding the early maturities, have political risk coverage, but carry the commercial risk themselves.

Since FY 1962 over $80 million of ERG's (loan and equity) have assisted projects with a total capitalization of about $375 million; in FY 1969 an estimated $125 million will be written in projects with total investment approaching $400 million.

The Private Resources Development Service

The Private Resources Development Service uses grant funds to support technical assistance projects which receive major support from private sources. Provision of grant funds to private organizations carries

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with it the obligation on the part of the grantee to obtain additional resources for its programs from the private sector, often on a 1-1 matching basis.

Grant funds are provided such private institutions as the International Executive Service Corps, the Asia Foundation, Volunteers for International Technical Assistance, and the Council for International Progress in Management. PRR also assists U.S. cooperative organization -- such as the Cuna International Incorporated, National Rural Electric Cooperative Association, and Credit Savings and Loan Associations in expanding their ongoing overseas programs. Technical assistance grants and contracts totalled about $5 million in FY 1968.

The Service also supports the people-to-people relief, rehabilitation and technical assistance programs of registered U.S. voluntary agencies.

PRR has an authorized strength of 112. The office is headed by an Assistant Administrator who reports directly to the Administrator.

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6. The Office of the War on Hunger (WOH)

In early 1966 the President called for a world-wide war on hunger through greater emphasis on food, health and population programs.

This led to the establishment of a special office in A.I.D. - the Office of the War on Hunger (WOH) - to lead the Agency's efforts to help the less-developed countries increase their food and agricultural resources, curb population growth, raise health and nutrition levels, and - through research and technology - generally accelerate their economic growth.

WOH is headed by an Assistant Administrator who reports to the Administrator. The activities of the 150 people who work in the office fall into four major categories: Food and Agriculture; Population; Health and Nutrition; and Research and Institutional Grants.

Food and Agriculture

WOH's Food for Freedom Service (FFF) works with the Regional Bureaus and other U.S. agencies in administering PL-480 food programs. Concessional sales agreements with a value of about $1 billion are expected to be concluded in calendar year 1968. Food donation programs in 100 countries will average about $400 million.

The Agricultural and Rural Development Service (ARDS) has a staff of technical experts who assist the Regional Bureaus in developing their agricultural programs. ARDS is also instrumental in obtaining the technical skills of other U.S. agencies to support the Bureaus' agricultural

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efforts.

The Food From the Sea Service (FFS) develops the fisheries potential of selected less-developed countries. It also encourages the use of Fish Protein Concentrate to combat malnutrition abroad.

Population

WOH's Population Service is concerned with family planning efforts in the LDC's. It provides technical guidance in the development of family planning programs and mobilizes support among private and international organizations for such programs.

A.I.D.'s FY 1969 Appropriation included $50 million specifically earmarked for programs related to populating growth and family planning.

Health and Nutrition

The Health Service provides central support for A.I.D.'s health programs (some $100 million in FY'68); coordinates the Agency's contribution to the world-wide malaria eradication programs; and monitors A.I.D.-financed research in the health field.

The Child Feeding and Nutrition Service sponsors experimental projects in the fortification of staple foods in the LDC's; makes incentive grants to private firms; conducts training programs and workshops in the development of protein-rich foods; and enlists voluntary agency support for overseas nutrition programs.

Research and Institutional Grants

A.I.D.'s many new programs frequently lead to specific research

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projects and selective grants to American universities to strengthen their capability for overseas development work. WOH's Research and Institutional Grants Staff (RIG) administers such projects and grants as:

-- Development of informational and educational programs to spur greater effort by the LDC's in the population field.

-- The establishment of an Agency policy on expanded use of fertilizer by the LDC's.

-- Steps to strengthen adaptive research on major grains both by international institutions and the LDC's.

-- Comprehensive evaluation of country efforts to bring food supplies and population growth into balance.

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7. The Office of Engineering (ENGR)

The Office of Engineering (ENGR) provides policy guidance on all Agency activity in the field of engineering and construction. The 13-man office:

-- Formulates engineering policies and procedures involved in program planning and in project design, construction, management, maintenance, and operation;

-- Determines engineering and construction standards for overall engineering requirements;

-- Evaluates supervision and progress of engineering aspects in project implementation to assure compliance with established standards and practices;

-- Coordinates the work of the regional engineering staffs in carrying out their operational responsibilities; and

-- Maintains liaison activities with other Government agencies in the engineering field, engineering and construction organizations and professional societies.

Special ENGR assignments include:

-- Coordinating engineering and construction aspects of such special programs as Atoms for Peace, Water for Peace, American Schools and Hospitals Abroad and Plowshare.

-- Coordinating A.I.D.-financed telecommunications activities with NASA, COMSAT, DOD and the FCC.

-- Advising Regional Assistant Administrators before they negotiate interagency agreements for architectural, engineering, and related technical services.

The Director of the Office of Engineering reports to the Administrator.

8. Office of Public Safety (OPS)

The United States has been helping the civil security forces of the developing countries maintain "public safety" since 1954. Early in the Kennedy Administration (1962) public safety programs were given added emphasis by:

-- The issuance of a U.S. Policy Directive that stated in part: "police assistance programs are an important part of U.S. policy to help the less developed countries achieve the internal security essential if our economic development aid is to help create viable nations."

-- The creation of a special Office of Public Safety in A.I.D. with responsibility for all public safety programs of the United States Government in the underdeveloped countries.

The OPS Director, who reports to the Administrator, was given both line and staff responsibility for public safety programs - though the funding of those programs remained under the direct control of the Regional Bureaus.

OPS is the only AID/W office with world-wide responsibility for the administration of a technical program. All other technical programs -- agriculture, health, education, etc. -- are administered by the Regional Bureaus, with such offices as the Office of the War on

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Hunger (WOH) acting in a traditional staff role. Public safety programs are designed to develop humane and responsible civil police and para-military forces, which are integrated into the local community and capable of:

* Enforcing the law and maintaining public order - with a minimum of force.

* Effectively countering communist-inspired or -exploited subversion or insurgency.

Police assistance aids in the building of the police force as an institution - a necessary prerequisite to a nation's growth.

Except in insurgency situations such as exist in Southeast Asia at the present time, A.I.D.'s public safety programs are modest in size. A total of 31 countries now receive such assistance. But two countries - Vietnam and Thailand - account for 72 percent of all the A.I.D. monies spent on the program.

OPS has 388 Public Safety Advisors in the Field; 198 of them are in Vietnam, 47 in Thailand, and 143 in the remaining 29 countries. In Washington, OPS has 48 people working in its headquarters office. Another 56 people are assigned to the OPS International Police Academy.

The Academy is at 3600 M Street, in Georgetown. It conducts two special courses for foreign policemen:

* A 14-week course for senior police administrators (many of whom have become the senior officer in their police departments); and

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* A 17-week course for middle - management police officers, which includes four weeks of specialized training elsewhere in the U.S.

Since the Academy opened its doors in December 1963, it has graduated 2,793 police officers from 56 countries. It now trains an average of 900 each year.

A special Interagency Police Group under the chairmanship of the OPS Director maintains liaison with other U.S. agencies having an interest in the public safety program:--State, Defense, Treasury, Justice and CIA--and advises the Administrator on public safety matters.

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9. The Office of Labor Affairs (O/LAB)

The Office of Labor Affairs (O/LAB) is headed by a Director who reports to the Administrator. The Director also serves as a Special Assistant to the Secretary of State and Coordinator of International Labor Affairs of the State Department.

O/LAB provides staff action to:

-- Implement Foreign Assistance Act provisions calling for "the development of human resources," "maximum participation in the task of development on the part of the people of the developing countries, through the encouragement of democratic private institutions" and programs "to strengthen free trade unions;"

-- Develop international and bilateral programs to achieve the goals of the Alliance for Progress and other agreements for participation of ministries of labor in economic and social development efforts, "raising more rapidly the incomes and standards of living of the needier sectors of the population," and assuring "adequate remuneration of work performed."

The office is the coordinating center within A.I.D.--and between A.I.D. and other agencies--on labor aspects of these policies and is responsible for:

--Formulating guidance in the development, allocation of resources and execution of regional and country labor technical assistance and loan programs.

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-- Technical review of A.I.D. programs and projects to assure adequate consideration of these labor objectives in country and regional programs.

-- Coordinating action programs and maintaining liaison with the U.S. trade union movement, the International Labor Organization, the U.S. Department of Labor, the Social Security Administration, and other private, public and international institutions which participate in the A.I.D. program under contracts or PASA's.

-- Evaluating progress in program implementation.

International labor assistance and cooperation programs include union-to-union exchanges between foreign and AFL-CIO unions; trade union leadership training and social projects through contracts with the American Institute for Free Labor Development, the African-American Labor Center, the Asian-American Free Labor Institute, and the University of Puerto Rico; social project assistance by USAID Missions and the Inter-American Development Bank; labor ministry-to-ministry technical cooperation through PASA's with the Department of Labor, its International Manpower Institute, and the Social Security Administration, and labor-manpower technical assistance publications.

O/LAB is authorized 12 regular positions, plus three reimbursables from other agencies.

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10. The Office of International Training (O/IT)

The Office of International Training (O/IT) develops, directs, monitors, and evaluates programs of training for foreign nationals.

O/IT's program started more than twenty years ago with the training of a small number of technicians from Latin America. It aims to broaden human resources, develop technical skills and knowledge, and change attitudes toward development and modernization in the less developed countries.

Between 5,500 and 6,500 persons per year have arrived in the U.S. during the past five years for such training; the number trained in "third countries" has also increased to a high of about 3,250 in 1968. A ceremony marking the departure of the 100,000th "participant" for his home country was held on June 17, 1968.

A.I.D. itself does no training. It draws on the technical expertise of Federal agencies, state and local government departments, private contractors, academic institutions and other elements of the private sector -- including industry and labor.

About half of the participants come for academic study, varying from one semester of technical study to degree programs at both the undergraduate and the graduate level. Each training program -- academic study or on-the-job training -- is related to a specific developmental need of the participant's country. Participants are selected by their government which agrees that upon return they will be used in positions related to the training received, i.e.,

in agriculture, education, public administration, public safety, industry, labor, public health, community development, and population programs.

The requirements and costs of each training program are documented in a USAID Mission and passed to the Office of International Training. Here a Program Development Officer (PDO) plans or assists in planning the detailed training program, and either makes arrangements with the training facility or has the program handled by a cooperating Federal agency. Upon arrival, participants are met and as a rule receive a five-day general orientation program. Then they begin training with interpreters or escorts provided if required.

O/IT is headed by a Director, who reports to the Administrator. The PDOs who plan and arrange the training programs are in a Program Division with five branches corresponding to the geographic coverage of the A.I.D. regional bureaus. The Program Division also has functional branches responsible for program activities common to all regions and academic and personal counseling.

An Administrative Division provides assistance to the participants and takes care of the housekeeping functions for the 162 persons in the Office. A Policy Planning Staff advises the Director on policy and program and arranges for outside evaluations of programs and of facilities used.

Since the participants are--or may become--leaders of opinion in their countries, O/IT tries to insure that they gain fair and informed opinions

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of the United States and its people. For this it enlists the voluntary assistance of individuals and citizen organizations throughout the country crossing all political, religious, social, and economic lines. They provide home hospitality and help the participants gain entree to American communities.

To avoid losing the value of the training and experience that A.I.D. has paid for, the USAID Missions are required to maintain contact with the returned participants to help assure that their training and exposure are being put to good use back home.

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11. The Assistant Administrator for Administration (AA/A)

The Assistant Administrator for Administration (AA/A) reports to the Administrator and directs the operations of the following AID/W offices:

Office of the Controller

Office of Personnel and Manpower

Office of Data Systems and Management

Office of Procurement

Office of Security

Office of Administrative Services

The Inspections and Investigations Staff

Office of Government Property Resources

A Special Assistant for the American Schools and Hospitals Abroad Program also reports directly to the AA/A.

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12. The Office of the Controller (A/CONT)

The Office of the Controller is responsible for A.I.D.'s principal financial activities including:

-- Maintaining an Agency-wide system of fiscal management through accounting, financial review and auditing operations;

-- Preparing and interpreting financial reports for internal A.I.D. management, other executive agencies, and the Congress; and

-- Developing budget policies and participating in the preparation, review, and execution of the Agency's budget.

The Controller reports to the Assistant Administrator for Administration and directs a staff of 410, divided into four Divisions which perform the following functions:

Budget Division - Issues policy gudiance on budgetary matters; assists in preparing and supporting the Agency's annual budget presentation; and represents A.I.D. at budgetary hearings and conferences at all levels of the Executive Branch and with the Congress.

Audit Division - Develops the Agency's audit policies and procedures; plans and performs management audits of AID/W and Mission activities; supports the auditors assigned to Missions; and provides audit services in the administration of cost-reimbursements contracts.

Accounting Division - Maintains financial control and accounting records of all Agency programs; develops and installs accounting systems and forms; and prepares and interprets financial reports.

Financial Review Division - Develops policies and procedures for A.I.D. financing; initiates and controls action on Letters of Commitment and other

financial documents implementing A.I.D. authorizations; works with banks and other commercial institutions and cooperating governments in installing new methods of financing; determines compliance with legal requirements and A.I.D. regulations concerning financing arrangements, and initiates refund actions to recover funds improperly expended.

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13. The Office Of Personnel and Manpower (A/PM)

The Office of Personnel and Manpower (A/PM) recruits and maintains the human resources required to achieve A.I.D.'s objectives. It has an authorized strength of 206.

The Director of A/PM reports to the Assistant Administrator for Administration. A/PM is divided into four functional areas: policy planning and evaluation; foreign service personnel; civil service personnel; and manpower development.

A.I.D.'s personnel operations are run on a centralized basis for Civil Service employees and on a partially centralized basis for Foreign Service employees. The Viet-Nam and Latin America Bureaus conduct their own foreign service personnel operations, subject to Agency-wide regulations and standards which A/PM issues.

A/PM's programs are designed to: forecast the personnel needs of the Agency; recruit needed personnel; make the most effective use of employee's skills; and foster employee development through selective assignments and training. They include:

- Manpower planning
- Position classification and management
- Recruitment and selection
- Compensation
- Executive staffing
- Training and career development

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- Employee counseling, services, awards and benefits
- Placement and transfer
- Performance evaluation and promotion
- Termination
- Personnel program evaluation and audit
- Personnel data management and reporting
- International Development Interns

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14. The Office of Data Systems and Management (A/DSM)

The Office of Data Systems and Management (A/DSM) serves as an in-house management consulting firm, operates the Agency's computer, regulates and controls manpower allocations, and provides related management services.

Approximately two-thirds of its staff of 105 is working on the application of automated data processing techniques to the Agency's business. The other third administers Agency-wide management controls, coordinates the development of program and management policies and procedures, and provides assistance to Agency officials in solving operational problems.

A/DSM operates two computers (an IBM 360/30 and a 1401) and processes data for 17 operational systems, including: payroll, personnel, participant training, loan accounting, allotment accounting, commodity statistics, ocean freight transportation, and country financial reporting. Some 350 recurring reports for Agency managers' use are produced by these systems. (A small IBM 360/20 computer is operated independently by the Office of the Controller for processing specialized financial data. USAID Saigon also has a computer which is used for special purposes.)

A/DSM will soon install a new, more powerful computer to replace the ones now being used in AID/W. It will handle more data at less

cost, and eliminate the present need for some outside computer time on contract. The new equipment will be particularly needed in the coming months as A.I.D. develops an automated management information system linked to its programming, planning and budgeting system. Prime responsibility for developing the system is assigned to the Office of Program Policy and Coordination (PPC) with A/DSM systems analysts playing an important roll in automating the system.

A/DSM's management control functions fall into several areas:

Manpower - controlling the Agency's overall position ceilings; determining individual offices' staffing needs; allocating position ceilings; and manpower reporting to the Executive Branch and the Congress.

Organization - assuring that the organizational structure and functional assignments of the Agency's offices are sound; issuing formal organizational charts and funtional statements; approving any organizational or functional changes suggested by individual A.I.D. offices.

Paperwork - controlling the issuance of all Agency directives (Manual Orders, Policy statements, Announcements); approving the issuance of all in-house reports and forms; and assuring that the Agency has a proper records maintenance system.

Management assistance which A/DSM management and systems analysts provide cover the full range of the Agency's activities.

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Typical analyses focus on the development or improvement of an Agency-wide system or procedure; the solution to a specific management problem that involves one or more Agency offices; and general efforts to improve management efficiency and effectiveness.

The Director of A/DSM reports to the Assistant Administrator for Administration (AA/A).

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15. The Office of Procurement (A/PROC)

The Office of Procurement (A/PROC) sets Agency policies, regulations, and procedures for commodity procurement, services contracting, transportation, and commodity management. It also provides specialized staff services to the entire Agency on such matters, and does the actual contracting work for AID/W staff offices.

The A/PROC Director reports to the Assistant Administrator for Administration. His 119-man staff is organized as follows:

Resources Support Staff - develops, coordinates and evaluates the Agency's policy, regulations and procedures for commodity assistance.

Participating Agency Staff - provides policy and procedural guidance on A.I.D.'s relations with other Federal agencies; monitors A.I.D. agreements with those agencies; and controls the Participating Agency Support Program which funds training, consultation and support services from 15 other agencies.

Contract Services Division - develops Agency services contracting policy; monitors Agency-wide contract practices and procedures; negotiates and executes non-Regional, service-type contracts and grants; assists the Regional contract staffs; and conducts selective post-contract reviews of A.I.D.-financed contracts.

Resources Transportation Division - monitors the transportation of A.I.D., PL 480 and World Food cargo to meet program and legislative requirements; expedites shipments and arranges air transportation for emergency shipments; budgets for freight charges, and initiates

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freight transfer authorizations.

Industrial Resources Division - serves as focal point in A.I.D. for barter and Federal Stockpile disposal programs; develops policy and procedures for procuring industrial products and encouraging maximum procurement from U.S. sources; acts on requests for waivers of A.I.D. procurement regulations, e.g., proprietary procurement and foreign componentry.

Office of Small Business - administers the requirements of Section 602 of the Foreign Assistance Act to assist American business, particularly small business, in obtaining a fair share of the commodities and services business financed by A.I.D., and Section 641 to appropriately identify (e.g. mark) A.I.D. projects and commodities.

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16. The Office of Security (A/SEC)

The Office of Security (A/SEC):

-- Conducts security investigations of the people who work for A.I.D. or provide contract services to the Agency; and

-- Runs a program of physical, technical and document security in AID/W and the field.

A/SEC provides these same services for the Peace Corps on a reimbursable basis.

The investigations are intended to determine the "suitability, integrity, and loyalty" of A.I.D.'s American employees and the integrity and reliability" of its local employees (foreign nationals on the Agency's payroll).

The A/SEC Director reports to the Assistant Administrator for Administration. A/SEC has a staff of 35.

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17. The Office of Administrative Services (A/AS)

The Office of Administrative Services (A/AS) provides normal house-keeping services for the rest of the Agency. It has 152 people, organized into six divisions and one staff unit, which do the following work:

Management Support Staff - Administers AID/W allotments for general operating expenses; processes claims for private property losses; and works with the Department of State and U.S. Information Agency in developing Uniform Regulations for operations of the three Agencies abroad.

Communications Management Division - Runs the Agency's communications system, which means furnishing mail, messenger and telegraphic services.

Travel and Transportation Division - Develops Agency travel policies; arranges international travel of A.I.D. employees and their dependents and the shipment and storage of employees' household and personal effects (including motor vehicles).

Printing, Distribution and Visual Presentation Division - Operates A.I.D.'s printing plant; distributes forms, publications, and other releases; produces visual aids; and maintains A.I.D. exhibits.

Contracts and Procurement Division - Obtains supplies, equipment and support (e.g. custodial) services for AID/W; procures certain supplies and equipment for USAID Missions when the money comes from

administrative or technical support funds; and in an emergency, procures the same from program funds.

Space and Property Management Division - Acquires, allocates and controls office space for AID/W; secures building management services; controls AID/W personal property; administers the A.I.D. Emergency Planning Program; and maintains the A.I.D. Film Loan Center.

Overseas Property Management Division - Manages A.I.D.'s overseas real and personal property; consolidates requirements for the construction of facilities in support of overseas personnel (e.g. dependent schools); and controls the Agency's fleet of administrative vehicles.

The Director of Administrative Services reports to the Assistant Administrator for Administration.

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18. The Inspections and Investigations Staff (A/IIS)

The Inspections and Investigations Staff (A/IIS) is responsible for conducting inspections of specific programs, and investigations of A.I.D.-financed transactions - or of A.I.D. employees - upon receipt of a complaint or other indication of fraud, criminality, impropriety, dereliction, malfeasance, non-feasance or misfeasance.

Written reports of findings of investigations or inspections are furnished to senior management officials within A.I.D. for appropriate administrative action. When warranted, results of the investigations are sent to the A.I.D. General Counsel for referral to the Department of Justice for possible criminal and/or civil fraud action, or to the A.I.D. Controller for possible refund action.

A/IIS has a 24-man headquarters in AID/W and 21 staff members located in Karachi, Bangkok, Saigon, Seoul, Taipei and Buenos Aires. Small A/IIS offices will also be opened shortly in Panama and one of the African countries. IIS field offices report to the A/IIS Director in AID/W, and not to-or through-Mission Directors. The A/IIS Director reports to the Assistant Administrator for Administration.

19. The Office of Government Property Resources (GPR)

The Office of Government Property Resources, reporting to the Assistant Administrator for Administration, administers the A.I.D. Excess Property Program.

The Foreign Assistance Act directs the Agency to acquire and use U.S. property in the foreign aid program which has been declared excess to all needs of U.S. Federal Agencies.

For the most part, the property has been used extensively by other Agencies, and is in need of repair and rehabilitation before it can render useful service again. For this reason the Act also authorizes A.I.D. to acquire excess property in advance of a specific program need in order to repair or rehabilitate the property, and hold it in inventory until a specific need arises.

U.S. excess property is valued highly by many developing countries. The items most sought after are trucks, tractors, trailers, roadscrapers, bulldozers, cranes, and generators. Such equipment is hard to come by in the developing countries. It is usually not made there. And foreign exchange is seldom available to import all the equipment the countries need to build roads, till lands, dig irrigation canals and wells, and construct water and sewage systems.

By using excess property, developing countries have found that they can move ahead more rapidly to bring social and economic progress to their people. Thus it makes sense for A.I.D. to be involved in the excess property business. It makes the U.S. foreign assistance dollar go further.

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And it hastens the day a country no longer needs U.S. financial help.

A.I.D.'s initial management of its excess property has, however, failed to translate this sensible concept into an effective program. To the contrary, a series of bad decisions and improper actions on the part of those directly responsible for the program resulted in a major management problem for the Agency in 1967 -- just about the time the responsibility for this program was transferred to the Assistant Administrator for Administration.

This problem attracted considerable attention from the Congress, the press, and the public -- all of it bad. It involved fraudulent contractors; A.I.D. employees receiving gratuities, and other items of value from a contractor; shipments of defective materials to many aid recipient countries; large inventory accumulations of poor and unneeded property; and other results of downright sloppy management.

The factors which permitted this situation to develop in the first instance have been corrected. The excess property program is now under control and all prior problems have been corrected, or are in the processes of being corrected. Specifically:

--four high-ranking officials associated with the excess property program resigned - after protesting their innocence of wrong - doing - when confronted with evidence developed by A.I.D.'s investigators. The file on this matter has been turned over to the Justice Department.

-- all of A.I.D.'s direct rehabilitation contracts have been terminated. Claims have been settled against contractors for substantial amounts.

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-- a sweeping inventory liquidation program is in process and should be completed early in calendar 1969.

-- new and tighter management policies, procedures and controls have been instituted or are being developed throughout the program.

-- arrangements have been worked out with the Department of Defense to buy services -- rehabilitation, inspection, packing, crating, storage -- on an as-needed basis, thereby permitting sharp reductions in fixed overhead costs.

-- the organization responsible for administering the program has been pulled out of the Office of Procurement and set up as an independent office reporting directly to the Assistant Administrator for Administration in order to assure greater front office direction and control of the program.

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20. Special Assistant for American Schools and Hospitals Abroad

The Special Assistant for American Schools and Hospitals Abroad reports to the Assistant Administrator for Administration.

A separate appropriation title funds this program which provides U.S. Government assistance currently to about a dozen American sponsored schools and four hospitals operating overseas. Most of these institutions are in the Middle East area but the program includes two in Latin America, one in Europe and one in North Africa.

The purpose of the assistance afforded under the American Schools and Hospitals Abroad program is to strengthen the capacity of selected qualified private schools and certain hospital centers to contribute to the economic and social development of their country or region of location by demonstrating the effectiveness of American practices and techniques. (The Section 214 Program should not be confused with State-administered program of support to American Schools overseas primarily for education of dependents. AID contributes to that program under Section 636 of the FAA).

The 214 program operates by means of grants made to the U. S. Boards of Trustees of the institutions. Most of the grants are in dollars and cover designated items of construction and operational costs. However, some grants are made in local currency. During the last three years dollar appropriations have run between $11 and $15 million per year plus an additional $1 to $5 million in excess local currency.

From the inception of the program under A.I.D. and predecessor agency administration in FY 1959 through FY 1968 19 beneficiary institutions have received a total of $102.6 million in assistance.

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The largest single recipient of Section 214 assistance in recent years has been the American University of Beirut which in 1967 celebrated its Centennial Year. In process of construction now, and half completed, is a $30 million Medical Center.

AA/A administers the program in consultation with the Regional Administrators concerned and drawing upon the services of technical staffs in Washington and in the field as necessary, notably the Office of Procurement and the Office of Engineering in Washington and US AIDs and Embassies overseas. The responsible AA/A office has two full time professionals assigned to the program.

The program enjoys considerable Congressional support, the principal recipient institutions having particular protagonists in the Congress. The FY 1969 appropriation request, for example, was not reduced during the appropriation process. On the contrary, in the last two years the Congress has appropriated local currency for one or more institutions without request of the Executive Branch.

A current problem is the fact that many of these institutions many of which have histories of 50 years or more operating entirely with private donations have recently required financial support via Section 214 for current operations. Largest item involved is salaries of American teachers. This has tended to deflect the program from its original purpose of providing capital construction costs to increasingly larger proportions allocated for current operating support. The Congress incorporated in the FY 1969 appropriation language a request to A.I.D. to offer suggestions on how to reverse this trend.

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VI. A.I.D. COMMITTEES

A. ADVISORY COMMITTEES

1. The President's General Advisory Committee on Foreign Assistance (GAC)

Purpose: To provide the President and the Executive Branch with continuing advice on ways to improve the effectiveness of U.S. foreign assistance programs.

History: Established by Presidential Directive on March 26, 1965.

A.I.D. Backstop Office: The Administrator's Special Assistant for the GAC.

Operational Mode: There are no regularly scheduled meetings, but the Committee has averaged about four meetings each year. The members are appointed by the President and serve at his pleasure. The members of this Committee are submitting resignations to the President effective January 20, 1969.

Members:

Dr. James A. Perkins, Chairman, President, Cornell University

Mr. Dwayne O. Andreas, Chairman, Executive Committee, National City Bank of Minneapolis

Mr. Joseph A. Beirne, President, Communications Workers of America

Mr. David E. Bell, Vice President, The Ford Foundation

Mr. Eugene R. Black, Special Presidential Advisor for SE Asian Economic and Social Development

Mrs. Everett N. Case, Chairman, Board of Trustees, Skidmore College

Dr. Luther H. Foster, President, Tuskegee Institute

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Gen. Alfred M. Gruenther, former President, American Red Cross

Dr. J. George Harrar, President, The Rockefeller Foundation

Dr. Theodore M. Hesburgh, President, University of Notre Dame

Mr. William R. Hewlett, President, Hewlett-Packard Company

Prof. Edward S. Mason, Lamont University Professor, Harvard Univ.

Mr. George Meany, President, AFL-CIO

Dr. Franklin D. Murphy, Chancellor, University of California at LA

Mr. Rudolph A. Peterson, President, Bank of America

Mr. David Rockefeller, President, Chase Manhattan Bank

Dr. Frank Stanton, President, Columbia Broadcasting System

Mr. William J. Zellerbach, President, Zellerbach Paper Company

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2. Advisory Committee on International Health

Purpose: Advises and assists the Administrator on all A.I.D. policies and programs relating to health manpower, and on programs of improving health conditions as a part of economic and social development.

History: Established on March 25, 1968 by the Administrator. It replaced the Advisory Committee on International Education of Health Manpower.

A.I.D. Backstop Office: Office of the War on Hunger (WOH).

Operational Mode: The Committee meets semi-annually and reports directly to the Administrator. The members are appointed by the Administrator and serve at his pleasure.

Members:

Dr. Ernest L. Stebbins, Chairman, Dean, School of Hygiene and Public Health, Johns Hopkins University

Dr. James P. Dixon, President, Antioch College

Dr. John A. D. Cooper, Dean of Sciences, Northwestern University

Dr. Kelly M. West, Professor and Chairman, Department Continuing Education, University of Oklahoma Medical Center

Dr. Thomas H. Hunter, Chancellor for Medical Affairs, The University of Virginia School of Medicine

Dr. John Knutson, Professor of Preventive Dentistry and Public Health, University of California

Dr. John A. Logan, President, Rose Polytechnic Institute

Dr. Robert Long, Chairman, International Committee of the American Medical Association

Dr. Margaret Mead, Professor of Ethnology, American Museum of Natural History

Dr. Robert S. Jason, Coordinator of Medical Center Designing and Planning, College of Medicine, Howard University

Dr. Margaret Shetland, Dean, College of Nursing, Wayne State University

Dr. John M. Weir, Director, Medical and Natural Sciences, Rockefeller Foundation

Ex Officio Member:

The Honorable Philip R. Lee, M.D., Assistant Secretary for Health and Scientific Affairs, Department of Health, Education and Welfare

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3. International Private Investment Advisory Council

Purpose: Makes recommendations to the Administrator on programs in which private investment can play a contributing role. It also acts as liaison for the Administrator in involving specific private enterprise in such programs.

History: Established by the Administrator on March 17, 1967.

A.I.D. Backstop Office: Office of Private Resources (PRR).

Operational Mode: The Council meets two or three times a year. Two panels have been formed under the Council -- Investment Incentives and Investment Climate Information, Opportunity and "Matchmaking." These panels meet as required by the Council. The Council reports directly to the Administrator. The members are appointed by the Administrator and serve at his pleasure.

Members:

Mr. Alfred C. Neal, President, Committee for Economic Development

Mr. W. P. Gullander, President, National Association of Manufacturers

Mr. Robert M. Norris, President, National Foreign Trade Council, Inc.

Mr. H. Bruce Palmer, President, National Industrial Conference Board

Mr. Clinton Morrison, Vice President, U.S. Chamber of Commerce

Mr. Christopher H. Phillips, President, U.S. Council of the International Chamber of Commerce

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4. Advisory Committee on A.I.D.-University Relations

Purpose: To provide a forum to the academic community in which mutual interests and goals can be explored, grievances aired and reforms proposed. The Committee is primarily concerned with university contracts in the fields of technical assistance, training and research.

History: This Committee was set up by the Administrator on the recommendations of the then Secretary of Health, Education and Welfare (HEW), John Gardner on July 1, 1965, in his report entitled "A.I.D. and the Universities".

A.I.D. Backstop Office: Office of Program and Policy Coordination (AA/PPC).

Operational Mode: The Committee meets twice a year and reports directly to the Administrator. Members advise and consult with him and senior officials on the full range of policy matters relating to A.I.D.'s encouragement of American universities in the foreign assistance program. The members, who are appointed by the Administrator and serve at his pleasure, are the current or recent incumbents of certain executive positions in major educational associations.

Members:

Dr. John T. Caldwell (Chancellor, North Carolina State University at Raleigh) Chairman, International Affairs Committee, National Association of State Universities and Land-Grant Colleges. Also: Chairman, Commission on International Education, American Council on Education

Dr. George F. Budd (President, Kansas State College at Pittsburg) President, American Association of State Colleges and Universities

Dr. James P. Cornette (President, West Texas State University) Former President, American Association of State Colleges and Universities

Dr. Calvert N. Ellis, (President Juniata College) Chairman, Association of American Colleges

Dr. Mason W. Gross (President, Rutgers University) Chairman, American Council on Education

Dr. John A. Hannah (President, Michigan State University). Former Chairman, American Council on Education

Dr. Fred H. Harrington (President, University of Wisconsin) President, National Association of State Universities and Land-Grant Colleges

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Dr. David D. Henry (President, University of Illinois). President, Association of American Universities

Dr. James H. Jensen (President, Oregon State University). Former President, National Association of State Universities and Land-Grant Colleges

Dr. Grayson L. Kirk (President, Columbia University). Former President, Association of American Universities

Mr. Charles P. McCurdy, Jr., Executive Secretary, Association of American Universities

Dr. G. Tyler Miller (President, Madison College). President, American Association of State Colleges and Universities

Mr. Allan W. Ostar, Executive Director, American Association of State Colleges and Universities

Dr. Richard H. Sullivan, President, Association of American Colleges

Dr. Russell I. Thackrey, Executive Secretary, National Association of State Universities and Land-Grant Colleges

Dr. Sharvy G. Umbeck (President, Knox College). Chairman, American Council on Education

Dr. Richard D. Weigle, (President, St. John's College). Former Chairman, Association of American Colleges

Dr. Herman B. Wells (Chancellor, Indiana University). Chairman, Edcuation and World Affairs

Dr. W. Clark Wescoe (Chancellor, University of Kansas). President, National Association of State Universities and Land-Grant Colleges

Dr. Logan Wilson, President, American Council on Education

Dr. O. Meredith Wilson (Director, Center for Advanced Studies in the Behavioral Sciences) Chairman, Institute of International Education

Observers:

Mr. Richard A. Humphrey, Director, Commission on International Education, American Council on Education

Dr. Louis B. Howard, Director, International Programs Office, National Association of State Universities and Land-Grant Colleges

Dr. Paul Shaffer, Director, International Programs Office, National Association of State Universities and Land-Grant Colleges

Mr. Howard P. Wile, Executive Director, Committee on Governmental Relations, The National Association of College and University Business Officers

Dr. Norman P. Auburn, President, University of Akron

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5. The Advisory Committee on Economic Development

Purpose: Advises the Administrator and senior staff of A.I.D. on matters of economic policy. The meetings of the Committee with the Administrator provide an opportunity for full and informal discussion of the many questions of economic policy confronting the Agency. It also advises the Administrator and senior staff in the fields of research, evaluation and planning assistance and provides a channel of communication between the Agency and professional scholars concerned with developing countries.

History: Established on December 28, 1961, by Executive Order.

A.I.D. Backstop Office: Office of Program and Policy Coordination.

Operational Mode: The Committee reports directly to the Administrator who normally attends all sessions. It meets about four times each year. Representatives from the State Policy Planning Council and other U.S. officials concerned with the particular issues to be considered are also invited to participate. The members are appointed by the Administrator and serve at his pleasure, and have all resigned to give the new Administrator a completely free hand in this area.

Members:

Professor Edward Mason, Chairman, Department of Economics, Harvard University

President Vincent M. Barnett, Colgate University

David E. Bell, Vice President, Ford Foundation

Professor Hollis B. Chenery, Center for International Affairs, Harvard University

February 5, 1969

Professor Emile Despres, Director, Research Center in Economics, Stanford University

Kermit Gordon, President, Brookings Institution

Professor Carl Kaysen, Director, Institute for Advanced Study, Princeton, N. J.

Professor Max F. Millikan, Director, Center for International Studies, Massachusetts Institute of Technology

Professor Lucian W. Pye, Department of Economics and Social Science, Massachusetts Institute of Technology

Professor Gustav Ranis, Director, Economic Growth Center, Yale University

Professor Theodore W. Schultz, Department of Economics, The University of Chicago

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6. Advisory Committee on Voluntary Foreign Aid

Purpose: This Committee was established "to tie together the governmental and private programs in the field of foreign relief and to work with interested agencies and groups;" to accredit American voluntary groups with overseas programs in foreign assistance and approve their programs; to offer guidance in the appropriate use of voluntary contributions for foreign aid; to correlate government aid programs with those of accredited agencies and to guide the public interested in these areas.

History: A standing, public advisory committee, established by Presidential Directive in 1946. It has been included in legislation since that time -- MSA, FAA, and PL 480.

A.I.D. Backstop Office: Office of Private Resources (PRR).

Operational Mode: The Committee reports to the Administrator directly and/or through the Assistant Administrator for Private Resources. It meets about six times a year and upon the call of the Chairman. The members are appointed by the Administrator and serve at his pleasure.

Members:

Charles P. Taft, Lawyer, Chairman

Margaret Hickey, Public Affairs Editor, LADIES HOME JOURNAL, Vice Chairman

Gordon M. Cairns, Dean, School of Agriculture, University of Maryland

Ugo Carusi, Retired

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John B. Faegre, Jr., Lawyer

Adelaide C. Hill, African Studies, Boston University

George N. Lund, Retired Banker

Raymond F. McCoy, Dean, Graduate School, Xavier University, Cincinnati, Ohio

Elmore R. Torn, Economist, Rural Associated Research

Edward M. M. Warburg, Member N.Y. State Board of Regents

Martha E. Andrews, Civic Leader

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7. A.I.D. Advisory Committee on Research

Purpose:

Established to advise the Administrator on research development, the mobilization and direction of research groups toward Agency needs, and to review and recommend specific research projects to the Administrator.

History:

Established by the Administrator on December 24, 1962.

A.I.D. Backstop Office:

Office of the War on Hunger (WOH)

Operational Mode:

The Committee meets four times a year and reports directly to the Administrator. The members are appointed by the Administrator and serve at his pleasure.

Members:

Dr. Arthur T. Mosher, Chairman, President, The Agricultural Development Council, Inc.

Dr. C. Arnold Anderson, Director, Comparative Education Center, University of Chicago

Dr. Nyle C. Brady, Director of Research, New York State College of Agriculture, Cornell University

Dr. Kurt W. Deuschle, Professor of Community Medicine Mt. Sinai Medical School

Dr. Everett E. Hagen, Professor of Economics, Center for International Studies, Massachusetts Institute of Technology

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Mr. Francis Keppel, Chairman, Board of Directors and President, General Learning Corporation

Dr. Dudley Kirk, Professor of Demography, Food Research Institute, Stanford University

Dr. Alexander D. Langmuir, Chief, Epidemiology Program, National Communicable Disease Center, Department of Health, Education and Welfare

Dr. Forrest E. Linder, Professor, School of Public Health, University of North Carolina, Chapel Hill, North Carolina

Dr. Walsh McDermott (ex-officio), Chairman, Department of Public Health and Preventive Medicine, Cornell University Medical College

Dr. Malcolm H. Merrill, Director, Community Health Action Planning Service, APHA, Los Angeles County Hall of Administration

Dr. Max Milner, Senior Food Technologist, UNICEF, United Nations

Dr. John D. Montgomery, Professor of Public Administration, Harvard University

Dr. A. H. Moseman, The Agricultural Development Council, Inc.

Dr. Maurice L. Peterson, Professor, Department of Agronomy, University of California

Dr. Roger Revelle, Director, Center for Population Studies, Harvard School of Public Health

Dr. Vernon W. Ruttan, Chairman, Department of Agricultural Economics, Institute of Agriculture, University of Minnesota

Dr. Raymond Tanter, Associate Professor, Department of Political Science, University of Michigan

Dr. F. Joachim Weyl, Dean of Sciences, Hunter College

Dr. Carroll L. Wilson, Professor, Sloan School of Management, Massachusetts Institute of Technology

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8. Labor Advisory Committee on Foreign Assistance

Purpose:

Advises the A.I.D. Administrator on labor programs, policy and problems.

History:

Established by the Administrator on October 15, 1963. It replaced the Labor Advisory Committee for the Alliance for Progress.

A.I.D. Backstop Office:

Office of Labor Affairs (O/LAB)

Operational Mode:

The Committee meets at least quarterly but as often as is required. It reports directly to the Administrator. The members are appointed by the Administrator and serve at his pleasure.

Members:

Mr. George Meany, Chairman, President, American Federation of Labor and Congress of Industrial Organizations

Mr. Joseph A. Beirne, President, Communications Workers of America

Mr. David Dubinsky, Vice President, AFL-CIO

Mr. James A. Suffridge, President, Retail Clerks International Association

Mr. John J. Grogan, President, Industrial Union of Marine and Shipbuilding Workers of America

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Mr. George M. Harrison, Vice President, AFL-CIO, Brotherhood of Railway Clerks

Mr. P. L. Siemiller, President, International Association of Machinists and Aerospace Workers

Mr. Joseph D. Keenan, Secretary, International Brotherhood of Electrical Workers

Mr. Lee W. Minton, President, Glass Bottle Blowers' Association of the United States and Canada

Mr. A. Philip Randolph, President, Brotherhood of Sleeping Car Porters

Mr. Paul Jennings, President, International Union of Electrical, Radio and Machine Workers

Mr. I. W. Abel, President, United Steelworkers of America

Mr. A. F. Grospiron, President, Oil, Chemical and Atomic Workers International Union

Mr. William C. Doherty, Jr., Administrator, American Institute for Free Labor Development

Mr. W. A. Boyle, President, United Mine Workers of America

Mr. Jay Lovestone, Director, Department of International Affairs, AFL - CIO

Mr. Ernest S. Lee, Assistant Director, Department of International Affairs, AFL-CIO

Mr. Andrew C. McLellan, Inter-American Representative, AFL-CIO

Mr. Irving Brown, Executive Director, African-American Labor Center

Mr. Harry Goldberg, Representative, Department of International Affairs, AFL-CIO

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9. Nutrition and Child Feeding Service Scientific and Technical Advisory Committee

Purpose: The Committee provides guidance on the Agency's nutrition and child feeding programs, with special reference to evaluating the scientific and technical aspects of proposed new programs.

History: Established February 14, 1968

A.I.D. Backstop Office: War on Hunger

Operational Mode: Members of the Committee usually receive copies of proposals or reports on projects to read in advance of the meeting. At the meeting a review is given of the status of the NCF program, and discussion usually follows the agenda of items to be discussed and recommendations are made relative to its proposals.

Members:

Director of WOH Child Feeding Service, Chairman

Dr. Henry Sebrell, Director, Institute of Nutrition Sciences, Colombia University

Professor William Darby, Chairman, Department of Nutrition, Vanderbilt University

Professor Bernard Schweigert, Chairman, Department of Food Science Michigan State University

Dr. Eugene Howe, Director, Merck Institute of Nutrition

Dr. Carl Kreiger, Director of Research, Campbell Soup Company

Dr. Harold Wilcke, Vice President, Research and Development, Ralston Purina Company

10. Industry Fertilizer Advisory Committee

Purpose: To assist the fertilizer industry in developing more effective capital and technical investment in the agricultural programs directed by the WOH/HRDS, the regions and the Missions.

History: Established October 20, 1967.

A.I.D. Backstop Office: Office of the War on Hunger (WOH).

Operational Mode: There are no regularly scheduled meetings, but the committee is convened by the President of the National Plant Food Institute. The members are appointed by the official above and serve to discuss possible cooperative efforts between government and industry in the field of agriculture.

Members:

Hugh Ten Eyck, Occidental Petroleum Co., Chairman

Representatives from:

Ashcraft - Wilhenson Co.

Potash Co. of America

Tennessee Corp.

International Mining Corp.

Esso Chemical

Armour Co.

W.R. Grace Co.

Monsanto Chemical

Continental Oil

Office of War on Hunger, A.I.D.

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B. INTER-AGENCY COMMITTEES

1. The Cabinet Committee on the Balance of Payments

Purpose: To recommend and review balance of payments policies to be administered by individual government agencies.

History: The Cabinet Committee was formally established by the President in 1962 to discuss on a comprehensive basis substantive programs relating to balance of payments. Previously, this function was performed informally.

Backstop Office: Office of Program and Policy Coordination.

Operational Mode: The Cabinet Committee meets on the call of its chairman, the Secretary of Treasury, when proposals affecting the balance of payments situation must be considered. It operates primarily as a forum for the formulation of substantive policy. A functional associate of this organization is the Executive Committee, which will be the next organization discussed.

Members: The Secretary of the Treasury serves as Chairman; other members include the Director of the Bureau of the Budget, the Chairman of the Council of Economic Advisors, the Administrator for the Agency for International Development, the Secretary of Defense, the Secretary of Transportation, the Undersecretary of State, the Secretary of Agriculture, and the Special Representative for Trade Negotiations.

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2. The Executive Committee on the Balance of Payments

Purpose: To lead, mediate, and coordinate the various Working Groups designed to study and prepare detailed plans for policy implementation.

History: The Executive Committee was established by the President in 1962. It is an offshoot of the Cabinet Committee on Balance of Payments.

Backstop Office: Office of Program and Policy Coordination.

Operational Mode: The Executive Committee is convened by the Assistant Secretary of Treasury to coordinate the staff efforts of various Working Groups of the Cabinet Committee. This Committee also has the responsibility and power to mediate conflicts between individual government agencies on balance of payments policies.

Members: Assistant Secretary of the U. S. Treasury Department - Chairman; Assistant Secretary of the Department of Defense; Assistant Secretary of the Department of Commerce; Assistant Secretary of the Department of State; Assistant Secretary of the Department of Transportation; Director of Agricultural Economics, Department of Agriculture; Assistant Administrator for Program and Policy Coordination, The Agency for International Development; Assistant Special Representative for Trade Negotiations; Assistant Director of the Bureau of the Budget, Member of the Council of Economic Advisors.

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3. Additionality Working Group on the Balance of Payments

Purpose: To devise criteria to measure the impact of the A.I.D. program on commercial U.S. exports, and more precisely, on the balance of payments situation.

History: Established by the Executive Committee in 1967.

Operational Mode: Meetings are called by the Assistant Secretary of the Treasury, the Chairman of the Executive Committee, to discuss and resolve some of the inevitable conflicts between A.I.D. and the Treasury on balance of payments matters.

Members: Delegates are appointed by the Assistant Secretary of the Treasury from: The Department of State, the Department of Commerce, the Agency for International Development, and the Department of the Treasury.

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4. Senior Interdepartmental Group (SIG)*

Purpose: Assume overall direction, coordination, and supervision of interdepartmental activities of the United States Government overseas (less exempted military activities).

History: Established by the Secretary of State at the direction of the President on March 4, 1966.

A.I.D. Backstop Office: EXSEC for the Administrator.

Operational Mode: The SIG meets in the Department of State regularly and specially at the call of the Chairman to discuss and resolve foreign policy problems and deal promptly with interdepartmental problems referred by the Assistant Secretaries of State. Matters requiring higher-level consideration are referred to the Secretary of State for appropriate handling.

Members: Under Secretary of State, Executive Chairman, Regular members: the Deputy Secretary of Defense, the A.I.D. Administrator, the Director of CIA, the Chairman of the Joint Chiefs of Staff, the Director of USIA, the Special Assistant to the President for National Security Affairs, and other Agency representatives as appropriate.

* The SIG was superceded by the National Security Council Under Secretaries Committee, by order of President Nixon on January 20, 1969. The new Committee membership includes only the Under Secretary of State (Chairman); the Deputy Secretary of Defense; the Assistant to the President for National Security Affairs; the Director of Central Intelligence; and the Chairman, Joint Chiefs of Staff. Depending on the issue under consideration, other agencies shall be represented, e.g. A.I.D., USIA, at the discretion of the Chairman.

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5. Inter-Regional Groups (IRG) *

Purpose: Responsible for overall direction, coordination, and supervision of interdepartmental overseas matters in the geographic regions of responsibility. One each is established for Latin America, Africa, Near East/South Asia, East Asia and Vietnam.

History: Established by the Secretary of State at the direction of the President on March 4, 1966.

A.I.D. Backstop Office: Individual Regional Bureaus.

Operational Mode: The IRG's meet regularly in the Department of State and specially at the call of the Chairman to discuss and resolve matters of U.S. policy concerning their respective region. Decisions relative to crises, unresolved matters and dissenting opinions may be referred to higher levels of authority for consideration with appropriate recommendations. Meetings and staff procedure are patterned on the SIG.

Members: The Regional Assistant Secretaries of State (Chairmen); plus Regional Assistant Administrators of A.I.D. and appropriately-ranked representatives from DOD, CIA, the Joint Chiefs of Staff, USIA, the White House or NSC staff, and other agencies.

* The IRG's were renamed National Security Council Interdepartmental Groups, by order of President Nixon on January 20, 1969. Membership was limited to the Assistant Secretaries of State for various Regions (Chairmen); plus "representatives" of the Department of Defense and CIA. A.I.D. and other Agencies no longer have permanent IRG membership.

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6. Symington Inter-Agency Committee

Purpose: Reviews defense expenditures in countries receiving economic and military assistance, and PL 480 sales, to determine actions to take in those cases where defense expenditures appear to be high or rising. These actions are taken with reference to the Symington Amendment to the Foreign Assistance Act, and the punitive provisions therein.

History: Established by direction of the SIG on February 5, 1968.

A.I.D. Backstop Office: Military Assistance Section in the Office of Program and Policy Coordination, A.I.D., acts as secretariat to the Committee.

Operational Mode: At the beginning of each fiscal year a PPC Screening Committee classifies all aid-recipient countries as either "green" or "amber". A.I.D. programs in "green" countries can move ahead without further analysis, while A.I.D. programs in "amber" countries are restricted until further analysis is undertaken. The Committee reviews the "green-amber" list. Further, indepth analyses for "amber" countries are reviewed by the Committee. The Committee acts in an advisory capacity to the Chairman. The Chairman makes decisions regarding the removal of countries from the "amber" list and actions to take in problem cases. In the latter instance he will make his recommendations to the Administrator.

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Members: The Committee is chaired by A.I.D.'s Assistant Administrator for Program and Policy Coordination, and includes representatives from six A.I.D. offices (PPC and GC, and the Africa, NESA, EA, ARA Regions), the State Department (G/PM), the Department of Defense (ISA), the Joint Chiefs of Staff, the Arms Control and Disarmament Agency, the Department of Agriculture, and the Treasury Department.

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7. The Development Loan Committee (DLC)

Purpose: Coordinates inter-agency approval of dollar loans, Cooley loans, and investment guranties, and establishes standards and criteria for A.I.D. lending.

History: Established by Executive Order on November 7, 1961, pursuant to Sec. 204 of the Foreign Assistance Act of 1961.

A.I.D. Backstop Office: The Office of Policy and Program Coordination (PPC).

Operational Mode: Proposed loans and certain guaranties are reviewed by the DLC's Staff Committee (DLSC). Problems which cannot be resolved are referred to the DLC for final action. Broad policy issues not resolved by the DLC are forwarded to the NAC (see below). Although the DLC members confer informally, the Committee has rarely met.

Members: The A.I.D. Administrator (Chairman); Chairman of the Board of Directors, Export-Import Bank; the Assistant Secretary of State for Economic Affairs; the Assistant Secretary of the Treasury for International Monetary Policy; and the Assistant Administrator for Policy and Program Coordination.

8. The National Advisory Council on International Monetary and Financial Policies. (NAC)

Purpose: Resolves broad policy questions concerning the international monetary and financial relationships of the U.S. Government and is vested with authority to review proposed monetary transactions to assure financial policy coordination.

History: The present NAC was established by Executive Order on February 2, 1966. The initial NAC (on International Monetary and Financial Problems) had been established pursuant to Sec. 4 of the Bretton Woods Agreements Act of 1945.

A.I.D. Backstop Office: Office of Policy and Program Coordination (PPC) which also backstops the Department of State under a 1962 delegation.

Operational Mode: The NAC reviews all dollar repayable financial transactions entered into by the U.S. Government abroad, and advises the Secretary of the Treasury on international financial matters. The NAC staff meets weekly. The principals meet when the staff is unable to resolve problems--perhaps three to six times a year.

Members: The Secretary of the Treasury (Chairman), the Secretary of State, the Secretary of Commerce, the Chairman of the Board of Governors of the Federal Reserve System, and the President of the Export-Import Bank.

9. The Interagency Staff Committee (ISC)

Purpose: Coordinates food sales and grants of food for emergency use and specific projects under Public Law 480.

History: Established by the Secretary of Agriculture in 1954 on the President's orders.

A.I.D. Backstop Office: Office of the War on Hunger (WOH)

Operational Mode: Meets every Thursday to review specific sale or grant proposals.

Members: Representatives from the Department of Agriculture (Chairman); the Departments of Treasury, Commerce and State; Office of Emergency Planning; U.S. Information Agency; and A.I.D.'s Office of the War on Hunger (WOH).

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10. The Inter-Agency Committee for Population Matters

Purpose: Coordinates government-wide policy and planning on population matters. A special inter-agency working group of the Committee is concerned with population programs overseas.

History: Established at the suggestion of the Secretary of State in March, 1967.

A.I.D. Backstop Office: Office of the War on Hunger (WOH)

Operational Mode: Meetings are called by the State Department whenever the working group wants to coordinate views of the other U.S. agencies.

Members: Representatives of the State Department (Chairman); Departments of Agriculture, Health/Education/Welfare, Labor, Interior, Commerce, Defense; Bureau of the Budget; Peace Corps; National Academy of Science; Office of the Presidential Advisor on Science and Technology; and A.I.D.'s Office of the War on Hunger (WOH). The working group includes people from State, A.I.D., (WOH), USIA, and the Peace Corps.

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11. High Protein Food Studies Committee

Purpose: The Committee given primary attention to the Objectivity of market surveys, the qualifications of the company in new product development, the company potential to carry through a production program after the survey is completed and the suitability of the country in which the survey is to be made.

History: The Committee was established December 1966.

Backstop Office: War on Hunger

Operational Mode: In advance of the Committee meetings, members receive for review copies of new proposals from food companies for High Protein Food Study Program grants. In the meeting members discuss the technical soundness of each project and, if they approve a project, they recommend funding levels. The meetings are not scheduled at regular intervals, but are held when the need arises.

Membership: Dr. Martin J. Forman, Chairman
WOH/NCF, Mrs. Joyce M. King
WOH/FFF, Mr. Frank Ellis
WOH/FFF, Mr. Paul Johnson
USDA/IADS, Dr. Aaron Altschul
USDA/IADS, Mr. Charles Putkammer
NESA/ID, Mr. John Raber
LA/ID, Mr. Jonathan McCabe

AFR/ID, Dr. A.C. Curtis
PRR/FD, Mr. Graham Williams
PRR/FD, Mr. Robert Emerson
EA/TECH, Mr. James K. Shafer
UNICEF, Dr. Max Milner

12. The Political Military Group

Purpose: The Political Military Group acts as a forum for discussing politico-military problems which cut across Agency lines, and which are not regional in nature, e. g., Conte Amendment problems, contingency plans, implementation of the Foreign Internal Defense Policy, U.S. arms sales, MAP policy, and problems relating to military bases.

History: The Political Military Group was established in the fall of 1967 by an exchange of letters between the Assistant Secretary of Defense (ISA) and the Deputy Assistant Secretary of State for Political-Military Affairs. It was specifically given the responsibility to review problem countries under the Conte Amendments in a SIG meeting of February 5, 1968.

A.I.D. Backstop Office: Office of Program and Policy Coordination (PPC)

Operational Mode: The Political Military Group meets at the request of a member or the Chairman. Generally it does not initiate actions, but reviews proposed actions and problems, and makes recommendations to the Undersecretary of State.

Members: The Group has three full-time members -- one from the Joint Chiefs of Staff, one from DOD (ISA), and the Chairman, the Deputy Assistant Secretary of State for Political Military Affairs. Other

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agencies are represented as specific problems that concern them are discussed direct. For example, A.I.D. is represented by PPL on matters relating to the Conte Amendments, the Foreign Internal Defense Policy, and MAP.

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C. INTRA-AGENCY COMMITTEES

1. The Coordination Research Advisory Group (CORRAG)

Purpose: To approve or reject internal A.I.D. research proposals in the fields of economic aid planning, education, political and social development, development administration and Title IX.

History: These fields of research are the operating responsibility of the Office of Program and Policy Coordination (PPC). CORRAG was formed shortly after the Agency reorganization of June, 1966, which transferred the education and development administration function to PPC.

A.I.D. Backstop Office: Office of Program and Policy Coordination (PPC).

Operational Mode: CORRAG meets on the call of its Executive Secretary or Chairman when research proposals in the fields named above are ready for consideration. As a Committee it is viewed as advisory to the Assistant Administrator for Program and Policy.

Members: The Assistant Administrator for Program and Policy is Chairman. Other members include the Associate Assistant Administrator for Policy (PPC/POL), Associate Assistant Administrator for Technical Assistance (PPC/TA), a representative of each of the five regional Assistant Administrators, representatives of the Office of War on Hunger, General Counsel's Office, and the Contract Office.

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2. Publications Control Board

Purpose: To review and approve proposed agency publications which receive substantial public distribution.

History: Administratively established on January 3, 1964.

A.I.D. Backstop Office: The Assistant Administrator for Administration.

Operational Mode: The Board Chairman circulates copies of proposed documents to the members for approval or comment. Disagreements are resolved either by telephone or ad hoc meetings. Originating offices may appeal to the Assistant Administrator for Administration on negative decisions of the Board.

Members: Director, Office of Institutional Development (AFR), (Chairman), and representatives of WOH, IS, PRR, PPC and A/DSM.

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3. Fertilizer Price Review Committee

Purpose: To review all bids for fertilizer procurement from A.I.D. funds before an award is made by a recipient country.

History: Established August 1968.

A.I.D. Backstop Office: Office of Procurement (A/PROC)

Operational Mode: The Committee meets as bids or copy of bids are submitted on various purchases from countries following formal advertising. Bids are reviewed and recommendations made for acceptance including acceptable amounts and cut-off price for the product.

Members: Director, A/PROC, (Chairman) and representatives from A/CONT, WOH and the Regional Bureau involved.

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4. Intra-Agency Agriculture Committee

Purpose: The Committee discusses agricultural program and development matters to assure conformance to over-all Agency policy and procedures, and develops recommendations for policy and procedure changes in the agricultural field.

History: Established September 1968.

A.I.D. Backstop Office: Office of the War on Hunger (WOH)

Operational Mode: Meets monthly.

Members: Deputy Director, WOH/ARDS (Chairman) and representatives from each of the Regional Bureaus (Chief Agriculturists)

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5. Operations Review Committee (ORC)

Purpose: To resolve policy and procedural differences of opinion among major components of the Agency, which could not be settled through regular mechanisms.

History: Established by the Administrator on August 31, 1964; became inactive, and was reactivated by the Deputy Administrator on June 19, 1967.

A.I.D. Backstop Office: Office of Data Systems and Management (A/DSM), whose Director serves as Executive Secretary.

Operational Mode: A/DSM identifies issues requiring ORC consideration and provides staff support for ORC meetings. ORC decisions are implemented by Policy Determinations, Manual Orders, or other appropriate issuances.

Members: Deputy Administrator (Chairman); Assistant Administrator for Administration; Assistant Administrator for Near East and South Asia; Assistant Administrator for War on Hunger; and Assistant Administrator for Program and Policy Coordination.

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6. Program Evaluation Committee

Purpose: Responsible for making the Agency's program evaluation system work effectively and directing program evaluation activities overseas.

History: Administratively established April 11, 1968.

A.I.D. Backstop Office: Director of Program Evaluation

Operational Mode: Meets every two weeks to develop program evaluation procedures and exchange information.

Members: Director of Program Evaluation, (Chairman) and representatives from each Regional Bureau, PPC, WOH, AA/A and PRR.

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7. A.I.D. Compliance and Management Effectiveness Committee

Purpose: The Committee assures that information relating to compliance and management effectiveness developed from operations reviews is pursued to prompt and logical conclusions by the appropriate staff office and/or regional bureau.

History: Administratively established September 13, 1968.

A.I.D. Backstop Office: The Deputy Assistant Administrator for Administration.

Operational Mode: Meets every other week to follow up on outstanding compliance actions.

Members: Deputy Assistant Administrator for Administration (Chairman); and representatives from the Regional Bureaus, GC, A/CONT, A/PROC, and A/IIS.

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8. A.I.D. Fertilizer Procurement Policy Committee

Purpose: The Committee is designed to improve fertilizer procurement procedures by making available technical, marketing and shipping information to all elements of the Agency and A.I.D. borrower/grantees.

History: Administratively established April 23, 1968.

A.I.D. Backstop Office: Office of Procurement (A/PROC)

Operational Mode: The Committee meets as required to consider agenda items suggested by the member offices or by the Chairman. A permanent subcommittee reports on current price trends and fertilizer availabilities at each meeting.

Members: Director, Office of Procurement (Chairman): and representatives from each Regional Bureau, A/CONT, WOH, and GC.

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9. A.I.D. Awards Committee

Purpose: This is the highest Committee carrying out the Agency's incentive awards program. It makes final recommendations to the Administrator on recommendations forwarded by bureau and office awards committees involving awards of $1,000 or more, and such honor awards as: (a) The President's Award for Distinguished Federal Civilian Service, (b) The Secretary of State's Award, (c) Award for Heroism, and (d) all non-government honor awards.

History: Established in 1963.

A.I.D. Backstop Office: Employee Relations Branch, A/PM.

Operational Mode: The Committee meets upon call of the chairman to consider all pending recommendations for awards. Final action is taken on those cases for which it has authority, and the remainder are forwarded to the Administrator for final decision.

Members: The A.I.D. Awards Committee has seven members: (1) The Chairman of the five Regional Bureau awards committees, appointed by the Assistant Administrators of the Regional Bureaus, (2) The Chairman of the Office of Public Safety Awards Committee, (3) The Chairman of the Inter-Office Committee appointed by the Assistant Administrator for Administration (AA/A). The Chairman of the A.I.D. Committee is elected by the members, and the chairmanship may rotate,

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10. The Intra-Agency Committee on Title IX

Purpose: To coordinate A.I.D. policy guidance, research, and Congressional presentation material related to the implementation of Title IX of the Foreign Assistance Act, "Development of Democratic Institutions."

History: Established as a coordinating and educational mechanism in March, 1967.

A.I.D. Backstop Office: Title IX Division, Office of Program and Policy Coordination (PPC)

Operational Mode: The Committee was originally chaired by the Associate Assistant Administrator for Programming Resource Budgeting. It is now chaired by the Chief of the Title IX Division. It meets as needed, rather than on a regular basis.

Members: The Committee has representatives from each of the Regional Bureaus, plus representatives from GC, O/LAB, PRR, A/IT, OPS, WOH and A/PM.

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11. Technical Cooperation and Research Advisory Committee (TARC)

Purpose: To approve internal A.I.D. research proposals in the fields of agriculture and rural development, health, population, nutrition and child feeding and food from the sea.

History: Established within the Office of War on Hunger (WOH) in June of 1966.

A.I.D. Backstop Office: Office of the War on Hunger (WOH)

Operational Mode: TARC meets on call of its Executive Secretary or Chairman when research proposals in the fields named above are ready for consideration. It is considered an advisory committee to the Assistant Administrator for War on Hunger.

Members: The Director of Research and Institutional Grants in WOH is the Chairman. Other members include a representative of each of the five Regional Bureaus and representatives of the Office of Program and Policy Coordination, the Office of Private Resources, the General Counsel and the Contract Office.

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12. Systems Development and Data Processing Committee

Purpose: To provide greater impetus to A.I.D.'s effort to improve its program budgeting and implementation system through the use of advanced systems and data processing techniques.

History: Established October 24, 1968.

A.I.D. Backstop Office: Office of Data Systems and Management (A/DSM).

Operational Mode: The Committee is recently established. No operational pattern has been established yet.

Members: Deputy Assistant Administrator for Administration (Chairman) and representatives from: PPC, NESA, AFR, A/CONT, A/DSM and the Director for Program Evaluation.

13. Institutional Grants Committee

Purpose: To provide the broadest possible view of Agency priorities in the institutional field and to review and recommend proposals for institutional grants.

History: Established in February 1968.

A.I.D. Backstop Office: Office of the War on Hunger (WOH)

Operational Mode: The Committee meets several times a year to review and recommend proposals for Institutional Grants under Section 211(d) of the Foreign Assistance Act of 1966. These recommendations are considered in proposing grant requests submitted to the Administrator for final approval.

Members: Chaired by the Assistant Administrator for Program Policy and Coordination; representatives from:

VN/REIR	LA/REG
EA/TECH	NESA/TECH
PRP/PRDS	AFR/ID
TA/PARD	GC
PROC/CSD	PM/MD

VII. COMPLIANCE AND INTEGRITY OF OPERATIONS

A. COMPLIANCE WITHIN A.I.D.

External criticisms of the Agency's operations seemed to reach new highs during calendar year 1967 and the first two months of 1968. These criticisms raised serious questions with respect to the Agency's capability to manage a high-risk economic development program in the magnitude of $2 billion per annum.

This caused A.I.D.'s top management--in the spring of 1968--to take a hard look at the way it was managing its activities. It conducted an overall reappraisal which included a number of internal actions and an independent review by a special three-man team from outside the Agency: Herbert Edelhertz, Department of Justice (Chairman); James F. Barie, Bureau of the Budget; and Stanley N. Taylor, Civil Service Commission.

As a result of the "Edelhertz Review" of April 1968, and other management reviews, the Administrator ordered a new and expanded emphasis on compliance and integrity of operations. This new "compliance and management effectiveness" effort was launched in May of 1968, and included the following significant actions:

Establishment of a new Deputy Assistant Administrator for Administration position to be sure that top management focused on and gave proper emphasis to compliance and management effectiveness considerations.

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Better coordination of, and improved coverage from, existing control and surveillance activities -- i.e., the Investigation and Inspection Staff, the Office of the Controller (particularly audit and financial review activities), and the Office of Security.

Establishment of a small elite Compliance and Management Effectiveness Staff (A/CME) reporting direct to the Deputy AA/A for compliance. The group conducts continuous probes into troublesome, or potentially troublesome, operating areas to detect management weaknesses and stimulate top management attention and assure prompt, constructive action.

Establishment of a new compliance awareness throughout the Agency. This has been achieved by the appointment of new, full-time compliance officers who focus on the "compliance and integrity" problems of the major AID/W problems offices. These compliance officers are the "new conscience" of the Assistant Administrators. They keep their AA's advised of operating problems and possible solutions, in order to obtain a better balance in their offices between the forces of "program movement" and "good business operations."

Establishment of an Agency-wide Compliance and Management Effectiveness Committee. This group (discussed earlier in Section V) provides a ready forum for exchanging information on operating problems, and serves as both a source of constructive ideas, and a means of promoting top managment's new compliance emphasis.

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As a result of this new compliance effort, the Agency's security policies and practices were revamped during mid-1968 and to bring them in line with the accepted policies and practices of the Civil Service Commission and the Federal security community, a series of communications were also released throughout the Agency on management improvement, audit, investigation, inspection, security, etc. Greater coordination was effected between the Agency's control and surveillance activities, and new efforts were made toward improved approaches and expanded coverage.

A/CME launched a number of efforts toward improved management effectiveness. These included studies on contract execution, standard university contracts, contract administration, project management and use of personnel resources. The Compliance Committee became a means of expanding the "new morality" in the way A.I.D. does its business.

This new emphasis by top management on "Compliance and Integrity of Operations" was explained in detail to the House Committee on Government Operations in both staff sessions and a public hearing. Committee members reacted favorably, but withheld final judgment pending a review of the Agency's accomplishments under this new emphasis.

While considerable progress has already been made, it must be recognized that this a long-range effort to change people and approaches -- i.e., an attempt to get managers to manage better, and yet not inhibit them from moving forward on the high-risk activities so essential to economic development. The nature of the program is such as to require

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continuing top management emphasis and support if A.I.D. is to satisfy Congressional and other critics develop a deserved reputation for well-managed, businesslike operations.

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B. CONGRESSIONAL "WATCH DOG" COMMITTEES

The names and functions of the various Congressional committees concerned with A.I.D.'s operations were described in Section IV. From time to time, each of these committees conducts investigations and/or hearings regarding the Agency's compliance with legislation, Federal and A.I.D. regulations, and good management practices.

The most active group in recent years has been Congressman John Moss' Foreign Operations and Government Information Subcommittee of the House Committee on Government Operations. The Subcommittee has conducted searching investigations and issued critical reports concerning A.I.D. operations in Vietnam and Latin America - primarily on commercial import programs and land reform. It has been helpful in focusing A.I.D. attention on problem areas, and getting corrective action.

Senator John L. McClellan's Senate Committee on Government Operations (particularly its Subcommittee on Foreign Aid Expenditures) became increasingly interested in Agency activities during the past year. It concentrated on investigations of the commercial import program in Vietnam, as well as the rehabilitation and utilization of excess equipment.

The House Foreign Affairs Committee seems to be increasingly active in investigating A.I.D. activities. Its recent draft survey team report entitled "A.I.D. Programs in Central America," is a case in point.

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Individual members of other committees, such as Congressman Otto E. Passman (Chairman, Subcommittee on Foreign Operations of the House Committee on Appropriations) and Senator Allen J. Ellender (Senate Appropriations Committee) make frequent inspection trips overseas and issue rather lengthy--and critical reports--of A.I.D. operations.

Senator Edward Kennedy's Special Subcommittee on Refugees and Escapees of the Senate Committee on Judiciary has been active in reviewing A.I.D.'s refugee relief operations, particularly in Vietnam.

And, on occasion, some committee or subcommittee not normally concerned with the Agency's activities will issue a report which impinges on A.I.D. programs. Some recent examples:

-- Congressman Henry S. Reuss' "Food for Progress in Latin America" report which was issued in his capacity as Chairman, Subcommittee on International Finance, House Committee on Banking and Currency. The report criticizes the Inter-American Development Bank, the World Bank, and A.I.D.

-- A review of A.I.D. excess property management by Congressman John S. Monagan's Special Subcommittee on Donable Property, House Government Operations Committee.

Congressional reports sometimes lead to additional restrictive amendments to the Foreign Assistance Act.

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C. THE INSPECTOR GENERAL, FOREIGN ASSISTANCE

The Foreign Assistance Act gives the Inspector General, Foreign Assistance, broad latitude for "reviews, inspections, and audits of programs" and authority to suspend A.I.D. projects if he deems fit.

The IG reports directly to the Secretary of State. His staff of 40 is funded from the appropriations of the various agencies--including A.I.D.--whose activities he reviews.

The IG receives copies of A.I.D. and GAO audit reports, and all A.I.D. messages to and from the field. From these documents, and voluntary informants, the IG identifies activities which in his opinion require further investigation. The FAA Act says the IG's investigations should be aimed at:

-- Ascertaining the efficiency and economy of A.I.D. administration.

-- Assuring consonance of operations and programs with the foreign policy of the U.S., and

-- Determining the extent to which A.I.D. is achieving its objectives.

The bulk of the IG's operations have fallen in the first category. His emphasis has been on A.I.D. compliance with laws and regulations, and general management effectiveness. The IG's findings are summarized in brief letters to the Administrator. He in turn assigns them to the appropriate A.I.D. Office to prepare a response for his signature. A.I.D.'s own Investigation and Inspection Staff (ISS) maintains close liaison with the IG.

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D. THE GENERAL ACCOUNTING OFFICE (GAO)

The General Accounting Office (GAO) is an agency of the Congress (not the Executive Branch). It helps Congress "keep an eye" on the Executive by auditing virtually all facets of its operations -- including the foreign aid programs.

In the past two years GAO has issued 32 audit reports on A.I.D. operations. Its reports are made to the Congress, with concurrent copies to the A.I.D. Administrator.

The GAO formally notifies A.I.D. whenever it schedules an audit. When its field work is done, GAO submits its draft report to A.I.D. for comments and security classification. A.I.D. returns the reports to GAO by a formal letter, which is usually incorporated in GAO's final audit report.

Sometimes the GAO is asked by various Congressional committees to make special investigations whose results are not revealed to A.I.D. So far, there have not been many of these.

The GAO also has far reaching responsibilities for prescribing accounting principles and approving accounting systems for A.I.D. (and all other Government agencies). GAO's International Division maintains an office <u>within</u> AID/W. A full time GAO liaison officer sits in the A.I.D. Controller's Office.

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A. A.I.D. CALENDAR - 1 NOVEMBER 1968 - 1 APRIL 69

NOVEMBER 1968

21 -- The Bureau of the Budget will respond to A.I.D.'s FY 1970 Budget Submission, leading to narrowing of the issues for discussion with President Johnson.

22 -- A.I.D., State and Defense will submit to President Johnson comments on the final report of the General Advisory Committee on Foreign Assistance recommending new legislation and organizational changes of the U. S. economic assistance program. The report and those comments will be passed on to the President-elect.

Mid-November -- Non-project loans for India, Pakistan and Turkey will be proposed for Presidential approval.

-- The Guyana Rice Marketing Loan will be cleared with the President.

-- A team from the International Monetary Fund (IMF) will visit Vietnam to discuss fiscal and financial policies with the Vietnamese Government. The U.S.A.I.D. Mission will collaborate informally with the IMF team on issues and positions such as aid levels, Vietnamese financial and monetary policies, taxes, exchange rates, etc.

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4-5-6 -- The A.I.D. Administrator meets in Ottawa with Mr. Maurice Strong, Director General of Canada's aid agency, to discuss coordination of U.S. and Canadian assistance efforts.

10-20 -- The CY 1969 Laos Foreign Exchange Operation Fund Agreement will be sent to the President for approval.

15-31 -- Negotiations will be completed on the FY 1969 program assistance to Korea, in the form of a Supporting Assistance grant, a program loan and a PL 480 credit sale and grant.

16 -- The OECD-sponsored Turkey Consortium is scheduled to meet for a pre-pledging session to review Turkey's 1969 development program. The U.S. will be represented by the Assistant Administrator for the Near East/South Asia or his designee, and representatives of US AID/Turkey. The Bureau for the Near East and South Asia prepares the U.S. position for the pre-pledging session.

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Sometime during the month	-- The President will make his final decision on the level of the A.I.D. Budget Request for FY 1970, for inclusion in his overall Budget that goes to the Congress early in January.
" " " "	-- The Office of Program and Policy Coordination will begin preparing those parts of the Congressional Presentation Book for FY 70 which will not be affected by policy or organizational decisions of the new Administration.
" " " "	-- Negotiating instructions for FY 69 loan programs for Brazil, Columbia and Chile will be cleared with the President.
" " " "	-- Work begins on President Johnson's State of the Union and Budget messages. Sections on foreign assistance will be proposed by A.I.D. and Treasury. We will ask the President to include strong appeals for the U.S. subscriptions to I.D.A. and the Asian Development Bank Special Funds, provision for which will be included in the President's FY 70 Budget.

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3 -- The FY 1969 Indonesia project and sector loans will have to be developed, negotiated, and signed.

6 or 7 -- Shortly after the State of the Union message, the Bureau of the Budget holds a press conference to discuss the President's FY 70 Budget. (This conference is in the morning.) That afternoon the Administrator holds a press conference to discuss the A.I.D. portion of the overall Budget. The following day the Budget--with its A.I.D. components--is publicly released by the President.

10-11 -- The Advisory Committee on Economic Development will meet with the Administrator. (For a description of the Committee, see Sec. VI-A-5.)

20 -- New President inaugurated.

-- Shortly thereafter, presumably, a new A.I.D. Administrator will take office. As soon as possible, the new Administrator should consider the possibility of communicating his basic foreign aid concepts--and his thoughts on the future of the Agency for International Development--to A.I.D. employees. A.I.D. has just gone through a solid year of difficult and disruptive personnel reductions, a slashed budget, and a series of attacks on the concept and future of foreign aid from both sides of Congress. Some of A.I.D.'s best employees have left, others are looking

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JANUARY 1969 (CONT.)

20 for new jobs, and morale will need re-charging. It is also becoming increasingly difficult of late to attract good new people to join A.I.D. because of the apparent uncertain future of the program.

Sometime during the month -- The Foreign Assistance Act of 1968 calls for a comprehensive review of all U.S. foreign economic and military assistance programs. A.I.D. Administrator Gaud has decided that the planning and conduct of the review should be left to the next Administration. The Act requires the new President to submit an interim report of his recommendations to the Congress by July 1, 1969. The final report must be submitted to the Congress by March 31, 1970. The Act stipulates that the reappraisal must include consideration of the establishment of a corporate entity to mobilize and facilitate the use of private U.S. capital and skills in the less-developed countries. AID/W, with other interested agencies, should begin to prepare proposals to the President on any organiztional and policy changes in the U.S. bilateral aid programs and supporting legislative and budget changes indicated by this reappraisal.

" " " " -- A meeting of the IBRD Consultative Group for Colombia will be held to

JANUARY 1969 (cont'd)

Some time during the month: consider a list of the projects for which Colombia is seeking foreign financing. The U.S. will be represented by the Deputy U.S. Coordinator for the Alliance for Progress or the Deputy Assistant Secretary of State for International American Affairs (ARA).

" " " " -- An IBRD-sponsored Morocco Consultative Group meeting will be held in Paris. The Deputy Assistant Administrator for Africa normally attends these meetings.

" " " " -- The CY 1969 Laos Foreign Exchange Operating Fund Agreement will have to be negotiated and signed.

" " " " -- Under the foreign assistance legislation, the Congress earmarked $50 million for obligation this fiscal year for program in population and family planning. The USAID Missions have received instructions to submit project proposals for the programming of this money. AID/W must conduct a special population program review in January and notify Missions of approvals, proposed changes in program content and FY 69 and 70 budget levels.

" " " " -- Work on the FY 1970 Congressional Presentation Books must begin. Work must also begin on the popular presentation book for FY 1970 (called "The Task of Development" in FY 1969), including agreement on the basic emphasis and strategy of the presentation.

" " " " -- Work should begin on special Presidential messages and legislation for FY 1970 funds for AID, IDA and the Asian Development Bank Special Funds, the latter two primarily a responsibility of the Treasury.

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FEBRUARY 1969

Sometime during the month -- The IDA and ADB Special Funds Message should go to the Congress.

" " " " The U.N. Economic Commission for Africa will hold its biennial meeting in Addis Ababa. The Deputy Assistant Secretary of State for Africa normally heads the U. S. delegation to these meetings, but A.I.D.'s Bureau for Africa sends a senior officer as an observer.

" " " " -- The President's Foreign Assistance Message is submitted to the Congress, together with draft legislation amending the Foreign Assistance Act.

" " " " -- Shortly thereafter, A.I.D. sends a section-by-section analysis of the proposed legislation to the Hill.

" " " " -- At about the same time, the Administrator holds special briefings for the press and for members of the Point IV Group to discuss the proposed aid program and legislation. The Point IV Group is made up of private U. S. citizens representing civic groups with special interest in A.I.D. activities.

" " " " -- An IMF Ghana aid meeting will be held--probably in Paris. The Deputy Assistant Administrator for Africa has attended these meetings in the past.

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FEBRUARY 1969

Sometime during the month	-- A PL 480 agreement with India for all - or part - of CY 1969 should be negotiated. India's declining grain import needs are still significant: 4-5 million tons.
" " " "	-- The IBRD chaired AID group for Ceylon is tentatively scheduled to meet March 11-12 in Paris. Planning for the U.S. is usually represented by the NESA Director of South Asian Affairs.

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MARCH 1969

5	-- The FY 1969 Korea project loans will have to be developed, negotiated, and signed.
Sometime during the month	-- A.I.D. should send its FY 70 Presentation to the Congress.
" " " "	-- Under Title X of the Foreign Assistance Act, the President is required to report progress toward attaining agricultural production targets in food deficit countries. Last year the Agency reported on 14 countries. Another report is due this year and should be submitted to the House Foreign Affairs Committee and other interested committees just before beginning of the Authorization Hearings.
" " " "	-- Congressional Hearings normally would start either in late March or early April on the A.I.D. authorization request in the House of Representatives.
" " " "	-- A.I.D. should send guidance to each USAID Mission on development of the FY 1971 program.
" " " "	-- A.I.D. expects to work out with the Government of Jordan PL-480

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MARCH 1969 (cont'd)

arrangements to enable Jordan to assume responsibility for feeding and providing employment to persons displaced by the June 1967 war. This could involve a decision on a PL-480 program during the period.

EARLY IN 1969

-- The IBRD-Sponsored India Consortium is expected to meet in March or April to discuss questions of pledging, Consortium attitude toward terms of donors, the 1969 debt relief exercise, an assessment of Indian performance, issues for the Consortium to stress in the coming year, and attitudes toward Indian efforts to obtain Soviet debt relief. The U.S. is usually represented by the Assistant Administrator for the Near East/South Asia.

-- The IBRD sponsored Pakistan Consortium is expected to meet in April/May to discuss Pakistan's performance and aid requirements for FY 1970. The U.S. is usually represented by the Assistant Administrator for the Near East/South Asia.

-- The Rockefeller Foundation is convening a meeting of the heads of major (U.S. and foreign) multi-lateral and bi-lateral assistance agencies to discuss agricultural development at its Villa Serbelloni, Bellagio, Italy, from April 23 to 25. The A.I.D. Administrator has been invited to attend. The new Administrator will have to decide if he wishes to do so.

EARLY IN 1969 (cont'd)

-- The IBRD-sponsored Malaysia Consultative Group will meet to appraise the Malaysian economy and review the country's progress under its Five-Year Plan. The U. S. delegation will have to be prepared to consider how the U. S. -- which has no bilateral aid program in Malaysia -- can assist the country through the Export-Import Bank and PL-480. The U. S. will be represented by the Assistant Administrator for East Asia.

-- The Administrator is committed to hold formal meetings in Washington with the new Aid Minister of the Federal Republic of Germany, as part of the U.S.-German agreement to hold such ministerial-level meetings once a year. This meeting was postponed in October 1968. Issues which will be up for discussion include: 1) the tone of future coordination under the FRG's new aid leadership; 2) possible increase in volume and liberalization of German aid terms in view of the FRG's favorable economic situation; 3) complementarity of U.S.-German assistance efforts.

-- Bilateral discussions should be held between the U. S. and the United Kingdom, in Washington, as a follow-on to the discussions held in London in October of 1968 between the A.I.D. Assistant Administrator for Program and Policy Coordination and his British counterpart.

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EARLY IN 1969 (cont'd)

-- Serious consideration will have to be given to closer bilateral coordination at the highest possible level with France, and possibly Italy. France remains the Free World's major donor, after the United States, and talks on the official division of labor, especially in Africa, would be most useful. Italy's program is expected to expand and the U. S. may have some influence in persuading the Italians to liberalize their loan terms.

-- A high level policy coordination meeting with Japan would also be desirable, perhaps in the context of the Annual U.S.-Japan Economic Committee Meeting (no official date set).

-- The first of an annual series of intra-agency reviews of evaluation reports on A.I.D. projects in key sectors will be held by the regional bureaus and -- for two topics -- by the Administrator. This exercise is part of an intensified evaluation effort focused on cross-fertilization of "how-to-do-it" ideas.

-- An early decision is also needed on whether to continue to press for Special Funds legislation for the African Development Bank.

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EARLY IN 1969 (cont'd)

-- A review will have to be made of Vietnam post-hostilities economic aid requirements, in light of political conditions and economic plans now being developed, in order to determine the adequacy of the FY 1970 A.I.D. budget request for Vietnam. Discussion should also probably be held with U. S. allies to broaden their participation in post-hostilities reconstruction and development.

-- The 6-month period specified in the Hickenlooper amendment (Section 620(e), FAA) within which Government of Peru must have taken "appropriate steps" looking towards speedy compensation to IPC for the October, 1968 expropriation of its properties will expire in early April. Prior to this date, a decision should have been made on the degree of pressure the U.S. should exert in attempting to induce a negotiated settlement. After 6-month period expires, aid to Peru must be suspended, unless Secretary and Administrator find that Peru is nonetheless taking "appropriate steps" which may include, but not necessarily be limited to, provision for adequate legal redress and submission to international arbitration. Suspension will presumably include interruption of activities for which funds have already been obligated.

EARLY IN 1969

-- The OECD Consortium for Turkey is scheduled to meet to review the outcome of the 1968 budget, plans for the 1969 budget, and progress on exports. The U.S. will be represented by the Assistant Administrator for Near East/South Asia or his designee and representatives of USAID/Ankara.

-- The annual review of the Iranian situation including economic, political and military aspects will be held in connection with consideration of the FY 1969 Military Credit Sales level. A.I.D. will participate in the analysis of the economy particularly the effect of defense expenditures on economic growth.

LATTER PART OF APRIL

-- Administrator's intra-agency review of evaluation reports on the following topics: (1) new grain varieties -- problems associated with their introduction, role of research and extension, what should be done by A.I.D., host countries and third parties to translate the potential into higher output, income and social welfare, and (2) intermediate credit institutions -- experience to date and suggested guidance on improving their effectiveness in transferring capital to the private sector in less-developed countries (LDC's).

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B. A.I.D. OPERATIONAL PROBLEMS OF A CONTINUING NATURE

1. Balance of Payments Considerations

Although the direct balance of payments costs of A.I.D. programs have been reduced to the practical minimum, balance of payments considerations continue to be source of conflict and delay within the Executive Branch.

The problem is principally with the Treasury Department, and secondarily with the Department of Commerce.

Treasury wants to use A.I.D. programs to improve the U.S. balance of payments position; A.I.D. sees its responsibility as insuring that any costs to the balance of payments are clearly outweighed by benefits of the aid program.

Under the interagency clearance process through which A.I.D. projects are reviewed by a number of other agencies, Treasury is able to impose conditions on its approval of A.I.D. loans. The Additionality Working Group of the Cabinet Committee on the balance of payments was created to study means of avoiding loss of commercial exports because of A.I.D. programs. Their analysis of commercial exports to the 15 largest A.I.D. countries indicates that any such losses are small overall. But the Committee has failed to produce full interagency agreement on what, if anything, ought to be done in individual A.I.D. countries.

A.I.D. programs are not only delayed, but have in some cases become so circumscribed with balance of payments safeguards that policy leverage and program effectiveness are significantly reduced.

2. The integrated State/AID Bureau for Latin America

On March 16, 1964, the State and A.I.D. Bureaus for Latin America were merged organizationally and placed under the head of a single

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individual in the State Department with the title of the Coordinator of the Alliance for Progress. At the same time, the Coordinator was delegated extraordinary authorities concerning the management of the aid program for Latin America which were not granted to the State Assistant Secretaries or the A.I.D. Assistant Administrators for the other regions of the world. The specifics of this special arrangement are covered in Section V-G of this book.

The decision to merge the State and A.I.D. Latin American Bureaus was taken by President Johnson as one of several steps designed to provide additional emphasis to the Alliance for Progress and the American interest in that area.

While A.I.D. fully recognizes the importance of Latin America, it also recognizes that this organizational arrangement has caused a number of serious administrative problems. These problems manifest themselves in various ways, with the common denominator being, at best, extra time and effort on the A.I.D. Administrator's part in dealing with Latin American issues and, at worst, no decisions or poor compromises on important policy matters.

At the level of policy and operational matters involving the program in the Latin countries, issues are often settled at a fairly low organizational level compared with the other regions of the world. This is because A.I.D. -- and State for that matter -- lack separate organizational channels for the consideration and decision of alternative methods. Given the fact that the various country offices in the combined Latin American Bureau are joint State/AID offices, intra-office relationships, authorities and personalities often determine, at that

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level, whether issues will be raised to the A.I.D. Administrator and also have a bearing on the force and sharpness with which dissenting views are framed if an issue is ultimately raised. Additionally, A.I.D. is, in effect, not represented at the Assistant Administrator level on the Latin American Inter-Departmental Group (IRG) as in the case of the other regions.

As a result of the merged organization, important Latin American program issues may never get to the A.I.D. Administrator or may be brought to him late and hastily by an A.I.D. staff office which becomes tangentially involved in a particular problem. In the latter case, his ability to influence the final decision is sometimes impeded.

On the other hand, issues of over-all A.I.D. administration and policy which touch upon Latin America, the other A.I.D. Regions, and the A.I.D. staff offices, tend to linger on and result in unsatisfactory compromises. The basic problem here is that the Coordinator for the Alliance may, at his discretion, take any policy or organizational decision made by the A.I.D. Administrator to the Secretary of State.

Two recent cases in point were the attempt on the part of the A.I.D. Administrator to centralize personnel operations and private lending functions in A.I.D. The Coordinator for the Alliance effectively blocked both proposals -- for reasons which he believed sound, given his responsibilities and authorities. In both cases the end result was an unsatisfactory, jury-rigged, time-consuming compromise agreed to by both sides simply to keep things going.

The problems faced by the present A.I.D. Administrator and Coordinator are not personality problems. They are problems which stem

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directly from a poor organizational structure which has built into it a series of difficult and irreconcilable conflicts.

3. Relations with Countries After A.I.D. Operations Terminate

Political, commercial, technological and developmental reasons have been advanced for continuing some form of technical cooperation with countries following the formal termination of A.I.D. bilateral programs in these countries, e.g., Libya, Iran and Taiwan. Other Federal agencies are even more handicapped than A.I.D. for effective technical cooperation with non-A.I.D. countries.

A.I.D. has been maintaining a service to meet this need within the limits of its legislation, finances and policy. This service consists essentially of locator and facilitating activities, where the cooperating country can pay the cost of desired U.S. technical services. Ad hoc solutions have been found in particular cases through this effort.

A study of the entire problem of U.S. technical cooperation with non-A.I.D. countries was undertaken by a committee under the aegis of the Interagency Council on International Educational and Cultural Affairs, chaired by the Assistant Secretary of State of Cultural Affairs.

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The report of the committee -- which is expected to be completed by the end of the year -- will examine in some detail the problem of filling the post-A.I.D. gap and will recommend possible specific actions, including changes in working relations with other Federal agencies.

4. Compliance and Integrity of Operation

A.I.D. is an agency which has been traditionally long on plans and ideas and short on carry-through. In the past few years, however, an increased amount of attention has been paid to the implementation of A.I.D. programs. Agency-instituted audits and investigations as well as reviews by external groups have turned up a number of serious implementation faults, including the Excess Property Program difficulties, the NAPCO Bevel Gear case, the Higgins Battery Acid case, and other similar instances of implementation weaknesses in the Agency. Section VII.A. discusses the recent steps A.I.D. has taken to improve its implementation capability, and A.I.D. is now in better shape in this regard than at any time in the past.

Nevertheless, foreign aid is a high risk business in which some mistakes are bound to be made, and A.I.D. -- being an Agency without a domestic constituency -- pays a very high price in terms of Congressional and public support for every mistake it makes. This is a subject which will require continuing attention and support on the part of the A.I.D. Administrator.

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5. Title IX: Popular Participation in the Development Process

Title IX of the Foreign Assistance Act, added in 1966, calls for more emphasis on encouraging popular participation in development, particularly through the development of democratic institutions in the less developed countries.

A.I.D. has long been concerned with the social and political aspects of the development process to which Title IX refers. But the new statute requires that these considerations be more systematically integrated than before into the Agency's analysis, planning and programming.

The new statute presents two specific problems. First, we do not yet know enough about the relationship between the internal social and political processes of a country and economic development. This is a matter for research, and that work is under way.

Secondly, overt, systematic projects for the development of democratic institutions present special problems of diplomatic relations with the country being assisted. Foreign aid is a government-to-government program. And the countries we assist are a mixed bag -- some highly motivated toward democratic processes; some decidedly not. Foreign aid as presently administered is an effective tool for "opening up" very traditional, closed society and moving them toward more democratic forms. But this is a fairly delicate business. Any formal structuring of projects with the development of democratic institutions as a specific, stated goal may well be counterproductive. Thus the implementation of Title IX will require tact and sophistication as well as the development of better tools in our economic programs.

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6. A.I.D. Personnel Operations

In March, 1968, the Civil Service Commission (CSC) issued an inspection report on A.I.D.'s personnel operations. This report was highly critical of A.I.D.'s performance in the personnel area.

Since the report was issued:

-- A.I.D.'s personnel operations have been brought together in a single central office, with the exception of overseas personnel operations for Latin America and Vietnam;

-- The number of people and the grade structure in the personnel function have been cut back, and further reductions are planned;

-- Surveys of the grades in A.I.D.'s offices and bureaus are under way which will probably result in widespread demotions throughout the Agency;

-- And a contract has been let to re-engineer the Agency's operating personnel system.

The Commission is aware of the corrective actions being taken and concurs in them. Nevertheless, the CSC remains skeptical of the quality of A.I.D.'s personnel operations and is awaiting final results.

7. Problems with Treasury over Lending Practices and Policies of International Lending Institutions

A.I.D.'s primary job is providing U.S. bilateral economic aid. But the Treasury Department, following the pattern set in the Bretton Woods Act of 1945, is responsible for guiding U.S. participation in

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the international lending agencies (World Bank, Inter-American Development Bank, Asian Development Bank, and International Monetary Fund). Coordination is carried out through the National Advisory Council which is chaired by Treasury (see Section VI - A.I.D. Committees).

The Treasury is very much concerned about possible negative reactions by the Congress to actions taken by an international institution and often seeks to apply premature restrictions to loans from these institutions - restrictions like the Hickenlooper amendment, which covers cases of expropriation of U.S. property, or the Symington amendment on excessive military expenditures.

The Treasury's concern for the U.S. balance of payments also makes it difficult to develop support among the international institutions for such innovative approaches to development as program lending, and local cost financing.

8. Basic Agency Organizations and Operations

During the past year, A.I.D. has instituted sharp staff reductions in response to specific FY 1969 appropriation cuts, the President's program to reduce overseas staff to help the U.S. balance of payments, and in general recognition of the need to bring overhead and staffing in line with two years of reduced levels of A.I.D. appropriations.

As always, when rapid staff reductions are required, A.I.D. reductions have been accomplished by allocating pro rata reductions to the various offices and letting each decide how best to operate with fewer people. Management judgment obviously entered into the

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final allocation of resources, but basic changes in organization and mode of operations were not systematically considered when these cuts were made.

If the foreign assistance program and the A.I.D. organization remain basically unchanged, one of the early tasks the Administration should consider is a broad and systematic review of A.I.D. organization and operations in light of present and likely future levels of U.S. economic assistance. Some of the basic questions which might be addressed in this review are:

-- Is the A.I.D. headquarters "geographic" organization (i.e., five strong line bureaus with identical personnel skills and functions, each responsible for a different region of the world) the best organizational form, given the reductions in A.I.D. appropriations?

-- Are the technical staff divisions (which are now distributed among War on Hunger, PPC, and other offices) more effective or less effective than they would be if brought together into a single technical staff office? Should some technical staff work now done in the regional bureaus be assigned to central staff units, and vice versa?

-- What can be done to reduce the large amounts of Agency time now devoted to clearance and coordination matters?

-- Can and should the composition and nature of the A.I.D. program be changed to reduce the need for direct-hire staff and/or to increase the quality of the work done with the present staff?

-- Are the major agency operating procedures sound and efficient?

-- Are the patterns of delegated responsibility between headquarters (AID/W) and the field proper? Are the information flows in line with this pattern?

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9. The Vietnam Program

The Vietnam program has the highest priority in the Agency for International Development, and first claim on money, people, and other program resources. In FY 1963, six per cent of the aid program was spent on Vietnam, and 289 U.S. employees were at work overseas on Vietnam matters. This year, 18 per cent of the A.I.D. budget is marked for Vietnam; close to 2,000 U.S. employees are at work in Vietnam - about 40% of A.I.D.'s foreign service personnel.

Vietnam's high priority is, of course, as it should be, given the nature and importance of the total U.S. effort in that country.

However, it has caused serious problems for the rest of the aid program. One of the most difficult has been the demand for civilian U.S. staff in Vietnam, both for the USAID Mission proper, and for the pacification program (CORDS) administered by the Military Assistance Command, Vietnam.

In order to fill these personnel needs, A.I.D. instituted an internal "draft" of foreign service employees, pulling them out of other countries and the Washington headquarters. We have sent our best, most experienced, people to Vietnam, and thereby seriously reduced the ability of other Missions to administer their programs properly. We have also ended up firing a number of good employees because they refused to accept Vietnam assignments.

At the same time, A.I.D. has embarked on a series of massive recruitment campaigns designed to attract individuals from the

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private sector and other government agencies for service in Vietnam. These recruitment drives have been relatively successful in attracting candidates, but they have not been without special problems and rather substantial costs.

A.I.D. is rapidly approaching the point where it can no longer meet its Vietnam staffing needs with high caliber, seasoned employees. It also is doubtful that future recruitment efforts will be successful in getting a sufficient number of new people, given the high degree of reaction and demonstration against the war that has taken place over the past year.

In reviewing the Vietnam program and its future, the next Administration should consider the increasing inability of A.I.D. to supply all of the civilians needed in the program. Should manpower needs remain high, consideration should also be given to sharing the burden among all Federal agencies and ultimately, perhaps, look to the military to take on this job.

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10. University Pressure for Improved Form of Participation in A.I.D. Programs

A.I.D. has relied heavily on American universities to carry out technical assistance activities--primarily of an educational or research type. Over the years, there have been many problems in finding ways to work together that meet the needs of both parties. Despite the problems, experience and good will on both sides have brought steady progress in the working arrangements, including the recent development of a more satisfactory form of standard university contract. Nevertheless, the universities believe that more can and should be done.

In November 1968, the Senate of the Association of Land Grant Colleges and Universities passed the following resolution endorsing a report by the Committee on Institutional Cooperation based on several years of study (financed by A.I.D.) of the role of American universities in overseas rural development:

"That the Association express its support of the recommendation in the CIC/AID Summary Report as follows:

'Appropriate officials of A.I.D. and officers of the NASULGC should establish a joint high level committee to work cooperatively in developing the provisions for the above experimental grant type funding for technical assistance projects and to concern itself with the development of improvements in the quality of university assistance programs.'

and, further, that the President when notified that A.I.D. has concurred, be authorized to (a) appoint a committee of knowledgeable persons from the Association and (b) offer the specific assistance of the Office of International Programs in the work of the joint committee."

The essence of the university concern with A.I.D. contracts is that they find them unduly restrictive on university freedom to apply their own judgement on how to get the job done. They also want improved liaison with A.I.D. Finally, they believe that A.I.D.'s lack of continuity and the absence of sustained and stable commitment to projects of a long-term nature weaken the planning and implementation of institution building activities. On the other hand, the universities have recognized that a fuller commitment to and better preparation for work in international programs is needed on their side, and that there is a need for coordination of their U.S. Government financed activities overseas with other U.S. activities.

The upsurge of university interest in grant type funding reflects the fact that A.I.D. has, in the past year, made some grants to American universities under Section 211(d) of the Foreign Assistance Act--to develop the domestic personnel, research, and training resource base required for a more effective foreign assistance effort. The initial grant projects are funded for five years and provide substantial freedom for the university to determine operational details within a broad statement of purpose. Seeing the Agency execute this type of agreement, which seems to provide almost all of the conditions they have wanted to introduce into overseas project relationships, the universities now want to experiment more broadly with the grant format as a substitute for the current contractual relationship.

It may not be feasible literally to grant funds to U.S. universities that, unlike Section 211(d) funds, are intended to be used by and directly for the benefit of other countries. But it may prove feasible to develop comparable types of working agreements with universities that move away from the objectionable "buyer-seller" relationships and provide a better basis for

A.I.D. and the universities to work together effectively as partners. More specifically, it may prove feasible and desirable to give universities greater flexibility to manipulate project resources in the implementation stage if this can be:

- preceded by better selection of universities to assure strong self-interest in the appointed task, as a means of strengthening their home campus capabilities;
- also preceded by better joint planning and definition of the project goals and the tasks to be done;
- accompanied by fuller progress reporting and evaluation of program results.

We are also examining ways to provide better continuity and stability of commitment for long term institutional development projects.

Such a combination may meet A.I.D. needs to assure that U.S. funds are used well for the intended purposes, and also provide better performance incentives for the universities. It would require stronger efforts at self-improvement on the university side to accompany a more flexible approach by A.I.D. This combination would be responsive to a series of recommendations in the C.I.C. Report and to much of the concerns expressed in the more recent "Statement of the Task Force on International Development Assistance and International Education" of the NASULGC.

Administrator Gaud agreed quickly and enthusiastically--in a latter of November 27, 1968--to a NASULGC letter passing along the recommendation of its Senate, quoted above. A.I.D. has organized itself to proceed with the proposed task of the Joint Committee with the NASULGC as soon as the letter is ready. We are, in Mr. Gaud's words, "very hopeful this effort will bring worthwhile results."

11. Personnel Policies and Authorities

A.I.D.'s personnel system is complex and difficult. Essentially, there are two separate systems -- one for Washington employees and another for those overseas -- plus a variety of special arrangements to obtain manpower for the A.I.D. program.

For a long time the Agency has had as a prime goal the establishment of a more unified personnel system for the entire Agency. Further, the single system we have been striving for would be modeled on the present foreign service system, modified to provide career benefits to A.I.D.'s foreign service employees similar to those now enjoyed by the foreign service employees of State and USIA.

We have not been successful in our attempts to convince the Congress of the wisdom of our personnel proposals largely, we believe, because the Congress is reluctant to confer apparent permanent status to the aid agency through its personnel system.

In the past year, we have concentrated our efforts on improving our personnel system through administrative action in order to develop a system which will enable A.I.D. to attract, retain, and utilize a high quality staff. The most significant recent changes have been:

-- The centralization of most but not all personnel operations into a single office. Latin American and Vietnam overseas personnel operations remain decentralized and their continued operation on a decentralized basis should be considered by the next Administration.

-- The establishment of worldwide job retention rights for unlimited foreign service officers as opposed to previous rights

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which were restricted to a single geographic region.

-- The revision of A. I. D.'s foreign service selection-out rules to make separation from the service automatic for employees who fall within the lower ten percentile of their evaluation group two years in a row.

There are two further administrative changes which can be made. These have been approved in concept by the present A. I. D. Administrator but have been put off for review and decision by his successor:

-- Automatic conversion of limited foreign service officers to unlimited status after five years of successful service. Present conversion policies and practices--which are conservative and cumbersome--have produced about 500 limited officers with five or more years' service. Conversion to unlimited status grants job retention and severance rights similar to those enjoyed by employees in other Federal career systems.

--Assignment of GS employees overseas for the good of the service. A. I. D. has legal authority to make such assignments but has chosen not to exercise it to date.

Our remaining goals cannot, however, be obtained without special legislative authority. These would:

-- establish a single personnel system on foreign service model, instead of the Civil Service. This would give the Agency much greater flexibility in the utilization and development of its staff.

-- grant early retirement privileges to A. I. D. foreign service employees similar to those enjoyed by State and USIA.

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Early retirement is the missing ingredient of a career system for A.I.D. It is, we believe, an element which is essential to any personnel system requiring employees to serve overseas in areas hazardous to the health and vigor of the individual.

A.I.D. like any other agency or organization derives its strength from the quality of its staff. We are proud of our present staff who are, on the whole, highly qualified and dedicated. But there is no doubt but that the total quality could be upgraded if A.I.D. had at its disposal a better and more rational personnel system.

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12. Multi-year Authorization

Several attempts have been made to persuade the Congress to authorize the entire A.I.D. program for more than one year.

From time to time, we have achieved multi-year authorizations for individual categories of assistance such as Development Loans and the Alliance for Progress, although we do not have a multi-year authorization at the present time. We have failed, however, to get multi-year authorization across the board, and thus to avoid the need for any authorizing legislation at all in some years. The case for a multi-year authorization is:

- Foreign aid is an established program which is in the U.S. interest. There is no need for an annual authorization debate, as if we were deciding again each year whether to continue a foreign aid program.

- Especially after the drastic decline in appropriations over the past few years, the renewed U.S. dedication to development which would underlie a multi-year authorization would be an important psychological lift in the less-developed world.

- In years when we didn't have to seek an authorization, we would probably get our appropriation early and could operate more efficiently.

- The almost continual exposure of A.I.D. legislation over virtually the whole Congressional session keeps attacks on the A.I.D. program and, through the program, on the Administration and its foreign policy, before the Congress and the public during most of the year, every year. A multi-year authorization--especially one which did not require renewal in election years--would help reduce the amount and frequency of such criticism.

- A respite from the long, drawn-out, exhausting yearly fights over the A.I.D. authorization bill would mean the top Agency management could spend more time on programming and operations. Moreover, weary Congressional supporters of the program would be more willing to gird themselves for uphill battles if they were less frequent.

Despite past failure, multi-year authorization remains a possibility. It has passed both houses of Congress in one form or another in different years. If attempted again, it has a reasonable chance of being adopted unless (1) the overall budgetary situation is such that the authorizing committees feel a political need, as they did in 1968, to participate actively in the process of cutting foreign aid, or (2) either of those committees decides, as the Senate Foreign Relations Committee has for the past two years, that annual hearings on A.I.D. legislation are a convenient means of asserting Committee views on general foreign policy issues such as Vietnam.

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13. Major New Commitments of Funds

In the Fall of 1965 the White House directed the Bureau of the Budget to establish a procedure whereby "major" new commitments of A.I.D. funds would be approved in advance by the President. Major new commitments were defined as program assistance over $5 million and project assistance over $10 million (for both development loans and supporting assistance). In 1966 the process was expanded to include all new commitments of PL 480 commodities.

This system has caused a number of problems:

a. It has elevated to the President operational issues that would normally fall within the purview of an Agency head, thus inhibiting the A.I.D. Administrator in the management of his program.

b. It has elevated to the President inter-agency issues--primarily with Treasury and BOB--which could and would normally be resolved by the inter-agency Development Loan Committee (DLC) and the National Advisory Council on International Monetary and Financial Policies (NAC). (Since the DLC considers all major A.I.D. loans in any event, there is considerable duplication as well.)

c. It has separated A.I.D. and PL 480 commitments from any real consideration by the SIG/IRG system--thus detracting from the Secretary of State's responsibility for the over-all direction, coordination, and supervision of interdepartmental activities of the U.S. Government overseas, and elevating to the President certain matters that would otherwise fall within the purview of the Secretary.

d. It has focused the President's attention generally on one specific assistance commitment at a time, whereas a more meaningful approach would be to consider total A.I.D. assistance (and frequently PL 480) to a given country at one time during the year. To overcome this problem, BOB has pressed in several instances for a single country package covering one fiscal year. This has proved difficult to achieve, however, largely because the various elements of the total package are not firmed up at the same time during the year. In several instances where the combined approach has been used, the President has asked to see at a later date those parts of the package that were not yet firmed up when the matter was initially placed before him.

e. A.I.D. often has to go quite far down the road with the recipient government before the specifics of a proposal are firm enough to give the President the clarity of detail he or his staff wants. The President thus is dealing with a proposal already virtually committed.

f. The substantial amount of redocumentation that is required to prepare a Presidential package diverts professional staff from other activities. This problem is exacerbated when, as has frequently happened, the facts change substantially enough to require a second package for the President on the same commitment, or when the President specifically requests to have the matter placed before him again at a later stage in the process.

14. Implementation of the Conte Amendments to the Foreign Assistance Act

Section 620(v) of the FAA and Section 119 of the annual appropriation act require that economic assistance must be withheld in an amount equal to the amount spent by any LDC for the acquisition of sophisticated weapons from any country (including the U.S.) unless the President determines that the acquisition is important to the national security of the U.S. Military assistance legislation and the Foreign Military Sales Act place similar limitations on the grant or sale by the U.S. of sophisticated weapons to LDCs.

By permitting waivers only on the ground that the acquisition of the weapons is important to the security of the United States the statutes require the reduction or termination of assistance that may be considered of great importance and utility for reasons not connected with the weapons purchase. Assistance affected may include technical assistance activities of small cost that represent little if any leverage on the actions of the government purchasing weapons.

Since the statutes only apply to purchases contracted for after January 2, 1968, they have had only a limited effect so far on A.I.D. programs, but serious foreign policy problems are expected as the larger Latin American countries and India and Pakistan seek weapons to add to or replace sophisticated systems already in their possession, and as African countries begin to develop their defense establishments. These statutes leave the Executive Branch very little flexibility to deal with these developments.

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There are also significant problems in implementation of 620(v) and 119: LDC governments are often unwilling to provide needed information, and intelligence sources are not always adequate; the definition of sophistication on a case-by-case basis has proved difficult; deductions from a fiscal year program not yet established will be very difficult to make convincing; in other cases because of the lumpiness of the program appropriate deductions are hard to make; the Amendment has been interpreted to require deductions from some regional programs affecting the offending LDC, but not from others. In short, the implementation of the Amendment is very difficult.

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15. The Equal Opportunity Program

A.I.D. has had an Equal Opportunity Program since 1965. The program has had the support of top Agency management. A conscious effort has been made to increase the number of minority personnel on the Agency rolls--particularly at the higher professional levels. We have done well in hiring, utilizing and promoting minorities in clerical jobs.

Yet, A.I.D. does not have the reputation among minority groups and their leaders in the Congress, the Community, and the colleges--of being a good place to work and get ahead, particularly for professionals. They are convinced that A.I.D. pursues policies that discriminate against minority personnel.

They charge, for example, that A.I.D.'s personnel officers give preference to applicants from the big-name colleges, rather than the lesser-known schools from which many Negroes come. They say that when minority personnel are hired, they are often placed in jobs from which advancement is either slow or impossible. They suggest that many A.I.D. supervisors are insensitive in their inter-group relations, express their prejudice more subtly--and perhaps unconsciously--in preparing Performance Evaluation Ratings on their minority employees.

Charges like these are difficult, indeed, impossible to prove. How do you obtain evidence that an A.I.D. recruiter doesn't give minority personnel a fair shake? Who can say with certainty that a supervisor is harder on minority personnel when he writes efficiency reports?

But the fact is that these charges--and others of a similar nature--are believed, both by the minority community outside the Agency, and by most minority personnel on our rolls. They are also believed, it should be added, by those non-minority personnel in the Agency who are concerned about equal opportunity. And there are some hard statistics to support these beliefs. For example:

	1966	1967	1968
Total GS-12, FSR-5 and above in A.I.D.	3868	5188	4602
Minority personnel	195	273	282
Minority personnel as percent of total	5	5.3	6.1

The obstacles to equal opportunity in A.I.D.'s hiring, placement, and promotion can be overcome. Our Equal Opportunity Program is growing stronger. A firm set of guidelines and procedures was issued in December.

However, one thing is very clear: Unless the Administrator and his senior staff are committed to a positive program of action--and unless they transmit their own sense of urgency to the operating levels of the Agency--progress will continue to be steady, but too slow to do the job.

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ANNOTATED BIBLIOGRAPHY OF SIGNIFICANT STUDIES/DOCUMENTS ON FOREIGN AID

A. GENERAL STUDIES OF FOREIGN ASSISTANCE

1. International Development Assistance (1969) (Hannah Report)

A report by the Task Force on International Developmen Assistance and International Education of the National Association of State Universities and Land-Grant College The report lists a set of principles to guide U.S. development assistance stressing that the U.S. commitment should be isolated from short-term fluctuation in diplomatic relations. The report recommends basic changes in the nature of the involvement of the Universities in the total U.S. assistance effort and proposes an organization within the government but outside of the State Department to deal with key elements of technical assistance.

2. L.B.J. History (1968)

A history of A.I.D. since 1963, prepared for the Johnson library.

3. Perkins Committee Report (1968)

An October, 1968 report entitled "Development Assistance in the New Administration" which was prepared by the President's General Advisory Committee on Foreign Assistance Programs--James S. Perkins, Chairman. The report offers a variety of recommendations for strengthening the foreign assistance program, including:

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(1) the establishment of a Development Cooperation Fund as a successor to A.I.D.; (2) expansion of assistance through multilateral agencies; (3) establishment of an Overseas Investment Corporation to promote private investment in the underdeveloped countries; and (4) focusing assistance efforts on agricultural development, family planning, education, strengthening scientific capabilities, and broadening popular participation in responsibilities and benefits of development. Included also are A.I.D., State, DOD, and BOB comments on the report furnished to President Johnson in December, 1968.

4. Asher Report (1968)

A study prepared in September, 1968 (discussion draft), by Robert E. Asher of the Brookings Institute. The report

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5. Asher Report (1968) (cont'd)

argues that development assistance should be conceptually and organizationally separated from military aid, emergency relief, supporting assistance, and similar programs. It should be integrated more closely with trade policy, investment policy, and cultural exchange policy. The author suggests that all capital assistance activities be transferred to the World Bank Group and regional development banks by 1975, and that technical assistance be transferred to a technical assistance foundation and to augmented multilateral channels. In addition, a recommendation is made for a new Act for International Development to accomplish the above and reduce A.I.D. to a largely planning and coordinating office.

6. Wood Paper (1967)

Under the direction of Mr. Tyler Wood, Special Assistant to the Administrator, a discussion paper was prepared in 1967 to brief the President's General Advisory Committee on Foreign Assistance Programs about the present Agency structure and possible alternative methods of organizing the foreign assistance program.

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7. Katzenbach Report (1967)

In 1967, an inter-agency Task Force on Foreign Aid headed by Under Secretary of State Nicholas Katzenbach submitted a report to the President covering the key issues and realistic possibilities for legislative change in the FY 1969 A.I.D. program. The report identified minimum appropriation requirements and reviewed the implications of appropriations below those minimum levels in terms of foreign development and stability. (Confidential)

8. Watson Committee Report (1965)

In July, 1965 the Advisory Committee on Private Enterprise in Foreign Aid, Arthur K. Watson, Chairman, issued the report "Foreign Aid Through Private Initiative." Report recommendations were directed to two general areas where government initiative can stimulate the private sector: (a) government should seek to stimulate the flow of direct and indirect investment to the developing countries through tax incentives, expanded insurance coverage plus various programs recommended to improve the investment climate in these countries; and (b) through organizational changes and subsidy, A.I.D. should tap the vast reservoir of private, technical, and institutional skills in the United States.

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9. Ball Committee Report (1963)

In December, 1963 the President appointed a committee chaired by Under-Secretary of State George Ball to review the foreign assistance program, particularly with regard to basic organization questions. The report, never disseminated, concluded that the existing A.I.D. organization provided an optimal arrangement whereby operational responsibility was clearly fixed in the Agency while assistance programs were responsive to foreign policy considerations. Other areas of consideration were: separating military and economic aid for Congressional presentations; channeling more aid through international institutions; separating development lending from other economic aid; transfering technical assistance from A.I.D. to the Peace Corps; and various measures to improve the efficiency and effectiveness of foreign assistance.

10. Clay Committee Report (1963)

In 1963, a ten-man "Committee to Strengthen the Security of the Free World" - under the chairmanship of General Lucius Clay - was appointed by the President to examine U.S. military and economic assistance programs. The

11. Clay Committee Report (1963) (cont'd)

committee's objective: to determine whether the scope and distribution of the programs were contributing to the optimum security and stability of the Free World. The Committee found the foreign assistance programs to be essential to the national security, but made a number of recommendations for operational changes in geographic areas of the world and for reductions of some on-going activities.

12. Ohly Report (1962)

In 1962, Mr. John H. Ohly submitted a detailed report on The Mobilization of Federal Resources in Support of the Foreign Aid Program. The report offers recommendations covering the entire spectrum of relationships between A.I.D. and other federal agencies within the foreign assistance program.

13. Gant Report (1961)

The Group on "Organization and Administration" of the President's 1961 Task Force on Foreign Economic Assistance, headed by Mr. George Gant, submitted a report which set forth detailed organization and functional statements for all major A.I.D. components in reflection of the concepts expressed in the presentation to the Congress of the proposed Act for International Development.

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14. Draper Committee Report (1959)

In November 1959, the President appointed Mr. William H. Draper, Jr. chairman of a committee to study the military assistance program, including a comprehensive assessment of the purposes, accomplishments, and administration of military and economic assistance. Principal recommendations called for a strengthening of the guidance and coordination functions of the Department of State; a continuing authorization for military assistance within the DOD budget; establishment of a new agency, outside the State Department, to administer all major economic assistance programs; a clear delineation of responsibility between DOD and the single, new economic aid agency; and improved program evaluation, personnel systems, and employee training.

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STUDIES IN SPECIALIZED AREAS OF FOREIGN ASSISTANCE

1. Review of A.I.D. Compliance (1968)

In 1968, the Administrator, A.I.D. requested that a special team evaluate the policies, procedures, and performance by which the Agency assures integrity of operations, personnel and program security, and detection of irregularities which might occur in the administration of its programs. In its report, the team--chaired by Mr. Herbert Edelhertz of the Justice Department--focused on the absence of adequate machinery to systematically insure compliance and recommended the establishment of a Compliance Review Staff with broad coordinative and review responsibilities.

2. A.I.D. Staff Paper on Alternative Technical Assistance Organizational Relationships (1968)

In December 1968 the Office of Program and Policy Coordination(PPC) issued a Policy Study entitled "Alternative Technical Assistance Organizational Arrangements", prepared by K.S. Levick, H. Turner, and M.R. McCormick. It presents a staff analysis of organizational alternatives and of the criteria against which they were examined, and indicates the result of an attempt at systematic comparison.

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3. Committee on Institutional Cooperation (CIC) Report (1968)

Under a rural development research project commissioned by A.I.D. in June, 1965, a summary volume entitled "Building Institutions to Serve Agriculture: A.I.D.-University Cooperation in Technical Assistance" was issued on September 30, 1968 by CIC, Purdue University, Lafayette, Indiana. This volume, which summarizes nineteen research reports completed under the project, is a broad study of the factors affecting the success of A.I.D.-supported university projects in institutional and rural development in developing nations. Although the study is confined to the technical assistance efforts of U.S. universities in building institutions to serve agriculture, many of the findings are pertinent for technical assistance efforts generally.

4. Cohen-Heuser Paper (1968)

Messrs. Benjamin Cohen and Henry Heuser of AID/PPC prepared a paper in 1968 on the strengths and weaknesses of multilateral lending agencies for handling larger amounts of aid to LDCs. (Limited Official Use)

5. Bernstein Report (1967

In 1967, a working group was established under the leadership of Mr. Joel Bernstein, A/AID, to review a proposal

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5. Bernstein Report (1967) (cont'd)

for establishing a semi-autonomous private investment promotion corporation within A.I.D. The report supported the concept of a strong, central organization to promote private investment - as found in the AA/PRR Private Investment Center - as opposed to a decentralized program to the regional bureaus. As no clear-cut advantages were found between incorporation or non-incorporation, it was suggested that this decision be made in the context of the entire range of Agency needs as presented to the Congress.

(Limited Official Use)

6. The World Food Problem Report (1967)

A 1967 report of the President's Science Advisory Committee in three volumes. Volume I contains a general description of the world food problem and study recommendations. Volume II is a compilation of subpanel reports. Volume III is a collection of pertinent resource papers. The report recommends a variety of inter-related efforts, ranging from the integration of family planning programs with technical and economic assistance to programs for increasing agricultural productivity and marketing capability.

7. Participant Training Report (1966)

A.I.D. contracted with the Bureau of Social Science Research, Inc., to perform a comprehensive evaluation of the Agency's participant training program. The report, completed in 1966 by Albert E. Gollin, is based on evaluation studies conducted in 23 countries -- consisting of detailed interviews with a large portion of former trainees -- and provides background on the program. Specific subjects covered include selection of participants, preparation for training, method and evaluation of training, and program results in terms of the impact of the training on the participants' post-training careers.

8. Gardner Task Force Report (1964)

In 1964, the Administrator appointed a special task force, headed by Mr. John W. Gardner, to examine the relationships of the Agency with the universities. In its report, the task force made a series of recommendations for improving the effectiveness in assisting economic and social progress of the less developed countries. This included legislative action to create (1) a small "permanent professional service" in the field of technical assistance compatible with the Foreign Service; (2) a larger, more heterogeneous reserve force of university professors and experts in business and

8. Gardner Task Force Report (1964) (con'td.)

non-profit organizations; and (3) a semi-autonomous government institute to assure attention to the long-range aspects of foreign technical aid.

9. The Case for a U.S. Overseas Private Enterprise Development Corporation (1968)

The Foreign Assistance Act of 1968 contains the "Javits" amendment calling for a Presidential appraisal of all aid programs, with special analysis and consideration to be given to proposals for a federally-chartered corporation "designed to mobilize and facilitate the use of U.S. private capital skills in less-developed friendly countries and areas." The International Private Investment Advisory Council (IPIAC) set up a panel of businessmen and bankers to study the advisability of such a corporation. The panel recommended that the corporation be established and set down its thoughts on how it should operate in this report issued in mid-December, 1968.

10. Overcoming World Hunger (1968)

Final report of the San Francisco Assembly on Overcoming World Hunger sponsored by the Kellog Foundation, the American Assembly and other groups. The report includes

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a set of recommendations designed to up-grade the quantity and quality of food and agricultural assistance to the developed world.

II. Gaud's Balance of Payments Statement to the Joint Economic Committee (1969)

Prepared Statement of A.I.D. Administrator in testimony on January 14, indicating the impact of the A.I.D. program on the U.S. balance of payments posture.

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C. STUDIES OF A.I.D.'S INTERNAL ORGANIZATION/OPERATIONS/PERSONNEL

1. Toward a Modern Diplomacy (1968)

In 1967, the American Foreign Service Association established a committee under the leadership of Ambassador Graham Martin to develop specific recommendations for improving the organization of foreign affairs. The report of this committee, published in the November, 1968 Foreign Affairs Journal, discusses several administrative questions such as the country team concept and the need for an alter ego deputy to the Secretary of State. Main focus, however, is directed to the personnel structures of the foreign affairs agencies, both Civil and Foreign Service. A key recommendation is that the professional core of A.I.D. personnel -- as distinguished from the temporary specialist -- should be brought into the Foreign Service.

2. Civil Service Commission Inspection Report (1968)

During 1966 and 1967 the Civil Service Commission conducted a detailed inspection of A.I.D.'s personnel management. The final report, published in March 1968, contains a number of specific recommendations to improve the Agency's personnel

program, followed in each instance by an A.I.D. statement on what has been done, what is being done and what will be done in response to the recommendation.

3. Report of Compliance Service Team (Edelhertz Report) (1968)

After a rush of implementation "scandals" the A.I.D. Administrator commissioned a special study of A.I.D. compliance activities. A team consisting of Herbert Edelhertz, Justice; James Barie, BOB and Stanley Taylor, CSC carried out the study. They recommended the creation of central compliance review staff reporting to the Assistant Administrator for Administration (AA/A) and further that the AA/A be up-graded to the Deputy Administrator for Management.

4. Observations on Agency's CIP Activities (Tennant Report) (1968)

At the direction of the Administrator, the Mission Director to Iran, Edward P. Tennant conducted a two-month review of A.I.D.'s management of commodities Import Programs worldwide. Tennant recommended major changes in all aspects of the management of this program.

5. Administration of A.I.D. (1965)

In 1965, the management consulting firm of Booz, Allen & Hamilton was given an A.I.D. contract to conduct a broad

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study of the effectiveness of Agency headquarters organizational and administrative arrangements. The firm's report endorsed the Agency's existing organizational structure, but made recommendations for a number of organizational refinements, modifications in program emphasis, improvements in reporting systems, personnel systems, and delegations of authority patterns.

6. Top Management Reporting Requirements (1965)

After a critical analysis of the Agency's reporting system in terms of adequacy, accuracy, and timeliness of information, this report by Booz, Allen & Hamilton delineates a proposed reporting system and explains in detail the reporting coverage to be given the various Agency activities. Sample reports are provided with explanations of method of preparation, data source, frequency of submission, purpose, content, and use. A discussion on the organization and management implications of the proposed system is included.

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7. A.I.D. Data Processing (1965)

An assessment by Booz, Allen & Hamilton of the Agency's automatic data processing operations in 1965 to identify deficiencies and develop corrective recommendations.

8. Lincoln Report (1965)

In 1965, Mr. George Lincoln of the West Point faculty submitted a report on the Agency's methods and criteria for evaluating aid programs and projects. The report proposed that A.I.D. evaluation place heavy emphasis on improving program planning and execution rather than only identifying and improving activities which might become targets of criticism. Ways to increase emphasis on evaluation through changes in organization, administration, and attitude were also recommended.

9. FAIME Report (1965)

During 1965, A.I.D. participated with BOB and other foreign affairs agencies in the first stage of a long range effort to develop a modern information system for each agency and for the foreign affairs community as a whole. The participating agencies jointly financed

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Dunlap Associates to conduct the study. The report is in three volumes: Vol. I, Evaluation of Present Information Handling Practices; Vol. II. A Development Program for a Foreign Affairs Information Management System (FAIMS); and Vol. III, Technical Assistance Information System - Operational Capability Description.

10. Senator McGee Report (1963)

In 1963, the Senate Appropriations Committee authorized Senator McGee to conduct special hearings and investigations to review personnel administration and the level, deployment, and competence of A.I.D. staff. The report Personnel Administration and Operations of the Agency for International Development, included findings and recommendations for increased attention to program evaluation and control systems; overstaffing in technical assistance and understaffing in loan activities; review of loan terms; P.L. 480 programs; staffing requirements in specific functional areas, need for greater personnel and organizational stability; improved internal

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coordination; personnel management programs; contractor cost data, and improved budget presentation.

11. Herter Committee Report (1962)

At the request of Secretary Rusk, a committee on foreign affairs personnel was constituted in 1961 with Christian A. Herter as chairman to examine the personnel problems and needs of the foreign affairs agencies. Basic recommendations of the committee in its 1962 report, Personnel for the New Diplomacy, were:

a. For leadership in foreign affairs, the State Department's role should be strengthened with a new post of Executive Under Secretary of State and a new programming system established to translate policies into plans of action.

b. To provide a rational personnel framework for the conduct of foreign affairs at home and abroad, a unified and integrated personnel system should be developed for all major foreign affairs agencies.

12. Price-Jones-Mosher Report (1963)

In 1963, Administrator Bell requested Don Price of Harvard, Roger Jones of the Bureau of the Budget and Frederick Mosher of the University of California to analyze and evaluate the recommendations of the Herter Committee as they pertained to A.I.D. The report confirmed the Herter Committee recommendations that a career Foreign Development Officer (FDO) Corps for A.I.D. overseas personnel be established as one of a "family of compatible services" within the U.S. Foreign Service. The reasons for the confirmation are presented in detail in the report.

D. SPECIAL DIRECTORIES

1. U.S. Resources for Planning Assistance — A directory of non-profit organizations, university departments, and commercial firms which provide various planning assistance services. Organizational listings include information on purpose, description, principal personnel and experience.

2. U.S. Non-Profit Organizations in Technical Assistance — This 1964 directory, and 1965 supplement, contains an alphabetical listing of all voluntary agencies, missions, and foundations participating in technical assistance overseas and a country-by-country summary of all activities sponsored by such activities. Information includes background, objectives, resources, and executive staff of the organizations.

3. Delegations of Continuing Authority from the Administrator — The authorities which the current A.I.D. Administrator has redelegated to Assistant Administrators and other subordinate A.I.D. officials. The new Administrator may choose to withdraw these delegations if he wishes.

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E. MISCELLANEOUS INFORMATION MATERIALS

1. Principal A.I.D. Periodic Publications

- Development Digest - a quarterly journal of excerpts, summaries, and reprints of current materials on economic and social development. (October, 1968)
- War on Hunger - a monthly publication which focuses on current problems and activities relating to the war against hunger. (October, 1968)
- Front Lines - a biweekly Agency newspaper distributed to all employees to disseminate information of interest to all personnel. (November 15, 1968)
- International Police Academy Journal - a monthly publication prepared by the IPA, Office of Public Safety, which contains articles on police techniques, Academy activities, and work of former Academy students.

2. Miscellaneous Unclassified Documents Prepared in Most Cases by the Agency's Information Staff for Public Consumtion

- The AID Story, 57 pages. (1966)
- The Population Challenge; U.S. Aid and Family Planning in the Less-Developed Countries, 20 pages.
- U.S. Foreign Aid in Africa, 59 pages. (1968)
- U.S. Foreign Aid and the Alliance for Progress, 84 pages. (1968)

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- U.S. Foreign Aid in the Near East and South Asia, 43 pages. (1968)
- U.S. Foreign Aid in East Asia, 48 pages. (1968)
- The Task for Development, 30 pages. (1968)
- The Agency's Annual Report to the Congress. (FY 1966 and FY 1967)
- Miscellaneous press releases and newspaper articles on A.I.D. activities.

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F. RECENT CONGRESSIONAL DOCUMENTS

These are the important Congressional documents from the last two years. Agency files have similar documents going back as far as the aid program.

- Reports and analyses - Foreign Assistance Act of 1968.
- Reports re P.L. 480 extension - 1968.
- Reports - FY 1969 appropriations.
- Hearings, House Appropriations Committee (Passman Subcommittee) - FY 1969:
  - Part 1, Military Assistance; Related Agencies (Development Banks, etc.)
  - Part 2, Economic Assistance.
- Hearings, House Committee on Foreign Affairs, 1968.
- Legislation on Foreign Relations with explanatory notes (March 11, 1968).
- Hearings, Senate Foreign Relations Committee, 1968:
  - Part 1, Vietnam
  - Part 2, Other.
- Hearings, Senate Appropriations Committee, FY 1969.
- Hearings, Subcommittee on Investigations of Government Operations Committee concerning Vietnam Commodity Import Program, 1967-68.

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F. RECENT CONGRESSIONAL DOCUMENTS (cont'd)

- Review of U.S. Government Operations in South Asia by Senator Ellender, 1967.
- Hearings, Subcommittee on Foreign Aid Expenditures of Senate Government Operations Committee concerning payment of port charges on foreign aid shipments, 1968.
- Hearings and Report, Subcommittee on Foreign Economic Policy of House Foreign Affairs Committee on the involvement of U.S. private enterprise in developing countries, 1967.
- Hearings and related documents on Planning-Programming-Budgeting System (PPBS) for Senate Committee on Government Operations, 1967-68.
- Hearings and report on AID Excess Property Program, House and Senate Committees on Government Operations, 1967-68.
- Hearings and report on Foreign Military Sales Act, Senate Senate Committee on Foreign Relations and House Committee on Foreign Affairs, 1968.
- Various special House and Senate reports on different aspects of Viet Nam programs such as land reform and refugees.

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- Transcript of Seminar on Foreign Aid and Economic Development sponsored by the House Republican Planning and Research Committee. (Congressional Record excerpt)
- House Government Operations Committee Report on U.S. Aid Operations in Latin America Under the Alliance for Progress.
- House Subcommittee on Inter-American Affairs of the Foreign Affairs Committee report on the New Strategy of Communism in the Caribbean.

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G. A.I.D. PROGRAM DATA

1. U.S. Overseas Loans and Grants (1968) — A statistical report prepared by A.I.D. for the House Foreign Affairs Committee which includes data on all loans and grants made by the U.S. as well as assistance from international organizations from July 1, 1945 to the present. Data are organized by recipient country.

2. FY 1970 Budget Submission (1968) — The A.I.D. budget submitted to the Bureau of the Budget for FY 1970 (in two volumes). Contents include the "Blue Book" -- a narrative program justification which is particularly useful for a general description of the program, statistical summaries, and detailed tabular material which is organized by regional and inter-regional programs. Included is the AID "reclama" of the Budget Bureau's reduction made after the Budget Director's review.

3. FY 1969 Operating Year Budget (1968) — A document which contains data on the programming of funds actually appropriated by the Congress for FY 1969.

4. Program Planning Documentation — The annual program request and justification documents for a representative major program country (Pakistan) to illustrate the program planning process during the pre-appropriation phase. Documents included are:

a. General world-wide guidance prepared by AA/PPC.

b. Specific guidance for Pakistan prepared by regional bureau.

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4. Program Planning Documentation (cont'd)

c. Program Memorandum and annexes prepared by USAID/Pakistan.

d. Project Budget Submission prepared by USAID/Pakistan.

e. Agency Review Issues Paper prepared by AA/PPC.

f. Transmittal Memorandum to BOB prepared by regional bureau.

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X - MANPOWER

A. MANPOWER RESOURCES AND CONSTRAINTS

1. Resources:

A.I.D. obtains its manpower under a variety of arrangements and authorities, some of which are quite unusual in the Federal Government. Personnel who administer the A.I.D. program -- management-policy-planning-supervision-audit-accounting -- are always direct-hire (DH) employees of the United States Government. At the present time, there are approximately 6,000 such American direct-hire employees on A.I.D.'s rolls in Washington and overseas who administer the program, plus a sizeable number of foreign nationals who do record-keeping, chauffering, maintenance, and other supportive activities in the Field.

In addition, there are some 5,000 other Americans working on A.I.D. technical assistance program overseas who are fully or partially A.I.D.-financed. These individuals carry out the substance of the A.I.D. program. In large measure, they are the technical assistance program.

They advise the people of the less-developed countries in such areas as agriculture, marketing, health, industry, and population control. They teach, train, and demonstrate; encourage, prod, and push; and do whatever else may be necessary to move the less-developed countries ahead.

As a matter of Agency policy and legislative mandate, such individuals are usually not the direct-hire employees of A.I.D. When people are needed to provide technical assistance to an underdeveloped country,

A. I. D. looks first to the private sector by means of contracts with universities and business firms.

If the needed resources are not available at a reasonable cost from the private sector, A. I. D. looks next to other Federal Agencies to provide the necessary personnel from their rolls, under a special agreement worked out with each Agency. Under such agreements the personnel involved remain employees of the parent Agency and never enter A. I. D.'s employment rolls.

Only when these sources cannot produce the needed talent does A. I. D. hire people directly--on its own staff--for the technical assistance program. Of the approximately 5,000 Americans working overseas in the technical assistance program, about 2,000 are direct-hire employees of A. I. D. The remainder work for A. I. D. contractors or other Federal agencies. Actually, the direct-hire figure is as high as it is only because Vietnam (which accounts for about half) requires large numbers of a special type of technician who is not available from other agencies or by contract.

These policies are sensible. A. I. D. should not be staffed to provide, through its own direct-hire personnel, all the required technical assistance which it is capable of financing. In many cases, the need for specialized skills may be only temporary; "borrowing" rather than employing such persons gives A. I. D. more program flexibility.

Finally, there are a number of Americans and foreign nationals working overseas on the construction of dams, roads, plants, and other major capital projects financed in whole or part by A. I. D. Such construction is never done by direct-hire A. I. D. employees. It is always done under contract with a private firm (usually an American) and the contract is almost always between the firm and recipient country.

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Although attention has been directed from time to time on the numbers and kinds of people engaged in this work, A.I.D. does not systematically gather statistics on the number of construction personnel.

2. Constraints:

Over the years, an amazingly complex and almost incomprehensible set of manpower controls has been developed in the Federal Government.

At present, all forms of manpower used in the A.I.D. program -- save the construction workers mentioned above -- are subject to specific numerical constraints.

Obviously, money and the appropriation process are the ultimate restraint on A.I.D.'s employment. But even where money is available, the absolute number of employees on the rolls is controlled through several systems, all administered by the Bureau of the Budget. These include:

-- A B.O.B. limitation on total end-year direct-hire employment of A.I.D. by several categories of location, nationality and tenure;

-- A "Balance of Payments" restriction on the total number of individuals physically located at overseas posts on specific dates, further broken into several categories which include contract, other agency personnel, as well as the direct-hire employees, (but excludes the Vietnam program);

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-- A restriction on the filling of vacancies imposed by the new tax law; and

-- Controls on the number of employees in the higher grades.

Each of these control systems has its own set of definitions, and no attempt will be made here to sort them out. Suffice it to say that A.I.D. has been, and continues to be, in a sharply declining personnel situation. It has been publicly announced that the A.I.D.-financed portion of the Federal Government payroll is being reduced by approximately 2,000 employees - excluding staffing for the Vietnam program - in the period between December 1967 and September 1969.

This reduction is being accomplished to the extent possible by attrition. Nevertheless, a large number of employees have had their jobs abolished. The Agency has just gone through a very disruptive "reduction-in-force" in Washington which removed almost 200 employees from the roles, but only after many hundreds more changed jobs within the Agency and received grade demotions. Some of the reductions of the payroll were accomplished by transferring local employees from the A.I.D. payroll to the payrolls of the recipient country. Although such employees no longer cost the U.S. Government money, they continue to show in our official strength figures because of an accounting technicality.

The details of A.I.D.'s manpower situation -- past, present and future -- are covered by charts on the next several pages. These figures reflect all of the various control systems and public announcements of staff reductions accomplished or planned.

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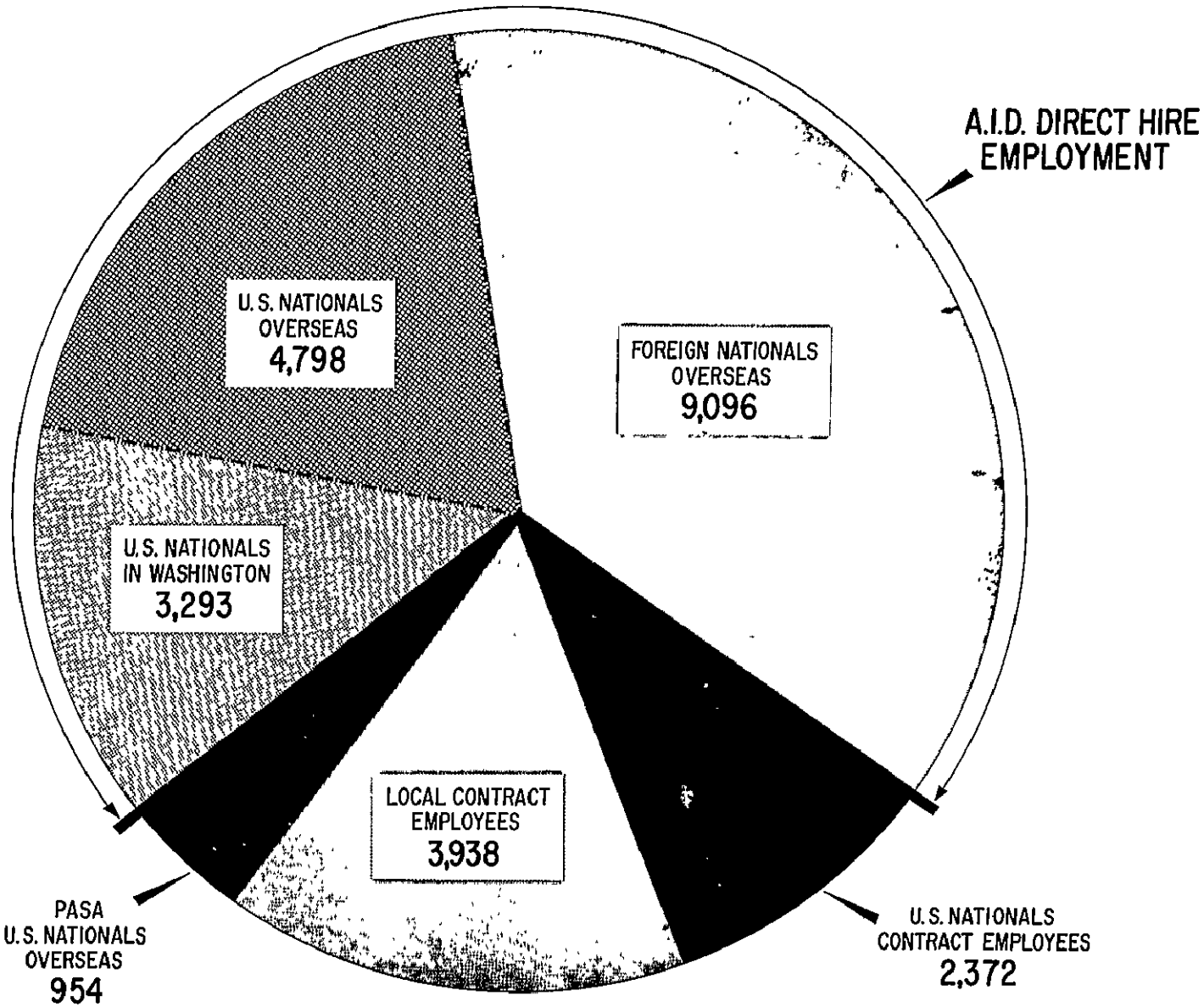
A.I.D. MANPOWER RESOURCES*



* DEC. 1968 PROJECTIONS

EMPLOYEES ON A.I.D.'S ROLLS

	Actual						Estimated		
	End FY 63	End FY 64	End FY 65	End FY 66	End FY 67	End FY 68	Dec. 1968	End FY 69	End FY 70
U. S. Nationals - Washington	2646	2782	2930	3116	3505	3468	3293	3288	3288
U. S. Nationals - Overseas	4013	3737	3539	3770	4729	4838	4798	4695	4585
Sub-totals	6659	6519	6469	6886	8234	8306	8091	7983	7873
Foreign Nationals - Approp.1/	5265	4835	4457	4134	3504	2767	2535	2467	2428
Foreign Nationals - Trust2/	4684	4083	3787	3872	4975	6496	6561	6561	6319
Sub-totals	9949	8918	8244	8006	8479	9263	9096	9028	8747
Grand Total	16608	15437	14713	14892	16713	17569	17187	17011	16620

1/ Foreign nationals being paid from funds appropriated by the Congress.

2/ Foreign nationals being paid from special Trust Fund accounts. Trust funds are local currencies owned by recipient countries which are maintained in a special account administered by the U. S. The funds are normally generated by the sale of PL-480 commodities provided by the U. S.

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A.I.D. EMPLOYEES OVERSEAS - BY REGION

	Actual						Estimate On board	Budget Employment	
	End FY 63	End FY 64	End FY 65	End FY 66	End FY 67	End FY 68	December 1968	End FY 69	End Fy 70
AFR: U.S Nats,	971	945	804	760	721	600	590	590	585
F.N.	1253	1354	1193	1070	978	907	858	790	775
	2224	2299	1997	1830	1699	1507	1448	1380	1360
NESA: U.S. Nats.	965	919	823	680	666	588	566	530	525
F.N.	3307	2910	2453	2204	1937	1713	1737	1737	1737
	4272	3829	3276	2884	2603	2301	2303	2267	2262
EA: U.S. Nats.	800	683	588	669	780	823	766	743	741
F.N.	2840	2203	1810	1881	1970	1923	1926	1926	1925
	3640	2886	2398	2550	2750	2746	2692	2669	2666
LA: U.S. Nats.	950	797	735	793	837	785	743	699	695
F.N.	1754	1560	1671	1678	1628	1456	1424	1424	1409
	2704	2357	2406	2471	2465	2241	2167	2123	2104
Vietnam: U.S. Nats.	286	357	542	820	1676	1987	2068	2068	1974
F.N.	735	864	1086	1144	1935	3216	3088	3088	2838
	1021	1221	1628	1964	3611	5203	5156	5156	4812

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NON-A. I. D. EMPLOYEES WORKING OVERSEAS FOR/WITH A. I. D.

	Actual						Estimate		
	End FY 63	End FY 64	End FY 65	End FY 66	End FY 67	End FY 68	December 1968	FY 69	FY 70
AFR:									
PASA 1/	84	76	72	86	181	152	110	86	83
Contract- U.S. 2/	351	464	840	896	767	628	600	544	544
Contract-F. N. 3/	-	-	230	438	419	321	328	328	328
	435	540	1142	1420	1367	1101	1038	958	955
NESA:									
PASA	219	201	174	129	309	218	112	103	101
Contract-U. S.	460	630	662	663	416	324	317	302	302
Contract-F. N.	-	-	696	517	373	222	204	168	168
	679	831	1532	1309	1098	764	633	573	571
E[illegible]:									
PASA	95	105	82	95	175	186	145	133	132
Contract -U. S.	416	304	239	284	312	328	327	325	325
Contract-F. N.	-	-	435	441	560	594	535	417	417
	511	409	756	820	1047	1108	1007	875	874
LA:									
PASA	92	114	170	236	336	268	176	157	154
Contract -U. S.	147	310	971	915	954	583	571	546	546
Contract -F. N.	-	-	619	1017	1212	1010	942	805	805
	239	424	1760	2168	2502	1861	1689	1508	1505
Vietnam:									
PASA	40	53	103	97	219	371	364	350	350
Contract -U. S.	102	166	57	136	264	501	494	480	466
Contract -F. N.	-	-	275	380	684	2157	1842	1212	941
	142	219	435	613	1167	3029	2700	2042	1757

1/ Employees of other "participating" U. S. agencies.
2/ U. S. Employees of contractors working for A. I. D.
3/ Foreign nationals of contractors working for A. I. D.

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XI. PERSONNEL

A. A.I.D.'s Personnel System

A.I.D.'s personnel system is complicated. Direct hire employees serve in two distinct systems: a regular civil service personnel system covering most employees in Washington, and a foreign service system covering virtually all employees who serve overseas. In addition, A.I.D. has some special authorities to appoint 110 Washington employees without regard to civil service rules and regulations.

A.I.D. also has a special authority to hire employees under personnel service contracts -- an authority which is not generally available throughout the Federal Government. And finally, A.I.D. uses a large number of employees from the other agencies as technical specialists overseas. These employees are obtained under special agreements with the other agencies and remain on their rolls while serving in the A.I.D. program.

Although A.I.D. has on several occasions sought special legislation to enable it to develop a more uniform career system, such authority has not been granted -- generally because the Congress has been reluctant to confer anything smacking of permanent status on the Agency. A.I.D. still considers a uniform career system a worthwhile goal, but at the same time fully recognizes that the present arrangement provides a great deal of flexibility in meeting its personnel needs.

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Some of the Rules, Rules, Rules

The keynote of personnel management in the Federal Government is rules, rules, rules. While A.I.D.'s system is fairly flexible, its flexibility is relative to that of other agencies. Basically, the Federal personnel system is rigid, and its rules must be followed or personnel actions taken by A.I.D. can be overturned.

The following are some key points about how A.I.D.'s personnel system operates:

-- A.I.D.'s Washington employees are largely regular civil service employees. An individual must have civil service status before he is hired. The pay the individual gets is determined by the grade of the job he goes into, and is not based on his past earnings. The individual must be qualified on paper for a job, and the pay rate assigned to each job is carefully controlled. Grade promotions are granted only when the individual moves to a higher ranked job, and this can't happen more often than once a year.

-- A.I.D.'s overseas employees are largely foreign service employees. The rules of this system are mainly of the Agency's own making, and they can be waived or changed. But the Civil Service Commission watches A.I.D. carefully and is quick to point out "abuses." The pay of a foreign service employee -- unlike a civil service employee -- is based primarily on his past earnings and experience up to government maximums. Foreign Service employees are promoted as a result of annual performance evaluations and comparisons with their peers, and promotion is not connected with a change in jobs.

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-- It's not easy to fire Government employees. The vast majority have some type of tenure rights. If an employee's job is abolished, he usually has the right to another job and a whole chain of job displacements can follow the elimination of a single job. Separation of an employee with tenure is a difficult and time consuming process -- seemingly impossible. As with hirings, firing decisions require early, expert advice from a personnel specialist.

-- A.I.D.'s special contracting authority needs to be exercised prudently. As a fixed Agency rule, individuals are only hired under personal service contracts to serve overseas and work on the substance of A.I.D.'s technical assistance programs. Americans are never hired on personal services in Washington or overseas to do -- regular internal work -- planning, monitoring, supervision, record keeping, direction, accounting, and the like.

-- A security clearance is required for every direct hire employee before he starts work, and this is a time consuming process.

-- All A.I.D. employees receive some type of orientation and training -- short for Washington employees and longer for overseas employees -- before they begin work. And "in-service" training programs of from several hours to a full year are available to employees.

-- A.I.D. runs special employment drives each year to attract bright young people, minorities and economists, or a combination thereof. These drives are a major source of management talent for the future. This year such recruitment was frozen because of the funds squeeze. The effects of this will undoubtedly be felt in future years.

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During any change in Administration, the Civil Service Commission (CSC) pays particular attention to each Agency's personnel operations to assure compliance with statutory regulations and well-established administrative controls. Among the more significant personnel actions which will be carefully scrutinized by the CSC are:

1) Firing of career employees.

The CSC will be quick to reverse any such actions which do not strictly adhere to statutory regulations.

2) Use of consultants and experts.

A.I.D. has already been criticized by the CSC for hiring consultants or experts to work in what they consider to be permanent jobs. The CSC will also want to assure that employees hired as consultants and experts truly meet the CSC standards and definitions for these employment categories.

3) Security clearances.

Under the provisions of Executive Order 10450 (dated April 27, 1953), A.I.D. is designated as a sensitive agency for national security purposes. In response to a recent CSC review of A.I.D.'s personnel security operations, the Agency is obligated to complete full-field security investigations prior to hiring all full-time employees, or any part-time employees who will be working in sensitive positions. Security clearances take from 60 - 90 days to complete, although the CSC will speed up the process on selective priority cases.

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4) Job classifications.

A.I.D. is already under CSC mandate to make certain that the grades of each job in Washington are justified in terms of the work performed. In reviewing the present Agency organization, the CSC identified widespread overgrading and too many layers of supervision. While A.I.D. is cleaning up this problem, it must proceed with care in determining the appropriate grade levels of newly established positions.

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B. A.I.D. PERSONNEL AUTHORITIES

1. Statutory Officers

The Foreign Assistance Act authorizes the President to appoint, with the advice and consent of the Senate, up to twelve officers of "flag" rank. The President fixes the compensation and designates the title of such officers.

At present, ten "flag rank" positions have been established in the Agency:

Title	Name	Salary	Status
Administrator	Vacant	$42,500	None
Deputy Administrator	Rutherford M. Poats	$40,000	None
Assistant Administrator for Administration	Vacant	$38,000	
Assistant Administrator for Near East South Asia	Maurice J. Williams	$38,000	Career FSR-1
Assistant Administrator for East Asia	John C. Bullitt	$38,000	None
Assistant Administrator for Vietnam	Vacant	$38,000	
Assistant Administrator for Africa	Vacant	$38,000	None
Assistant Administrator for Private Resources	Herbert Salzman	$38,000	None
Assistant Administrator for Program and Policy Coordination	Paul G. Clark	$38,000	None
Assistant Administrator for the War on Hunger	Vacant	$38,000	

In addition, the A.I.D. General Counsel -- presently Stephen B. Ives -- occupies an Executive Level position paying $36,000. This position does not require senatorial confirmation.

2. Administratively Determined Personnel (AD's)

The Foreign Assistance Act grants A.I.D. a special personnel authority covering up to 110 domestic service employees who may be appointed, compensated, and removed by the A.I.D. Administrator without regard to the provision of any other laws. Not more than 51 of these employees may be paid at rates higher than Grade 15 of the Civil Service pay schedule. These are the "super-grade" jobs.

Traditionally, A.I.D. has administered AD jobs in accordance with Civil Service Rules governing the rate of compensation and general qualifications of individuals appointed to AD jobs. The real usefulness of this authority is that it allows the Agency to appoint individuals who lack formal Civil Service status and to fill executive level jobs at the Supergrade Levels, since A.I.D. has been granted only 12 regular Civil Service Supergrade jobs. Many employees in AD-16 through 18 jobs are career employees with Civil Service rights to a job at the GS-15 level.

The following is a list of all AD employees as of December 31, 1968 by office:

OFFICE	TITLE	NAME	GRADE	CAREER STATUS
A/AID	Spec. Asst. for Equal Oppor	LONG, Nira H.	AD-14	None
AA/A	Dep. Assistant Adm. for Adm.	KEARNS, James M.	AD-17	GS-15
EXSEC	Clerk	HUBBARD, Thomas H.	AD-05	None
AA/PPC	Int'l Economist	ROEMER, Michael	AD-12	None
	Budget Analyst	SIMPSON, Robert C.	AD-12	GS-9
	Agricultural Economist	ADAMS, Dale W.	AD-14	None
	Coord. Officer	PAOLILLO, Charles D.	AD-15	GS-15
	Dep. Asst. Adm. for Prog.	FARRAR, Curtis	AD-18	GS-15*
	Dep. Asst Adm for Dev. Fin.	FOLK, O. Harold	AD-18	Career
IS	Writer-Editor	VIGH, Alexanderina	AD-11	None
	Public Information Spec.	WILHELM, Marion B.	AD-13	None
	Public Information Spec.	BARRY, Charles W.	AD-13	None
	Public Info Spec (Spec. Asst.)	ALLINA, Franz	AD-15	None
	Pub Info Ofcr (Ch. News Div)	CLAPPER, Peter R.	AD-15	None
	Deputy Director	NEWMAN, Joseph L.	AD-17	Career
CLS	Deputy Director	MARTIN, Clarence J.	AD-16	None
A/IIS	Director	SHORTLEY, Robert L.	AD-17	GS-15
O/LAB	Deputy Director	KELLEY, Kenneth J.	AD-16	None
A/CONT	Deputy Controller	KOSTERS, Hessel E.	AD-17	GS-16
	Controller	FLINNER, Charles F.	AD-18	GS-15
A/SEC	Director	MILESKI, Milton S.	AD-16	GS-15
A/DSM	Dig. Comp. Systems Opr.	QUINN, Peter M.	AD-07	None
	Computer Programmer	THOMPSON, Herbert B.	AD-11	None
	Management Analyst	NYGARD, Richard C.	AD-12	GS-12*
A/PM	Pers. Staff Spec.	PARELMAN, Rhona L.	AD-07	None
	Pers. Staff Spec.	MC CORMICK, John N.	AD-12	None
	Pers. Mgmt. Spec.	PETERSON, Gordon W.	AD-14	GS-13
	Deputy Director	KEENE, James R.	AD-16	Career
	Health Manpower Coordinator (Detail to Nat'l Academy of Science)	KEVAN, Robert A.	AD-17	Career
O/IT	Deputy Director	MC LAUGHLIN, Martin	AD-17	None
A/PROC	Director	O'LEARY, Patrick M.	AD-17	GS-16

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OFFICE	TITLE	NAME	GRADE	CAREER STATUS
AA/PRR	Policy Planning Ofcr	LOWE, JAMES R., Jr.	AD-12	None
	Insurance Examiner	MANSBACH, Benjamin T.	AD-13	None
	Staff Coordinator	McVOY, James D.	AD-15	None
	Financial Analyst (Loans)	EMERSON, Robert J.	AD-15	None
	Business & Industry Adv.	DONALDSON, John C. L.	AD-15	None
	Chief, Insurance Div.	FREEMAN, Harry L	AD-16	None
	Assoc Asst Adm for Priv Ent	CARTER, William G.	AD-17	None
ENGR	Deputy Director	HALE, Lucius M.	AD-16	GS-15
AA/WOH	Chief, Agr. Res. Div.	ELLIS, Frank R.	AD-17	Career
	Chief, Prod. Branch	KELLEY, Omer J.	AD-17	None
	Dir. Agr. & Rur Dev Svc	CATON, Douglas D.	AD-17	GS-15
	Deputy Asst. Adm.	HEDGES, Irwin R.	AD-18	Career
	Assoc. Asst. Adm.	LONG, Erven J.	AD-18	GS-15
AA/AFR	Program Officer	WILSON, Dwight T.	AD-13	None
	Special Assistant	WURFEL, Walter W.	AD-14	None
	Regional Housing Adviser	HAZEL, George R.	AD-14	None
	Int'l Coop. Officer	SPENCER, Fermino J.	AD-15	None
	Dir. Ofc. of Mgmt Oper	HAHNE, Frederick W.	AD-16	GS-15
	Director, Dev. Planning	NISSENBAUM, Herman	AD-16	GS-15
	Dir. East & South Afr. Aff.	KNOLL, Jerry	AD-16	GS-15
	Dir. Inst'l Development	RUPARD, Robert L.	AD-17	GS-15
	Dir. Cap. Dev. & Finance	FREEMAN, Robert T	AD-17	None
	Deputy Asst. Adm.	SMITH, Robert S.	AD-18	GS-15*
AA/NESA	Finance Officer (Loans)	WALES, George H.	AD-13	None
	Special Asst. Prog. Eval.	VINSON, Edward M.	AD-15	None
	Dir. Mgmt Operations	RICHARDSON, Donald	AD-16	GS-15
	Dir. Technical Support	BLUME, James M.	AD-17	GS-15
	Dir. Cap. Dev. & Fin.	LUSTIG, Theodore H.	AD-17	GS-15
AA/VN	Staff Asst.	LEO, Edward Luis	AD-07	None
	Educ. Planning Spec.	SCHALER, Otto G. J.	AD-15	None
	Pub Inf. Spec (Radio TV Film)	REILLY, John E.	AD-15	None
	Dep. Assoc. Asst Adm	HUGHES, Arthur M.	AD-16	GS-15
	Assoc Asst Adm for Nat'l Development	ARTHUR, John E.	AD-17	None
	Dir. Research & Eval Staff	BODE, Karl F.	AD-17	None
AA/EA	Secretary (Steno)	MAIORINO, Angela M.	AD-09	None
	Dir. Indonesian Affairs	SHAKOW, Alexander	AD-15	None
	Dir. Cap. Dev. & Fin	TAUBENBLATT, Selig	AD-16	GS-15
	Director	SIMMONS, Frederick	AD-16	GS-15

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OFFICE	TITLE	NAME	GRADE	CAREER STATUS
AA/LA				
	Housing Devel Off'r	FREED, Robert H.	AD-14	None
	Public Information Off'r	WALLACE, Gale D.	AD-15	None
	Dep Ass't Chief, HousingGuar	SHEA, William L.	AD-15	None
	Deputy Director	WEBER, Richard F.	AD-16	GS-15
	Dep Dir Ecuad-Peru Off	BERLIN, Lawrence H.	AD-16	None
	Chief, Housing & Urban Devel.	BARUCH, Stanley	AD-16	None
	Director of Country Affairs	BREEN, John R.	AD-17	GS-15
	Dep Ass't Adm for Capital Dev	GLAESSNER, Philip	AD-17	None
	Human Resources Dev Ofcr	GASTON, Gloria L.	AD-14	GS-14*

AD-15 and Below		AD-16 and Above	
Authorized:	59	Authorized:	51
On Board:	37	On Board:	41
Pending:	0	Pending:	0
Vacancies:	22	Vacancies:	10

* Career-Conditional
\+ Career Status in former Agency

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3. Civil Service Personnel

The majority of the Agency's jobs in Washington are under the regular Civil Service. Appointments, rates of compensation, promotions, firings, and other such actions are controlled by a set of detailed and rigid Civil Service rules and regulations. Before an individual may be appointed to a regular Civil Service job he must have or obtain Civil Service eligibility from the Civil Service Commission.

There are a number of ways to obtain such eligibility depending upon the job skill and grade involved--for the most part a difficult and time-consuming process. There are several Civil Service categories--Schedules A, B and C--which permit the Agency discretional appointment of employees without Civil Service eligibility. With the exception of hiring attornies and cryptographic equipment operators under Schedule A, A.I.D. makes little use of these categories. Only 64 such employees are presently employed under all these Schedules, and only 17 employees under Schedules B and C. A list of Schedules A, B and C employees appears at the end of this section.

As of December 25, 1968, A.I.D. employed 3317 employees in the domestic service. Of this amount, 690 were foreign service employees in Washington, 100 were AD or statutory jobs, 79 were Wage Board Employees and 51 were consultants. The remaining 2397 were regular Civil Service employees distributed by grade as follows:

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Grade	No.	Salary Range
1	3	$ 3,889- 5,057
2	33	4,231 - 5,501
3	88	4,600 - 5,981
4	149	5,145 - 6,684
5	287	5,732 - 7,456
6	219	6,321 - 8,221
7	330	6,981 - 9,078
8	33	7,699 -10,012
9	228	8,462 -11,000
10	4	9,297 -12,087
11	168	10,203 -13,263
12	150	12,174 -15,828
13	201	14,409 -18,729
14	235	16,946 -22,031
15	260	19,780 -25,711
16	6	22,835 -28,000
17	3	26,264 -28,000
18	-	28,000

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DEFINITIONS OF EXCEPTED POSITIONS

SCHEDULE A

Positions other than those of a confidential or policy-determining character for which it is not practicable to examine. (FPM 213.3101)

SCHEDULE B

Positions other than those of a confidential or policy-determining character for which it is not practicable to hold a competitive examination. (FPM 213.3201)

SCHEDULE C

Positions of a confidential or policy-determining character. (FPM 213.3301)

AGENCY FOR IN[illegible]IONAL DEVELOPMENT

SCHEDU[illegible]

DATE: 11/15/68

Organization Location & Position Title	Series & Grade	Incumbent	Salary	Auth Code	Expiration Date
OFFICE OF GENERAL COUNSEL Washington, D. C.				All are Sch. "A" Sec. 213. 3102 (d) unless otherwise specified	
Attorney-Advisor (General)	GS-905-14	Sollins, James S.	$17,511		
Asst. General Counsel for Vietnam	GS-905-15	Hunt, Cecil	21,098		
Attorney-Advisor (General)	GS-905-14	Lipman, Charles F.	17,511		
Attorney-Advisor (General)	GS-905-13	Henshaw, Anne	14,409		
Attorney-Advisor (General)	GS-905-15	Mudge, Arthur W.	21,757		
Asst. General Counsel for Africa	GS-905-15	Phippard, James	21,757		
Attorney-Advisor (General)	GS-905-14	Mencher, Bruce S.	16,946		
Attorney-Advisor (General)	GS-905-14	Seiff, Eric A.	16,946		
Attorney-Advisor (General)	GS-905-12	Tillotson, David F.	12,174		
Asst. General Counsel for NESA	GS-905-15	Silverstone, Jonathan	23,075		
Attorney-Advisor (General)	GS-905-14	Stein, Stephen W.	17,511		
Attorney-Advisor (General)	GS-905-14	McCulloch, Wm. P., III	16,946		
Attorney-Advisor (General)	GS-905-14	Harbinson, David K	17,511		
Attorney-Advisor (General)	GS-905-15	Richstein, Abraham R.	19,780		

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AGENCY FOR INTERNATIONAL DEVELOPMENT

SCHEDULE A

DATE: 11-15-68

Organization Location & Position Title	Series & Grade	Incumbent	Salary	Auth. Code	Expiration Date
Attorney-Advisor (General	GS-905-13	Carter, Theodore	$14,409		
Asst. General Counsel - East Asia	GS-905-15	Morris, Herbert E.	21,757		
Dep. Asst. General Counsel-East Asia	GS-905-15	Stephenson, Charles W.T.	20.439		
Attorney-Advisor (General)	GS-905-13	Woodhouse, Thomas E.	14,409		
Deputy General Counsel	GS-905-16	Grant, Leslie A.	27,401		
Attorney-Advisor (General)	GS-905-15	Eytan, Mattaniah	19,780		
Attorney-Advisor (General)	GS-905-15	Dragon, Edward A.	22,416		
Attorney-Advisor (General)	GS-905-15	Muntsinger, Thomas A.	19,780		
Attorney-Advisor (General)	GS-905-14	Zarr, Gerald H.	16,946		
Attorney-Advisor (General)	GS-905-13	Mullen, John E.	14,409		
Attorney-Advisor (General)	GS-905-13	Kessler, Judd L.	14,409		
Attorney-Advisor (General)	GS-905-12	Moore, Emanuel	12,174		
Attorney-Advisor (General)	GS-905-12	Fries, Kenneth	12,174		

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Organization Location & Position Title	Series & Grade	Incumbent	Salary	Auth. Code	Expiration Date
A/AS - Relocation Center					
Admin. Officer	GS-301-15	Shuman, George, Jr.	$19,780	All are Sch. "A", Sec. 213. 3102 (g) unless otherwise specified	
Cryptographic Equip. Operation Supr.	GS-388-5	Hockley, Jeanne L.	5,732		
Cryptographic Equipment Operator	GS-388-4	Baker, Marie E.	5,145		
" " "	GS-388-4	Wise, Alvirda M.	5,145		
" " "	GS-388-4	Martin, Carolyn J.	5,145		
Cryptographic Equip. Operation Supr.	GS-388-5	Kertland, Lois A.	5,732		
Cryptographic Equip. Operator	GS-388-4	Lay, Pauline	5,145		
Cryptographic Equip. Operation Supr.	GS-388-5	Steigleman, Joan M.	5,732		
Clerk (Fascimile Communications Opr.)	GS-301-3	Van Marter, Mary E.	4,753		
Cryptographic Equipment Operator	GS-388-3	Shughart, Wilda J.	4,600		
" " "	GS-388-3	Minnich, Elizabeth G.	4,600		
" " "	GS-388-3	McCullough, Josephine	4,600		
" " "	GS-388-3	Heckman, Mary B.	4,600		
" " "	GS-388-3	Brymesser, Mary Ann	4,600		
" " "	GS-388-3	Shirley, Donna Mae	4,600		
" " "	GS-388-3	Everloch, Anna K.	4,600		
" " "	GS-388-3	Halbert, Kathryn J.	4,600		
" " "	GS-388-3	Knowlton, Avis A.	4,600	Jan 10, 1969	

AGENCY FOR INTERNATIONAL DEVELOPMENT

SCHEDULE A

DATE 11-[illegible]-68

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Organization Location & Position Title	Series & Grade	Incumbent	Salary	Auth. Code	Expiration Date
(Contd. -- A/AS - Relocation Center)					
Clerk (Fascimile Communications Opr.)	GS-301-3	Ruda, Almeda M.	4,600		
Cryptographic Equipment Operator	GS-388-3	Emmons, Nedra C.	4,600		
A/AS, Space and Property Mgt. Division Washington, D. C.					
Clerk	GS-301-2	Goddard, Patricia	4,231	Sec. 213.3102 (t)	NTE 3-30-69

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DATE: 11-15-68

AGENCY FOR INTERNATIONAL DEVELOPMENT

Schedule B

Organization Location & Position Title Washington, D.C.	Series & Grade	Incumbent	Salary	Auth. Code	Expiration Date
EAST ASIA BUREAU				All are Schedule B under SEC. 213.3268 unless otherwise indicated	
Int'l Cooperation Officer	GS-0136-15	Cleo F. Shook	$25,052		
INTERNATIONAL TRAINING					
Prog. Dev. Officer	GS-0301-13	Roger Cummings	18,729		
" " "	GS-0301-14	Becker, Wm. J.	22,031		
PRIVATE RESOURCES					
Special Assistant	GS-301-15	Charles D. Hyson	25,711		
Int'l Cooperative Spec.	GS-0301	W.A.M. Peer	22,416		
NESA					
Supervisory Finance Officer (Loans)	GS-1160-15	George S. Nowak	22,416		
WAR ON HUNGER					
Food for Peace Officer	GS-0301-15	Martin J. Forman	22,416		
AFRICA BUREAU					
Supv. Highway Engineer	GS-0820-14	Charles J. Chidester	20,336		
Architect	GS-0808-14	Cyril Molineaux	20,901		
VIETNAM BUREAU					
Supv. Int'l Trade Spec.	GS-1140-15	Vacancy			
A/CONT Student Trainee(Acc'tg)	GS-03	Emory, Richard K.			
" " "	GS-03	Halliday, Neil L			
Budget Analyst	GS-0565-13	Leer, Jane P.	16,809		

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Organization Location & Position Title Washington, D. C.	Series & Grade	Incumbent	Salary	Auth. Code	Expiration Date
OFFICE OF ADMINISTRATOR					
Special Assistant to Administrator	GS-301-15	Vacancy		C 213-3368 (a) (1)	
Special Assistant to Administrator	GS-301-14	Vacancy		C 213-3368 (a) (1)	
Special Assistant to Administrator	GS-301-14	Vacancy		C 213-3368 (a) (1)	
Private Secretary to the Deputy Administrator	GS-318-11	Mary Ferguson	$11,223	C 213-3368 (a) (4)	
Chauffeur	WB-5714-6	Cecil Ayers	$3.20 per. hr.	C 213-3368 (a) (3)	
Confidential Asst. (Private Secy. to Admin.)	GS-318-13	Margaret C. Tracey	13,798	C 213-3388 (a) (4)	
CONGRESSIONAL LIASON SERVICE					
Congressional Liason Officer	AD-301-15	R. Samuel Dillon	25,711	C 213-3368 (a) (3)	
Congressional Liason Officer	GS-301-15	Vacancy		C 213-3368 (a) (3)	
Congressional Liason Officer	GS-301-15	Vacancy		C 213-3368 (a) (3)	
Congressional Liason Officer	GS-301-15	Vacancy		C 213-3368 (a) (3)	
Staff Assistant to Director	GS-301-11	Vacancy		C 213-3368 (b) (1)	
Private Secretary to Director	GS-301-9	Betty Walton	10,154	C 213-3368 (b) (2)	
Staff Assistant	GS-301-9	Vacancy		C 213-3368	
OFFICE OF GENERAL COUNSEL					
General Counsel	Level V	Stephen Ives	28,000	C 213-3368 (c) (1)	
Private Secretary to General Counsel	GS-318-10	Vacancy		C 213-3368 (d) (1)	
				Nov 15, 1968	

4. Foreign Service Personnel (FS)

A.I.D. has authority to employ persons to perform overseas assignments as foreign service reserve (FSR) officers (professional staff) and foreign service staff (FSS) officers (clerical staff). The Agency has a good deal of flexibility to determine appointment qualifications and to promote, assign, and fire foreign service officers.

Internal Agency regulations governing this category of personnel have been designed to provide A.I.D.'s foreign service employees with rights, compensation and benefits which are roughly comparable to those of State Department Foreign Service Officers and A.I.D. Civil Service employees. But these regulations can be waived or changed at the discretion of the A.I.D. Administrator.

Foreign Service employees must serve their first tour of duty overseas, but may after that time serve in AID/W on a "rotational" assignment. However, the Agency has special authority to appoint not more than 50 officers to serve a first tour in Washington when they need training before going overseas.

All A.I.D. American employees serving overseas are in the foreign service category with the exception of a small number of Experts and Consultants. As of November 25, 1968, A.I.D. had 5,228 foreign service employees on the rolls, with 701 serving in Washington and the remainder overseas.

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The Foreign Service Staff is distributed as follows:

RESERVE			STAFF		
Rank	No.	Salary Range	Rank	No.	Salary Range
FSR-01	196	$28,000	FSS-01	0	$17,943-23,325
02	487	22,376-26,852	02	-	14,409-18,729
03	1,119	17,943-21,531	03	4	11,762-15,290
04	1,015	14,409-17,289	04	18	9,721-12,637
05	754	11,762-14,114	05	56	8,718-11,337
06	484	9,721-11,665	06	129	7,823-10,172
07	270	8,153-9,785	07	186	7,112-9,244
08	71	6,981-8,379	08	300	6,309-8,200
TOTAL	4,396		09	76	5,742-7,466
			10	21	5,145-6,684
			TOTAL	790	

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5. Overseas Mission Chiefs and Deputies

Chiefs and Deputies of A.I.D.'s overseas Missions are appointed to positions in the A.I.D. foreign service under a special provision of the Foreign Assistance Act. Such employees may be appointed and removed by the President without regard to the provisions of any other law. Senate confirmation is not required, and the actual appointment authority has been delegated by the President to the A.I.D. Administrator.

Many of A.I.D.'s Mission Chiefs and deputies are career foreign service employees who hold permanent appointments. When such career employees are separated as Mission Chiefs or deputies they have reinstatement eligibility to a job at their career foreign service rank.

At present, 65 individuals hold appointments as Mission Chiefs and Deputies as follows:

POST	TITLE	NAME	LEVEL	CAREER STATUS
AFRICA				
Congo	Director	Donald S. Brown	FSR-1	Career FSR-2
Ethiopia	Director	Roger Ernst	FSR-1	Career FSR-1
	Dep. Director	William E. Reed	FSR-1	No Status
Ghana	Director	Richard M. Cashin	FSR-1	Career FSR-1
Kenya	Director	Harold D. Snell	FSR-1	Career Civil Serv.
Liberia	Director	John A. Ulinski, Jr.	FSR-1	Career FSR-1
Morocco	Director	Philip Birnbaum	FSR-1	Career FSR-2
	Dep. Director	Ullmont L. James (Appointed by White House)	FSR-2	Career FSR-3
Nigeria	Director	Michael H. B. Adler	LV-III	Career FSR-1
	Dep. Director	Vernon C. Johnson	FSR-1	Career FSR-2
Somalia	Director	Daly C. Lavergne	FSR-1	Career FSR-1
Tanzania	Director	Charles J. Nelson	FSR-1	Career FSR-2

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POST	TITLE	NAME	LEVEL	CAREER STATUS
Tunisia	Director	Stuart T. Baron	LV-IV	Career FSR-1
	Dep. Director	Hermon S. Davis, Jr.	FSR-2	Career FSR-2
Uganda	Director	Willard C. Muller	FSR-1	Career FSR-1
EARO	Director	Carroll S. Hinman	FSR-1	Career FSR-1
CWAORA	Director	Alfred M. Hurt	FSR-1	Career FSR-1
EAST ASIA				
Indonesia	Director	Stokes M. Tolbert	FSR-1	No status
	Dep. Director	P.Victor Morgan, Jr.	FSR-1	Career FSR-2
Korea	Director	Henry Constanzo	FSR-1	Career Civil Serv.
	Dep. Director	Miles G. Wedeman	FSR-1	No status
Laos	Director	Charles A. Mann	LV-III	Career FSR-1
	Dep. Director	James B. Chandler	FSR-1	Career FSR-2
Philippines	Director	Wesley C. Haraldson	FSO-1	State FSO-1
		(Vacant)		
Thailand	Director	Howard L. Parsons	FSO-1	State FSO-1
	Dep. Director	Rey M. Hill	FSR-1	Career Civil Serv.
LATIN AMERICA				
Bolivia	Director	Edward W. Coy	LV-IV	Career FSR-2
	Dep. Director	Philip M. Faucett, Jr.	FSR-2	Career FSR-2
Brazil	Director	William A. Ellis	LV-III	Career Civil Serv.
	Dep. Director	Herman Kleine	FSR-1	Career FSR-1
Chile	Director	Sidney Weintraub	LV-IV	State FSO-1
	Dep. Director	Charles R. Harkins	FSR-1	Career FSR-1
Colombia	Director	Marvin Weissman	LV-IV	Career FSR-1
	Dep. Director	Edwin A. Anderson	FSR-1	Career FSR-1
Costa Rica	Director	Lawrence E. Harrison	FSR-1	Career FSR-2
Dominican Republic	Director	John P. Robinson	LV-IV	Career FSR-1
	Dep. Director	(Vacant)		
Ecuador	Director	Robert J. Minges	FSR-1	Career FSR-2
	Dep. Director	(Vacant)		
El Salvador	Director	L. Paul Oechsli	FSR-1	Career FSR-2

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POST	TITLE	NAME	LEVEL	CAREER STATUS
Guatemala	Director	Deane Hinton	FSO-1	State FSO-1
Guyana	Director	Robert C. Hamer	FSR-1	Career FSR-1
Honduras	Director	Walter G. Stoneman	FSR-1	Career FSR-1
Nicaragua	Director	Ragnar L. Arneson	FSR-1	Career FSR-2
Panama	Director	David Lazar	LV-IV	Career FSR-2
	Dep. Director	Harry Ackerman	FSR-1	Conditional Civil Serv
Paraguay	Director	Peter M. Cody	FSR-1	Career FSR-2
	Dep. Director	Donald R. Finberg	FSR-2	Career FSR-2
Peru	Director	Samuel D. Eaton	LV-IV	State FSO-2
	Dep. Director	(vacant)		
Uruguay	AID Rep.	Franklin R. Stewart	FSR-1	No Status
	Dep. AID Rep.	Allen E. Claxton	FSRL-2	Career Civil Serv.
ROCAP	Director	Oliver L. Sause	FSR-1	Career FSR-1
	Dep. Director	Francis A. Linville	FSO-1	State FSO-1
NEAR EAST SOUTH ASIA				
Afghanistan	Director	Russell S. McClure	LV-IV	No Status
	Dep. Director	William A. Wolffer	FSR-1	No Status
Ceylon	AID Rep.	Victor H. Skiles	FSR-2	Career FSR-2
India	Director	John P. Lewis	LV-III	No Status
	Dep. Director	John H. Funari	FSR-1	Conditional Civ. Serv.
Jordan	Director	Arthur M. Handly	FSR-1	Career FSR-2
	Dep. Director	(Vacant)		
Nepal	Director	W. Carter Ide	FSR-1	Career Civil Serv.
	Dep. Director	James C. Flint	FSR-2	Career FSR-2
Pakistan	Director	C. William Kontos	LV-III	Career FSR-1
	Dep. Director	Vincent W. Brown	FSR-1	Career FSR-1
Turkey	Director	James S. Killen	LV-III	Career FSR-1
	Dep. Director	Bartlett Harvey	FSR-1	Career Civil Serv.
VIETNAM				
	Director	Donald G. MacDonald	LV-III	Career FSR-1
	Dep. Director	John R. Mossler	FSR-1	Career FSR-1

6. Experts and Consultants

Experts and consultants may be employed in the U.S. or abroad at rates not exceeding $100 per day plus travel expenses and per diem depending on their qualifications and CSC standards. During the period from July 1, 1968, to September 30, 1968, 116 persons received compensation as experts or consultants.

NOV 15 1968

7. Participating Agency (PASA) Personnel

Employees of other U.S. Government agencies may be assigned to A.I.D. missions abroad to perform functions in specialized fields in which they have competence. The terms of such assignments are contained in Participating Agency Service Agreements (PASA's) negotiated between A.I.D. and the participating agencies.

PASA employees are paid at foreign service rates ranging from $5145 to $26,106. As of June 25, 1968, there were 1049 PASA employees assigned to A.I.D. The largest number of PASA personnel are drawn from the U.S. Department of Agriculture. While working on A.I.D. projects, such employees are appointed by and remain on the rolls of the participating agency.

NOV 15 1969

8. Contract Personnel

A.I.D. may contract with individuals and organizations to perform services abroad. Although such contractors work directly for A.I.D., they are not regarded as employees of the U.S. Government for the purpose of any law administered by the Civil Service Commission according to a special provision of the Foreign Assistance Act. As of June 25, 1968, A.I.D. had 2510 U.S. national contract employees and 5147 foreign national contract employees.

JUL 15 1969

9. Foreign National Personnel

A.I.D. has the authority to employ alien clerks and employees in A.I.D. Missions abroad and pay them in accordance with prevailing local wage rates. A.I.D. has a total of approximately 8800 foreign nationals employed in its overseas missions, about 3000 of them in Viet-Nam.

DEC 27 1969

AGENCY FOR INTERNATIONAL DEVELOPMENT SALARY COMPARISON CHART

PL-90-206 E.O. No. 11413 – Effective the First Pay Period Beginning on or After July 1, 1968.

SERV.-GRADE OR CLASS				STEP RATES WITHIN GRADE LEVEL OR CLASS									
GS/AD	FR	FS	FC	1	2	3	4	5	6	7	8	9	10
18				28,000									
	1			28,000	28,000	28,000							
17				26,264	27,139	28,000	28,000	28,000					
			1	26,106	26,852	28,000	28,000	28,000					
16				22,835	23,596	24,357	25,118	25,879	26,640	27,401	28,000	28,000	
			2	22,727	23,325	24,614	25,360	26,106	26,852	28,000	28,000	28,000	
	2			22,376	23,122	23,868	24,614	25,360	26,106	26,852			
15				19,780	20,439	21,098	21,757	22,416	23,075	23,734	24,393	25,052	25,711
			3	19,737	20,335	20,933	21,531	22,376	23,122	23,868	24,614	25,360	26,106
		1		17,943	18,541	19,139	19,737	20,335	20,933	21,531	22,129	22,727	23,325
	3			17,943	18,541	19,139	19,737	20,335	20,933	21,531			
14				16,946	17,511	18,076	18,641	19,206	19,771	20,336	20,901	21,466	22,031
			4	16,809	17,289	17,943	18,541	19,139	19,737	20,335	20,933	21,531	22,129
	4			14,409	14,889	15,369	15,849	16,329	16,809	17,289			
13		2	5	14,409	14,889	15,369	15,849	16,329	16,809	17,289	17,769	18,249	18,729
12				12,174	12,580	12,986	13,392	13,798	14,204	14,610	15,016	15,422	15,828
			6	12,154	12,546	12,938	13,330	13,722	14,114	14,506	14,898	15,369	15,849
	5			11,762	12,154	12,546	12,938	13,330	13,722	14,114			
		3		11,762	12,154	12,546	12,938	13,330	13,722	14,114	14,506	14,898	15,290
11				10,203	10,543	10,883	11,223	11,563	11,903	12,243	12,583	12,923	13,263
			7	10,045	10,464	10,755	11,041	11,341	11,762	12,154	12,637	12,938	13,330
	6			9,721	10,045	10,369	10,693	11,017	11,341	11,665			
		4		9,721	10,045	10,369	10,693	11,017	11,341	11,665	11,989	12,313	12,637
10				9,297	9,607	9,917	10,227	10,537	10,847	11,157	11,467	11,777	12,087
			8	9,241	9,591	9,882	10,173	10,464	10,755	11,046	11,341	11,665	11,987
		5		8,718	9,009	9,300	9,591	9,882	10,173	10,464	10,755	11,046	11,337
9				8,462	8,744	9,026	9,308	9,590	9,872	10,154	10,436	10,718	11,000
			9	8,425	8,718	9,009	9,308	9,591	9,882	10,172	10,369	10,693	11,017
	7			8,153	8,425	8,697	8,969	9,241	9,513	9,785			
		6		7,823	8,084	8,345	8,606	8,867	9,128	9,389	9,650	9,911	10,172
8				7,699	7,956	8,213	8,470	8,727	8,984	9,241	9,498	9,755	10,012
			10	7,680	7,990	8,200	8,425	8,718	8,969	9,241	9,513	9,785	10,045
		7		7,112	7,349	7,586	7,823	8,060	8,297	8,534	8,770	9,007	9,244
	8			6,981	7,214	7,447	7,680	7,913	8,146	8,379			
			11	6,981	7,214	7,447	7,680	7,913	8,146	8,379	8,606	8,867	9,128
7				6,981	7,214	7,447	7,680	7,913	8,146	8,379	8,612	8,845	9,078
6				6,321	6,532	6,743	6,955	7,166	7,377	7,588	7,799	8,010	8,221
			12	6,317	6,519	6,729	6,939	7,149	7,359	7,569	7,780	7,990	8,200
		8		6,309	6,519	6,729	6,939	7,149	7,359	7,569	7,780	7,990	8,200
		9	13	5,742	5,934	6,125	6,317	6,509	6,700	6,892	7,083	7,275	7,466
5				5,732	5,924	6,115	6,307	6,498	6,690	6,881	7,073	7,265	7,456
4		10	14	5,145	5,316	5,487	5,658	5,829	6,000	6,171	6,342	6,513	6,684
3				4,600	4,753	4,907	5,060	5,214	5,367	5,521	5,674	5,828	5,981
2				4,231	4,372	4,513	4,655	4,796	4,937	5,078	5,219	5,360	5,501
1				3,889	4,019	4,149	4,279	4,408	4,538	4,668	4,798	4,928	5,057

Chiefs of Mission Class 1, $30,000; Class 2, $29,500; Class 3, $28,750; Class 4, $28,000

Prepared by PM/FSP/SO

NOV – 6 1968

BIOGRAPHIES OF THE SENIOR STAFF

The Section which follows contains short biographical sketches of each of the individuals who currently hold key Agency positions in Washington and the field.

OFFICE OF THE ADMINISTRATOR

RUTHERFORD M. POATS
Presidential Commission

NO STATUS
$29,500

PRESENT POSITION

January 20, 1969	Acting Administrator
May, 1967	Deputy Administrator, Agency for International Development

OTHER EXPERIENCE

1964-67	Assistant Administrator, Bureau for Far East
1963-64	Deputy Assistant Administrator for Program, Bureau for Far East
1962	Special Assistant (Congressional), Bureau for Far East
1957-61	Reporter (Asian Affairs) and Assistant Chief, Foreign Department, United Press International
1951-57	Bureau Chief, United Press International, Tokyo
1947-51	Foreign Correspondent, United Press International, Tokyo
1946-47	Chief, Armed Forces Information Section, General Headquarters, Far East U.S. Army

MILITARY DUTY

1943-46	U. S. Army Captain, overseas

EDUCATION

1943	A.B. Emory University, Atlanta

LANGUAGES

Limited French

Limited Spoken Japanese

PERSONAL DATA

[redacted], [redacted] [redacted], [redacted]

Married, four children (19,16,14,12)

October, 1968

C. TYLER WOOD
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

January 1965 - Special Assistant to the Administrator, A/AID

OTHER EXPERIENCE

1959 - 65	Director, USAID/India and Minister for Economic Affairs, U.S. Embassy, New Delhi
1956 - 59	Assistant to the Director, ICA, for Evaluation
1953 - 56	Economic Coordinator, United Nations Command in Korea, FOA and ICA
1951 - 53	Associate Deputy Director for Mutual Security, MSA
1950 - 51	Deputy Special Representative in Europe (rank of Ambassador) ECA and MSA, Paris
1949 - 50	Assistant Administrator for Operations, ECA
1948 - 49	Assistant to the Deputy Administrator, ECA
1946 - 48	Special Assistant and Deputy to Assistant Secretary of State for Economic Affairs
1945 - 46	Alternate U.S. Representative, UNRRA
1942	Staff Advisor, War Production Board
1927 - 42	Various positions to Senior Partner, Gilbett Eliott and Company, New York (New York Stock Exchange)
1924 - 27	District Traffic Manager, New York Telephone Company, Brooklyn, N.Y.
1921 - 24	History and Social Science Teacher, Scarborough School, New York

MILITARY DUTY

1942 - 45 U.S. Army - Colonel

EDUCATION

1921	A. B. Princeton University
1921 - 22	Columbia University

LANGUAGES (self-evaluation)

French S-1, R-2
German S-0, R-1

PERSONAL DATA

[redacted]

Widowed, one son, one daughter

NOV - 5 1969

JOEL BERNSTEIN

FSR-1

Career FSR-1
$28,000

PRESENT POSITION

September 1967	Special Assistant to the Administrator for Program Evaluation

OTHER EXPERIENCE

1964 - 67	Director, USAID/Korea
1960 - 64	Director, USAID/Nigeria
1959 - 60	ICA Representative, Nigeria
1959	Program Economist, ICA/W
1955 - 58	Chief, Program Staff, Bureau for Africa and Europe, ICA/W
1953 - 55	Special Assistant for Operations, USOM/Italy
1950 - 53	Member, Regional Policy Planning Staff, USRO, Paris
1950	Special Assistant to Trade-Payments Director, USOM/France
1948 - 50	Financial Economist and Divisional Assistant ECA, London
1947	Economics Professor, DePaul University and Pestalozzi Froebel Teachers College

MILITARY DUTY

1942 - 46	U.S. Army, 1st Lt., overseas

EDUCATION

1942	B.A. University of Chicago (Economics)
1948	M.A. University of Chicago "
1956	Ph. D. University of Chicago "
1958 - 59	Senior Seminar, Foreign Service Institute

LANGUAGES (self-evaluation)

French	S-0+, R-1
Italian	S-0+, R-0+

PERSONAL DATA

[redacted]

NOV - 5 1968

JOHN P. HUMMON
FSR-2

CAREER FSR-2
$23,122

PRESENT POSITION

August, 1967	Executive Secretary, AID/W

OTHER EXPERIENCE

1966-67	Officer in charge, East Africa Affairs, AFR/ESA
1964-66	Program Officer, USAID/Tanzania
1962-64	Tanganyika Desk Officer
1960-62	International Relations Officer, ICA/W
1958-60	Management Intern and Management Analyst, Department of the Navy
1958-59	Lecturer, political science, University of Michigan
1956-57	Teaching Fellow, University of Michigan

EDUCATION

1950	A.B. Ohio Wesleyan University
1953	M.A. Albion College
1958	Ph.D. University of Michigan

PERSONAL DATA

Born: [redacted]

Married

NOV 15 1983

STEPHEN M. FLETCHER
GS-15

Career GS-15
$19,720

PRESENT POSITION

July, 1967	Deputy Executive Secretary, AID/W

OTHER EXPERIENCE

1966-67	Deputy Chief, Management Analysis Division, A/MP
1964-66	Management Analyst, A/MP, AID/W
1963-64	Methods Analyst, City Police Department
1960-63	Management Analyst, State Government
1960	Management Intern, City Government

EDUCATION

1959	B.A. Boston University
1960	M.A. University of Pennsylvania

PERSONAL DATA

[redacted]

NOV - 5 1963

October, 1968

OFFICE OF ASSISTANT ADMINISTRATOR
FOR ADMINISTRATION

NOV 15 1968

EDWARD F. TENNANT
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

February 1968	Deputy Assistant Administrator for Administration, A.I.D. (Acting Assistant Administrator October 1968------

OTHER EXPERIENCE

1966-67	Director, USAID/Iran
1965-66	Deputy Director, USAID/Iran
1961-64	Controller, AID/W
1959-61	Assistant Deputy Director for Management-Controller, ICA
1958-59	Deputy Controller, ICA
1956-58	Director, Audit Division, ICA
1954-56	Director, Accounts Division, ICA
1954-55	Director of Finance and Accounting, TCA &FOA
1952-53	Comptroller, Defense Materials Procurement Agency, London
1949-52	Chief, Accounting Branch, HICOG, Bonn and Frankfurt
1946-49	Accountant, War Assets Administration
1946	Auditor, Production and Marketing Administration, New York
1937-46	Social Security Board and Office of Education, Federal Security Agency, Washington

EDUCATION

1941	B.C.S. Benjamin Franklin U.
1942	M.C.S. Strayer College of Accountancy
1942-43	George Washington University
1948-49	Dept. of Agriculture Graduate School
1964-65	Industrial College of the Armed Forces

PERSONAL DATA

[redacted]

October 1968

NOV 15 1968

JAMES M. KEARNS
AD-17

Career
GS-15 reemployment
$26,264

PRESENT POSITION

May, 1968	Deputy Assistant Administrator for Administration

OTHER EXPERIENCE

1967-68	Associate Assistant Administrator for Administration
1966-67	Executive Secretary, A.I.D.
1965-66	Deputy Executive Secretary, A.I.D.
1964-65	Chief, Systems and Procedures Branch, Office of Management Planning
1962-64	Management Analyst, Office of Management Planning
1960-62	Management Analyst, Department of Navy
1960	Administrative Intern, Department of Navy
1959-60	Teaching Assistant, Brown University

MILITARY DUTY

1953-55	U. S. Army, overseas

EDUCATION

1959	B.A. Queens College, Flushing, N.Y. (Sociology) (cum laude)
1959-60	Brown University

LANGUAGE

French	S-0+, R-2 (Self-Appraised)

PERSONAL DATA

[redacted]

NOV - 5 1968

October, 1968

FRED C. FISCHER
GS-15

Career Civil Service
$21, 757

PRESENT POSITION

October 1968	Associate Assistant Administrator for Administration

OTHER EXPERIENCE

1968	Chief, Overseas Personnel Division, Bureau for Latin America
1964-68	First Secretary, U.S. Embassy, Bonn
1964	Administrative Specialist, Department of State
1961-64	Supervisory Management Analyst, ICA and AID/W
1959-61	Management Analyst, Department of Navy
1959	Management Intern, Department of Navy

MILITARY DUTY

1956-58	U.S. Army, Overseas

EDUCATION

1952-56	B.A. University of Wisconsin - Journalism/Political Science
1960-61	Department of Agriculture Graduate School - Russian

LANGUAGE

German (bi-lingual)
Russian (fair)

PERSONAL DATA

[redacted]

[redacted]: [redacted]

OFFICE OF THE CONTROLLER

CHARLES F. FLINNER AD-18
Controller A/CONT

Career GS-15
$28,000

AGENCY POSITIONS

Sept. 1964--	Appointed Controller, AID
1962-64	Deputy Controller, AID
1960-62	Acting Deputy Controller, ICA and AID
1959-60	Special Assistant to the Controller
1956-59	Deputy Director, Accounts Division, FOA and ICA
1954-56	Chief, Fiscal Branch, FOA

OTHER EXPERIENCE

1952-54	Controller, General Services Administration, London
1950-52	Deputy Chief, Accounting Branch, HICOG, Bonn and Frankfurt
1946-50	Finance Officer and Fiscal Analyst, Veterans Administration
1941-42	Assistant Accountant, Federal Savings and Loan Corporation Topeka

MILITARY DUTY

1942-46	U. S. Army, Lieutenant (Finance Corps)

EDUCATION

1941	B. S. University of Kansas
1955-61	U. S. Army Finance School (Advance Course Certificate)

LANGUAGES

None

PERSONAL DATA

[redacted]

~~August 1965~~
October 1968

H. E. KOSTERS
Deputy Controller A/CONT
AD-17

Career GS-15
$28,000

AGENCY POSITIONS

Jan. 1965---	Appointed Deputy Controller
1962-65	Chief, Accounting Division, Office of the Controller, AID
1960-62	Assistant Chief, Accounting Division, Office of the Controller, ICA/AID
1960	Chief, Electronic Data Systems Staff, Office of the Controller, ICA
1959-60	Deputy Director, Accounting Division, Office of the Controller, ICA
1957-59	Chief, Accounting Systems Staff, Accounts Division, Office of the Controller, ICA

OTHER EXPERIENCE

1949-57	U. S. Veterans Administration, Headquarters, Accounting Policy and Systems Division, Chief
1947-49	U. S. Veterans Administration, Finance Director, Branch Office
1945-47	U. S. Veterans Administration, Finance Officer, Regional Office
1932-35	Retail Merchandising Firm, Partner

MILITARY DUTY

1941-45	U. S. Army, Captain

EDUCATION

1939	BSC, Iowa State University
1946	University of Southern California, Graduate Work

LANGUAGES

PERSONAL DATA

[redacted]

NOV - 5 1968

~~February 1957~~ October 1968

OFFICE OF PERSONNEL AND MANPOWER

JOSEPH S. TONER
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

July 2, 1967	Director, Office of Personnel and Manpower

OTHER EXPERIENCE

1964-66	Director, USAID/Nepal
1962-64	Director, USAID/Cyprus
1961-62	Executive Secretary, A. I. D.
1958-61	Secretary-Treasurer, Development Loan Fund
1955-58	Executive Secretary, Office of the President, Special Projects
1952-55	Executive Secretary and Executive Assistant, MSA-FOA-ICA
1952	Assistant Executive Secretary, MSA
1951-52	Executive Assistant, Housing & Home Finance Agency
1950-51	Program Analyst, Housing and Home Finance Agency
1947-50	Assistant to Director, Public Administration Clearing House
1946-47	Editorial Associate, Public Administration Clearing House
1945-46	Newswriter, Columbia Broadcasting System

MILITARY DUTY

1941-46	U. S. Army Captain, overseas

EDUCATION

1939	B. S. University of Minnesota
	Syracuse University (Graduate Studies in Public Administration)
1966-67	Senior Seminar, Foreign Service Institute

PERSONAL DATA

[redacted]

October 1968

JAMES R. KEENE
AD-16

Career GS-15

$23,596

PRESENT POSITION

September, 1968	Deputy Director, Office of Personnel and Manpower, A.I.D.

OTHER EXPERIENCE

1967-68	Director, Division of Career Development, Department of Health, Education, and Welfare
1966-67	Chief, Manpower Utilization Division, Goddard Space Flight Center
1961-65	Chief, Placement Branch, Personnel Management Specialist, and Administrative Specialist, Goddard Space Flight Center
1960-61	Personnel Officer, National Service Foundation
1957-60	Chief, Wage and Classification Division, U.S. Naval Weapons Plant
1953-57	Various personnel positions, U.S. Naval Gun Factory
1951-53	Various positions, Civil Service Commission

MILITARY DUTY

1945-46	U. S. Navy

EDUCATION

1950	B.A. DePauw University
1963-64	Princeton University

LANGUAGE

German	Fair

PERSONAL DATA

[redacted]

October, 1968

OFFICE OF DATA SYSTEMS AND MANAGEMENT

MANLIO F. DeANGELIS

FSR(L)-1

Career Civil Service

$28,000

PRESENT POSITION

February 1968-----Director, Office of Data Systems and Management
June 1957 Deputy and Acting Director, Office of Management Planning

OTHER EXPERIENCE

1965 - 67	Assistant Director for Management, USAID/Brazil
1962 - 65	Deputy Assistant Administrator for Management, Bureau for Africa, AID/W (AD-IV)
1960 - 62	Management Analyst, Office of Management and Organization, BOB
1960	Assistant Director, Office of Management Policy, HEW
1958 - 60	Professor of Public Administration, Bologna (Italy) Project, University of California.
1954 - 58	Assistant Director, Office of Management Policy, HEW
1950 - 54	Deputy Director, Budget Division, ECA, MSA and FOA/W
1948 - 50	Special Assistant for Operations, USOM/Greece
1947 - 48	Special Assistant, Finance Division, Greece
1938 - 47	Civil Service Commission
1938	Personnel Assistant, Department of Labor
1937 - 38	Senior Reports Investigator, Department of Internal Affairs, State of Pennsylvania
1937	Assistant Supervisor WPA and City of Syracuse Housing Authority

EDUCATION

1935	A. B. Pennsylvania State College (Economics and Political Science)
1948	M. S. Syracuse University (Maxwell School of Public Administration)

LANGUAGES

Italian	S-4, R-4 (Self-appraisal)
French	S-2, R-3 (Tested)
Portuguese	S-1+, R-3 (Tested)
Spanish	S-0, R-1 (Self-appraisal)
German	S-0, R-1 (Self-appraisal)

PERSONAL DATA

[redacted]

January 1968

NOV 15 1968

OFFICE OF PROCUREMENT

PATRICK M. O'LEARY
AD-17

CAREER GS-16
$28,000

PRESENT POSITION

March, 1967 -	Director, Office of Procurement, A.I.D.

OTHER EXPERIENCE

1966-67	Associate Assistant Administrator (Procurement Policy), Office of Material Resources, AID/W
1963-66	Director, Resources Support Staff, Office of Material Resources, AID/W
1958-62	Agricultural Administrator, Office of Assistant for Export Programs, U.S. Dept. of Agriculture
1956-58	Associate Director, and Director, Foreign Trade Programs, U.S. Dept. of Agriculture
1954-56	Chief, Export Programs Branch, U.S. Dept. of Agriculture
1941-54	Attorney Advisor, Office of the Soliciter, U.S. Dept. of Agriculture

EDUCATION

1937	LLB University of South Dakota Law School
1940-41	A.B. and LLM George Washington University

LANGUAGES

Italian	S-1, R-1 (Self-appraisal)

PERSONAL DATA

[redacted]

October, 1968

NOV 15 1968

JOHN F. OWENS
GS-16

CAREER GS-16
$25,118

PRESENT POSITION

March, 1967	Deputy Director, Office of Procurement, A.I.D.

OTHER EXPERIENCE

1965-67	Deputy Associate Assistant Administrator for Procurement, Office of Material Resources, AID/W
1962-65	Chief, Control Services Staff, Bureau for Latin America, AID/W
1958-62	Supervisory Contract Specialist, Navy Department
1952-58	Research Analyst, Procurement Specialist, and Contract Navy Department
1951	Communications Clerk, Department of the Army

MILITARY DUTY

1945-46	U. S. Navy

EDUCATION

1950	B.C. University of Ottawa, Canada
1956	M.A. Georgetown University (Economics)
1956-57	George Washington University

LANGUAGE

Spanish	S-1+ (tested)

PERSONAL DATA

[redacted]

Married, two children (15,12)

October, 1968

NOV 15 1968

OFFICE OF ADMINISTRATIVE SERVICES

R. SCOTT MOORE
FSR-1

CAREER FSR-1
$28,000

PRESENT POSITION

May 1968 -	Director, Office of Administrative Services, A.I.D.

OTHER EXPERIENCE

1965-68	Program Operations Officer and Deputy Director for Management Bureau for East Asia
1965	Assistant Director for Management, USAID/Nicaragua
1963-65	Assistant Director for Management, USAID/Indonesia
1961-63	Director, Office of Management Planning, AID/W
1960-61	Executive Officer, O/FE, ICA/W
1953-60	Senior Management Analyst, Bureau of the Budget
1945-52	Principal Administrative Analyst, Bureau of the Budget
1934-42	Various Management positions principally with Social Security Board

MILITARY DUTY

1942-45	U.S. Army Air Force

EDUCATION

1934	B.A. Antioch College
1939	M.S. Syracuse University

PERSONAL DATA

[redacted]

October, 1968

NOV. 15, 1968

JOSEPH L. MILLER, JR.
GS-15

CAREER GS-15
$23,734

PRESENT POSITION

May, 1967	Deputy Director, Office of Administrative Services, AID

OTHER EXPERIENCE

1964-67	Chief, Management Support Division, Bureau for Africa
1963-64	Officer in Charge, Ghana/Togo/Sierra Leone Affairs
1961-63	Assistant Chief, Resources Mobilization Plans Branch, Office of Emergency Planning
1959-61	Special Assistant to Assistant director for Resources and Production, Office of Civil and Defense Mobilization
1958-59	Director, Management Engineering Office, Office of Civil and Defense Mobilization
1956-58	Director of Management Engineering, Federal Civil Defense Administration
1954-56	Chief Budget Examiner, Veterans Administration Branch, Bureau of Budget
1937-40	Food broker, manufacturers agent

MILITARY DUTY

1940-54	U. S. Navy Commander (Supply Corps) (Now Captain)

EDUCATION

1936	B.S. University of New Hampshire (Economics)
1954-55	American University (Public Administration)
1961	Certificate, Harvard Business School

LANGUAGES

French	S-1,R-1, (Self-appraisal)

PERSONAL DATA

[redacted]

Married, one son (24)

October, 1968

NOV 15 1968

INVESTIGATIONS AND INSPECTIONS STAFF

ROBERT L. SHORTLEY
AD-17

CAREER GS-15
$28,000

PRESENT POSITION

August 1966 -	Director, Inspections and Investigations Staff

OTHER EXPERIENCE

1962-66	Deputy Director, Management Inspection Staff
1959-62	Special Assistant for Executive Personnel, Office of the Deputy Director for Management
1956-59	Deputy Director, Office of Personnel Security and Integrity
1954-56	Director, Inspections Division
1952-54	Investigative Consultant and Branch Chief, Office of Personnel Security and Integrity
1951-52	Senate Agriculture Committee and Senate Privileges and Elections Sub-Committee.
1947-51	Special Agent, FBI

MILITARY DUTY

1942-46	U.S. Marine Corps First Lieutenant, overseas

EDUCATION

1943	BSFS Georgetown University, Georgetown School of Law

PERSONAL DATA

[redacted]

October, 1968

NOV - 5 1969

OFFICE OF SECURITY

MILTON S. MILESKI
AD-16

Career GS-15
$25,118

PRESENT POSITION

April 1968	Appointed Director, Office of Security (GS-15)

OTHER EXPERIENCE

1954-68	Chief, Investigations Division, Office of Security U.S. Information Agency
1952-54	Investigator, U.S. Civil Service Commission
1950-52	Special Agent, U.S. Secret Service

MILITARY DUTY

1943-46	U.S. Navy Lt. (j.g.) (Air Corps)

EDUCATION

1949	B.S. American University
1949	American University Graduate Division

PERSONAL DATA

[redacted]

July 1968

NOV 15 1968

OFFICE OF PROGRAM AND POLICY COORDINATION

PAUL G. CLARK
Presidential Commission

NO STATUS
$28,750

PRESENT POSITION

January, 1968	Assistant Administrator for Program and Policy Coordination

OTHER EXPERIENCE

1949-1968	Professor of Economics, and Chairman of the Center for Development Economics, Williams College (with leaves of absence 1951-53, 1957-59, 61, and 1963-65)
1963-65	Director of Economic Research, East-African Institute of Social Research, Makerere University College, Uganda
1961	Director, UN - U.S. Seminar in African Economic Development, ICA, Addis Ababa
1957-59	Economic Research, the Rand Corporation
1951-53	Deputy Chief of Program Division, USOM/Italy
1951	Economic Research, U.S. Bureau of Mines

MILITARY DUTY

1943-46	U. S. Navy, overseas

EDUCATION

1943	B.A. University of Colorado
1950	Ph.D. Harvard University (Economics)

LANGUAGES

Italian	Good
French and German	Some

PERSONAL DATA

[redacted]

NOV 15 1968

October, 1968

CURTIS FARRAR
AD-18

Career
GS-15 Reemployment
$27,139

PRESENT POSITION

May 1967	Deputy Assistant Administrator for Program and Policy Coordination

OTHER EXPERIENCE

1965	Director, Office of Southeast Asia Affairs, Bureau for Far East
1963-65	Chief, Bureau for Far East
1961-63	Representative for Pakistan, The Asia Foundation
1959-61	Representative for Cambodia, The Asia Foundation
1958-59	Assistant Representative, Cambodia, The Asia Foundation
1957-58	Program Specialist, the Asia Foundation
1954-57	Assistant Representative, Lahore, The Asia Foundation
1953-54	Assistant Director of Plans, The Asia Foundation
1949	Acting Executive Director, United World Federalists

MILITARY DUTY

1945-46	U. S. Navy

EDUCATION

1949	B.A. Yale (Labor economics & politics) Phi Betta Kappa
1952	Ph.D. London University (Economics)

LANGUAGES

French	Excellent
German	Good

PERSONAL DATA

[redacted], [redacted], [redacted], [redacted]
Married, four children (11,10,7,6)

NOV 15 1968

October, 1968

O. HAROLD FOLK
AD-18

No Status
$28,000

PRESENT POSITION

June 1967	Associate Assistant Administrator for Capital Assistance, Office of Program and Policy Coordination

OTHER EXPERIENCE

1964-67	Associate and Deputy Assistant Administrator for Capital Development, Office of Development Finance and Private Enterprise
1961-63	Chief Development Advisor to Government of Saudi Arabia
1950-61	Chief of Division (Near East and South Asia) International Bank for Reconstruction and Development (1954-55, Resident Representative in Pakistan)
1949-50	Secretary, Loan Committee, IBRD
1947-49	Assistant Planning Officer, IBRD
1947-49	Advisor to the Director, Selective Service System (without compensation while at IBRD)
1946-47	Assistant Executive, Selective Service System
1938-40	Junior Agricultural Economist and Assistant

MILITARY DUTY

1940-46	U.S. Army colonel (Selective Service System)

EDUCATION

1937	B.S. Clemson
1938	M.A. University of Virginia (Rural Social Economics)

PERSONAL DATA

[redacted]

October 1968

NOV 15 1968

GLENN A. LEHMANN
FSR-2

Career FSR-2
$25,360

PRESENT POSITION

October 1968	Associate Assistant Administrator for Program Policy Office of Program and Policy Coordination

OTHER EXPERIENCE

1968	Economic Advisor, USAID/Indonesia
1963-68	Economic Advisor, USAID/Tunisia
1962-63	International Relations Officer, AID/W
1960-62	Chief, Economic Analysis - Financial Policy Branch, ICA and AID/W
1959-60	International Relations Officer, ICA/W
1958-59	Assistant Program Officer, USRO, Paris
1957-58	Economic Officer, USRO, Paris
1954-57	Economic Analyst, USOM/France
1953-54	Economist, USOM/Norway
1951-52	Economic Analyst, President's Materials Policy Committee
1950-52	Teaching Fellow, Harvard

MILITARY DUTY

1943-46	U.S. Army, overseas

EDUCATION

1948	B.A. Ohio Wesleyan
1950	A.M. Harvard
1953	Ph.D. Harvard
1942	University of Chicago
1943-44	University of Virginia

LANGUAGES

French,	S-3, R-4 (Tested)
Norwegian and Danish	S-1 (Self-appraisal)

PERSONAL DATA

[redacted], [redacted], [redacted]

Married, 4 children (13, 11, 10, 7)

October 1968

NOV 15 1968

KENNETH S. LEVICK
FSR-2

Career FSR-2
$26,852

PRESENT POSITION

August 1967	Associate Assistant Administrator for Technical Assistance, Office of Program and Policy Coordination

OTHER EXPERIENCE

1966-67	Chief, Institutional Development, NESA/TECH
1963-66	Industry Officer, USAID/URA
1962-63	Program Officer, USAID/India
1960-62	Deputy Industry Officer, TCM/India
1959-60	Industrial Development Advisor, TCM/India
1957-59	Industrial Planning Specialist, ICA/W
1955-57	Project Manager, ICA/W
1953-55	Productivity Officer, USOM/Norway
1950-53	Labor Relations Analyst and Productivity Analyst, SRE, Paris
1949-50	Research on French labor, Paris

MILITARY DUTY

1942-45	U.S. Army Air Force, M/SGT, overseas

EDUCATION

1947	B.A. University of California
1948	M.A. Columbia University
1948-49	London School of Economics

LANGUAGES (Tested)

French	S-2, R-2
Italian	S-1, R-1

PERSONAL DATA

[redacted]

Married, two children (17, 16)

October 1968

NOV 5 1968

OFFICE OF PRIVATE RESOURCES

HERBERT SALZMAN

Presidential Commission, No status

PRESENT POSITION $28,750

November 1966 Appointed Assistant Administrator for Development Finance and Private Enterprise (now Office of Private Resources)

OTHER EXPERIENCE

1959-66	President, Standard Bag Corporation (now Division of Boise Cascade Corporation)
1946-59	With Standard Bag Corporation
1938-41	With Standard Bag Corporation

OTHER ACTIVITIES

Director, Paper Bag Institute, Inc.
Director and Treasurer, Salzman Family Foundation, Inc.
Member Advisory Board of the Middle Eastern Center Visiting Committee, University of Chicago
Member, Finnish Chamber of Commerce, NYC

MILITARY DUTY

1941-46 U. S. Navy Lieutenant Commander

EDUCATION

1938	B.A., Yale University (History and Government)
1956	Columbia Graduate School of Business Advanced Management Program

LANGUAGES

French
German
Hebrew
Aramaic
Syriac

PERSONAL DATA

[redacted]

NOV 15 1968

October 1968

~~November 1968~~

WILLIAM GILBERT CARTER

No status

AD-17 $28,000

PRESENT POSITION

December 1967 - Associate Assistant Administrator, Private Resource Development Service, Office of Private Resources (Acting Deputy Assistant Administrator, October 1968)

OTHER EXPERIENCE

1965 - 67	Associate Assistant Administrator for Private Enterprise, AID/W
1964 - 65	Chief, Private Investment Division, AID/W
1964	Special Assistant to Assistant Secretary of State for Economic Affairs
1963 - 64	Planning Advisor, Bureau for Economic Affairs, Department of State
1962 - 63	Special Assistant for International Space Communications, Bureau for Economic Affairs, Department of State
1962	Special Assistant to the Deputy Administrator, A.I.D.
1954 - 62	Associate and Partner, Coudert Brothers, Paris
1952 - 54	Associate, law firms of Lewis and Macdonald, and Hughes, Hubbard, Blair and Reid

EDUCATION

1948	B.A. Yale University (Int'l Relations)
1952	LL.B. Columbia University (Int'l Law)

LANGUAGES

French	S-4, R-4 (tested)
Spanish	S-2, R-2 (self-evaluation)

PERSONAL DATA

[redacted], [redacted], [redacted]

Married, three children

March 1968

NOV 15 1968

OFFICE OF THE WAR ON HUNGER

IRWIN R. HEDGES
AD-18

Career GS-18
No status A.I.D.
$28,000

PRESENT POSITION

July 1967	Deputy Assistant Administrator, Office of the War on Hunger (Dec.1968---Acting Assistant Administrator)

OTHER EXPERIENCE

1963-67	Agricultural Economist, Office of the Special Representative for Trade Negotiations
1962-63	Assistant Administrator for International Affairs, FAS, Department of Agriculture
1961-62	Assistant Administrator, Commodity Programs, FAS, USDA
1957-61	Agricultural Attache, Bern
1952-57	Chief, Food, Agriculture & Natural Resources, USOM/Turkey
1951-52	Area Specialist, MSA/W
1950-51	Deputy Chief, Food & Agriculture Division, ECA, Paris
1946-50	Principal Agricultural Economist, Farm Credit Administration, USDA
1944-46	Principal Price Analyst, War Food Administration
1942-44	Senior Agricultural Economist, OPA and WFA, Washington
1941-42	Associate Agricultural Economist, USDA
1937-40	Instructor, University of Wisconsin
1935-37	Junior Economist, Resettlement Administration, Dallas

EDUCATION

1935	B.S. Oklahoma A & M
1939	M.S. University of Wisconsin
1946	Ph.D. University of Chicago

LANGUAGE

French	Good

PERSONAL DATA

[redacted], [redacted]

Married, three children

January 1968

OFFICE OF THE GENERAL COUNSEL

STEPHEN B. IVES, JR.
LV-V

NO STATUS
$28,000

PRESENT POSITION

April, 1968	General Counsel, A.I.D.

OTHER EXPERIENCE

1967-68	Deputy Assistant Administrator, Bureau for East Asia
1966-67	Associate Assistant Administrator, Bureau for Far East
1964-66	Director, Office of East Asian Affairs
1962-64	Director, Office of Korea Affairs
1961-62	Executive and Special Assistant to the Administrator, AID/W
1951-61	Associate and Partner, Hinckley, Allen, Salisbury and Parsons, Providence, Rhode Island.

MILITARY DUTY

1943-46	U. S. Army 1st Lieutenant (Intelligence), overseas (Pacific)

EDUCATION

1948	A.B. Harvard College (Magna cum laude) (Government)
1951	LL.B. Yale University

Member Rhode Island and U.S. Supreme Court Bars

LANGUAGE

French, fair (self-appraisal)

PERSONAL DATA

[redacted]

NOV 15 1968

October 196[illegible]

LESLIE A. GRANT, GS-16
Deputy General Counsel

Career GS-16
$27,401

AGENCY POSITIONS

July 1963--	Deputy General Counsel, AID
1954-63	Associate General Counsel, ICA and AID

OTHER EXPERIENCE

1954	Research Associate, Commission on Intergovernmental Relations
1949-52	Chief, Legislation Branch, Office of Political Affairs, U.S. High Commission for Germany, State Department, Frankfurt
1948-49	Chief, Legislation Branch, U.S. Defense Department, Office of Military Government, Civil Administration Division, Berlin.
1947-48	Principal Legal Advisor, U.S. Defense Department, Office of Military Government, Economic Division, Berlin
1946-47	Chief, Allocation, Rationing & Price Control Branch, Economic Division, U.S. Allied Commission for Austria, Vienna
1945	Price Control & Rationing Officer, Austrian Special Services Staff, Foreign Economic Administration
1942-45	Chief Counsel, Food Price Division, Office of Price Administration
1939-42	Attorney, Leonard, Street & Deinard, Minneapolis

MILITARY DUTY

None

EDUCATION

1935	AB University of Minnesota
1937	LL.B. University of Minnesota
1947	Special course in International Law, University of Vienna
1952-54	Travel and study of law, legislative methods and processes, in Western Europe and United States.

LANGUAGES

German	Reading, writing, understanding: Excellent
Russian	Reading, writing, understanding: Good
Spanish	Reading, Elementary proficiency

PERSONAL DATA

[redacted]

NOV 15 1968

October 1968
~~August 1965~~

CHARLES N. GOLDMAN
FSR-2

Career FSR-2
$23,122

PRESENT POSITION

October 1968	Deputy General Counsel, A.I.D.

OTHER EXPERIENCE

1965-68	Assistant General Counsel for Latin America
1964-65	Deputy Assistant General Counsel for Latin America
1962-64	Regional Legal Advisor, USAID/India
1960-62	Attorney Advisor, AID/W
1955-60	Member, law firm

EDUCATION

1953	A.B. Columbia University
1955	L.L.B. Columbia University

LANGUAGES

French	S-1+, R-2 (Self-evaluation)
Spanish	S-1+, R-2 (Tested)

PERSONAL DATA

[redacted], [redacted]
Married

October 1968

NOV 15 1968

INFORMATION STAFF

JOSEPH L. NEWMAN
AD-17

GS-15
Career Civil Service
$28,000

PRESENT POSITION

February, 1962	Deputy Director Information Staff

OTHER EXPERIENCE

1960-62	Assistant Director, Public Affairs, Federal Aviation Agency
1957-60	Special Assistant to Director of Public Information, U.S. Information Agency
1955-57	Chief, Press Section USIA
1954-55	Chief, Feature Materials Section, USIA
1952-54	News-Publication Division, MSA FOA
1949-51	Information Specialist and Chief, News Branch ECA
1948-49	Assistant to Director of Public Relations, Federal Trade Commission
1947-48	Publicity Supervisor, National Association of Broadcasters
1946-47	Reports Analyst, National Housing Agency
1946	Information Specialist, Dept. of Agriculture
1936-40	Correspondent-reporter, newspaper

MILITARY DUTY

1942-46	U. S. Navy

EDUCATION

High School

PERSONAL DATA

[redacted], [redacted]

Married

October, 1968

NOV 5 1968

CONGRESSIONAL LIAISON STAFF

OFFICE OF ENGINEERING

KENNETH F. VERNON
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

1966---- Appointed Director, Office of Engineering, AID/W

OTHER EXPERIENCE

1964-66	Chief, Engineering Division, NESA/TECH
1962-64	AID/W, NESA/ENGR (rotation assignment); Special Asst. to Chief Engineer
1959-62	USOM/Pakistan; General Engineer
1954-59	USOM/Iraq; Irrigation and Drainage Engineer, Water Resources Advisor
1934-54	Bureau of Reclamation, Region 6; Junior Engr., Asst. Engr., Associate Engr., Programs Control Officer, Asst. Regional Director, Regional Director
1930-32	Division of Highways, California; Senior Engineering Field Aide

MILITARY DUTY

NONE

EDUCATION

1932-34	B.S. in C.E., University of California
1928-30	Sacramento Junior College, California

PERSONAL DATA

[redacted]
Married

~~XXXXXXXXXX~~ October 1968

NOV 15 1968

LUCIUS M. HALE
AD-16

Career GS-15
$25,879

PRESENT POSITION

1964-- Deputy Director, Office of Engineering

OTHER EXPERIENCE

1962-64	Assistant Deputy Director, Office of Engineering, A.I.D.
1958-62	Director, Office of Marine and Engineering Operations St. Lawrence Seaway, Development Corp.
1949-54	Civil Engineer, Atomic Energy Commission (Idaho)
1947-49	Design and Contract Superintendent, U.S. Naval Ammunition Depot, Hastings, Neb.
1944-47	Assistant Public Works Officer, U.S. Naval Ammunition Depot, Hastings, Neb.
1941-42	Associate Airways Engineer, Civil Aeronautics Authority Anchorage, Alaska
1939-41	Civil Engineer, U.S. Army Construction Quartermaster Corps.
1936-39	Civil Engineer, Department of Agriculture, Utah

MILITARY DUTY

1942-47 U.S. Navy, Lieutenant

EDUCATION

1937 B.S.E. Utah State

LANGUAGES

None

PERSONAL DATA

[redacted]

NOV 15 1968

October 1968

OFFICE OF PUBLIC SAFETY

F. BYRON ENGLE

GS-18

Career Civil Service
Reimbursable detail
from Dept. Defense
$28,000

PRESENT POSITION

December 1962 - Director, Office of Public Safety (detail from Department of Defense)

OTHER EXPERIENCE

1961 - 62	Department of the Army
1958 - 61	Consultant, Foreign Police Administration, U.S. Government
1956 - 57	Chief, Civil Police Administration Branch, ICA/W
1953 - 55	Chief Police Administrator, Far East Command, Tokyo
1951 - 52	Chief, Police Advisory Group, SCAP, Ankara
1946 - 50	Police Administrator, Tokyo
1940 - 46	Detective Lieutenant, Chief of Police and Director of Personnel and Training, Kansas City Police Department
1928 - 39	Advertising, Swift and Company, Kansas City

EDUCATION

1937 - 39	Indiana College
1943	FBI Academy

PERSONAL DATA

[redacted], [redacted], [redacted]
Single

March 1968

NOV 15 1968

JOHNSON F. MUNROE
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

Dec. 1964- Deputy Director, Office of Public Safety

OTHER EXPERIENCE

1963-64	Chief, Operations Division, OPS
1962-63	Regional Public Safety Advisor, AID/W
1961-62	Police Administrative Officer, ICA/W
1959-61	Chief Public Safety Advisor, USOM/Cambodia
1955-59	Deputy and Chief Police Advisor, USOM/Cambodia
1952-55	Record Clerk and Identification Officer Police Department
1947-51	FBI
1945-47	Record Clerk and Identification Officer Police Department
1943-45	FBI
1936-43	Record Clerk and Identification Officer Police Department
1929-39	Newspaper Reporter

EDUCATION

1928-29 Vanderbilt University

PERSONAL DATA

[redacted]
Married

NOV - 5 1968

XXXXXX October 1968

OFFICE OF LABOR AFFAIRS

GEORGE P. DELANEY
FSR-1 (State)

AGENCY AND GOVERNMENT POSITIONS

1964-	Appointed Director, Office of Labor Affairs
1963-64	Special Assistant to Secretary of State and Coordinator of International Labor Affairs
1959-60	Special Assistant to Secretary of Labor, Dept. of Labor
1948	Labor Advisor, ECA/W
1946-47	Labor Specialist, Civil Production Administration
1928-38	Molder, Department of Navy

OTHER EXPERIENCE

1958-59	Director, labor union
1947-58	International Representative, labor unions
1938-42	Organizer, labor unions

MILITARY DUTY

1942-45	U.S. Navy

EDUCATION

1930-31	Mt. St. Mary's
1945-46	Harvard College

PERSONAL DATA

[redacted]
Married

October 1968

KENNETH J. KELLEY AD-16
Deputy Director, Labor Service, O/LAB
(Office of Labor Affairs)

No status
$26.640

AGENCY POSITIONS

April 1963	Appointed Deputy Director of Labor Division
1962-63	Chief, Labor Division, ESD
1962	Director, Labor Service, HRSD
1962	Special Assistant for Labor Participation to Deputy Administrator for Operations

OTHER EXPERIENCE

1958-62	Secretary Treasurer, Massachusetts State Labor Council, AFL-CIO
1946-58	Secretary Treasurer, Legislative Agent, Mass. Federation of Labor
1943-46	Executive Secretary, Labor Members of the Regional War Labor Board, Boston
1938-43	Business Representative and National Organizer, Meat Cutters and Butcher Workers Union
1946-60	Director, New England Council for Economic Development
1958-62	Member, Federal Development Advisory Council, U.S. Dept. of Labor
1961	Member, OECD Trans-Atlantic Study Group, visited France, Netherlands, Sweden and England

MILITARY DUTY

None

EDUCATION

1933	A. B. Boston College
1937-38	Graduate Study, Bridgewater State Teachers College
1940	Graduate Study, Harvard Law School

LANGUAGES (self-appraisal)

French S-1, R-2
Greek S-0, R-1

PERSONAL DATA

[redacted]

NOV 15 1968

October 1968

~~August 1965~~

OFFICE OF INTERNATIONAL TRAINING

ROBERT E. MATTESON
ESR-1

NO STATUS
$28,000

PRESENT POSITION

September, 1968	Director, Office of International Training, A.I.D.

OTHER EXPERIENCE

1967-68	Director, Region II, Civil Operations and Revolutionary Development Support (CORDS), Vietnam
1962-67	Senior Member, Disarmament Advisory Staff, U.S. Arms Control and Disarmament Agency
1960-61	Director, Policy Staff, U.S. Disarmament Administration, Department of State
1959-62	Member, Board of National Estimates, Central Intelligency Agency
1955-58	Director, White House Disarmament Staff and Member, National Security Council Planning Board
1954-55	Director for Research, Statistics and Reports, Foreign Operations Administration
1953-54	Assistant Director for Research, Statistics and Reports, Mutual Security Agency
1948-52	Assistant to President, University of Pennsylvania
1946-48	Research Director, Harold E. Stassen candidate for Presidential nomination.
1943	Associate Divisional Assistant, Department of State
1942	Assistant Organization & Management Analyst, Department of Agriculture
1940-42	Instructor, Political Science, Carleton College

MILITARY DUTY

1943-46	U.S. Army Lieutenant, overseas

EDUCATION

1937	B.A. Carleton College
1940	M.A. Harvard University (Littauer School)

PERSONAL DATA

[redacted]
Married, four children

October, 1968.

NOV 15 1968

MARTIN MICHAEL McLAUGHLIN
AD-17

Statutory reinstatement to Dept. State
$28,000

PRESENT POSITION

Jan. 1966- Deputy Director, Office of International Training

OTHER EXPERIENCE

1963-65	Special Assistant for Youth Activities, Department of State, and Executive Secretary, Inter-Agency Youth Activities
1960-63	Foreign Affairs Officer, Department of State
1957-60	Political Officer, USRO, Paris
1953-57	Foreign Affairs Officer, Department of Defense
1952-53	Public Affairs Officer, HICOG, Bonn
1951-52	Executive Officer, Dept. of Defense
1948-51	Assistant Professor of Political Science, DePaul University
1946-48	Secretary, University of Notre Dame

MILITARY DUTY

1942-46 U.S. Army, Captain, Overseas

EDUCATION

1938	A.B.	Univerity of Portland
1942	M.A.	Notre Dame
1948	Ph.D.	Notre Dame (Political Science)

LANGUAGES

French Working Knowledge

PERSONAL DATA

[redacted]

NOV 15 1968

May 1967

BUREAU FOR AFRICA

R. PETER STRAUS

Presidential Commission — No status
$28,5000

PRESENT POSITION

June 1967	Appointed Assistant Administrator for Africa

OTHER EXPERIENCE

1959-67	President, Straus Broadcasting Group, New York, N.Y.
1958-59	Executive Vice President, WMCA, Inc., New York
1958	Program Director, WMCA
1955-58	Director, International Labor Office, Washington, D.C.
1954-55	Chief, External Relations & Fellowship Unit, ILO, Geneva, Switzerland
1951-54	Executive Assistant to the Director General, ILO, Geneva
1950-51	Member, Director-General's Office, ILO, Geneva
1948-50	Director of Special Features, WMCA
1947-48	Public Relations, Edward L. Bernays, New York
1946=47	Chief Secretary, Manpower Division, Military Government in Germany (OMGUS), Berlin
1945-46	Copy Boy, New York Daily Mirror

MILITARY DUTY

1943-45	U.S. Army Air Corps, 1st Lieutenant, overseas

EDUCATION

1943	B.A. Yale University (Political Science)

LANGUAGES (Self-appraisal)

French and Spanish -excellent speaking
Russian - excellent understanding
German & Portuguese -fair speaking

PERSONAL DATA

[redacted]

May 1968

NOV 15 1968

ROBERT S. SMITH
AD-18

Career GS-15
$28,000

PRESENT POSITION

March 1967-	Appointed Deputy Assistant Administrator for Africa

OTHER EXPERIENCE

1966-67	Special Assistant to the Administrator, AID, and detailed to Asst. Sec. State for Africa
1964-66	Associate Assistant Administrator for Program, AID/W
1963-64	Director, Office of Development Planning, AA/FE, AID/W
1961-63	Chief, Planning Division, Office of Development Planning, AA/FE, AID/W
1961	Expert, Far East Study Group and Director, UN. Hospitality Survey
1956-61	Deputy Secretary-General and Acting Secretary-General, World Federation of United Nations Associations Geneva
1956	Assistant Representative, N.Y. Office, Asia Foundation
1955-56	Chairman, Voluntary International Assistance Committee, U.S. National Commission for UNESCO
1951-53	Deputy Permanent U.S Representative to UNESCO, Paris
1950-51	Associate Secretary World University Service, Geneva
1947-49	Member, U.S National Commission for UNESCO
1947-48	Vice President for International Affairs, U.S National Student Association

MILITARY DUTY

1943-46	U.S. Navy

EDUCATION

1947	A.B. Yale College
1949	M.A. Harvard University
1956	PhD Harvard University

LANGUAGE

French	S-4, R-5 (self-appraisal)

PERSONAL DATA

[redacted]

NOV 15 1968

~~August 1967~~ October 1968

DONALD S. BROWN
FSR-1

Career FSR-2
$28,000

EOT July 1969

PRESENT POSITION

January 1969	Director, USAID/Congo

OTHER EXPERIENCE

1967 - 69	Deputy Director, USAID/Congo
1966 - 67	AID Affairs Officer, Algeria
1965 - 66	Executive Secretary, AID/W
1963 - 65	Deputy Executive Secretary, AID/W
1963	Tunisia Desk Officer, AFE/NA
1961 - 63	Program Officer, USAID/Sudan
1958 - 61	Program Officer, USOM/Somali
1956 - 58	Assistant Program Officer, USOM/Libya
1954 - 56	Special Assistant to Director, and Assistant Program Officer, USOM/Iran
1952 - 54	Assistant Ethiopia and Iran Desk Officer

MILITARY DUTY

1946 - 48	U.S. Army Second Lieutenant.

EDUCATION

1952	B.A. Antioch College

LANGUAGE

French	S-3, R-3 (Tested)

PERSONAL DATA

[redacted], [redacted] [redacted], [redacted].
Married, three sons (13, 10, 8)

January 1969

ROGER ERNST
R-1

Career FSR-1
$28,000
EOT April 1970

PRESENT POSITION

April 1968	Director, USAID/Ethiopia

OTHER EXPERIENCE

1964-68	Deputy Director, USAID/Korea
1962-64	Deputy Director, USAID/China
1959-62	Liaison Officer, ICA/TCM/India (Part of this time on detail to Peace Corps in India)
1950-59	Department of Defense
1958-59	Assistant to Study Coordinators, President's Special Committee on MAP, Washington, D. C.
1950-55	Assistant Director, Office of NATO Affairs, European Division, Washington, D.C.

MILITARY DUTY

1943-47	U.S. Army Lieutenant, overseas

EDUCATION

1948	B.A. Williams College (Economics-Politics and Diplomatic History)
1955-56	National War College

LANGUAGES

French	S-1+, R-2 (Tested)
German	S-1+, R-1 (Self-evaluation)

PERSONAL DATA

[redacted], [redacted]
Married, 2 children

October 1968

NOV 15 1968

WILLIAM E. REED
FSR-1

No Status
$28,000
EOT August 1970

PRESENT POSITION

September 1968 Deputy Director, USAID/Ethiopia

OTHER EXPERIENCE

1962-68	Assistant Director-Area, USAID/Nigeria (Western Region)
1961-62	Operations Officer-Area, USAID/Nigeria (Western Region)
1961	ICA Representative, USOM/Togo
1959-61 1949-57	Dean School of Agriculture, Agricultural & Technical College of North Carolina
1957-59	Senior Soil Conservationist & Chief of Party, International Development Services, Tamale, Ghana
1947-49	Agricultural Production and Research Specialist, Monrovia (Department of State)
1942-47	Chairman, Department of Soils and Plant Sciences, Southern University, Baton Rouge, La.
1937-41	County Agricultural Agent, Louisiana State University
1936-37	Technical Assistant, Soil Conservation Service, Louisiana

EDUCATION

1937	B.S. Southern University (Agriculture)
1941	M.S. Iowa State College (Soils)
1946	Ph.D. Cornell University (Soils)

LANGUAGE

French	S-1+, R-1+ (Tested)

PERSONAL DATA

[redacted]

October 1968

NOV 15 1968

RICHARD M. CASHIN
FSR-1

Career FSR-1
$28,000
EOT September 1969

PRESENT POSITION

December 1967 Director, USAID/Ghana

OTHER EXPERIENCE

1967	Deputy Director, USAID/Ghana
1962-66	Director, Central African Affairs, AID/W
1961-62	Acting Deputy Director, USOM/Ethiopia
1959-61	Program Officer, USOM/Ethiopia
1956-59	Program Officer, USOM/Libya and Provincial Director, Cyrenaica
1953-56	Refugee Advisor, Bureau of United Nations Affairs
1950-52	Organization and Management Examiner, Department of State
1949-50	Intern, Department of State

MILITARY DUTY

1943-46 U.S. Army Sergeant, overseas

EDUCATION

1948	A.B. Harvard College
1949	M.A. Boston University
1959	SAID, Johns Hopkins University
1966-67	Senior Seminar, Foreign Service Institute

LANGUAGES (Self-appraisal)

French	S-1, R-1
Italian	S-1, R-1
German	S-1, R-2

PERSONAL DATA

[redacted]

Married, four children

October 1968

NOV 5 1968

HAROLD D. SNELL
FSR-1

Career Civil Service
GS-15 Reemployment
$28,000
EOT October 1970

PRESENT POSITION

September 1968 Director, USAID/Kenya

OTHER EXPERIENCE

1967-68	Detailed to Department of Labor
1958-67	Labor Attache, Beirut
1956-58	Area Labor Advisor, ICA/W
1955-56	Assistant Area Labor Advisor, FOA and ICA/W
1952-55	International Vice President, trade union
1947-52	Assistant to President, trade union
1946-47	Executive Secretary, national association
1927-43	Private experience

MILITARY DUTY

1943-45 U.S. Army, overseas

PERSONAL DATA

[redacted], [redacted]
Married

October 1968

NOV 25 1968

JOHN A. ULINSKI, JR.
FSR-1

Career FSR-1
$28,000
EOT Sept. 1969

PRESENT POSITION

September 1967 Director, USAID/Liberia

OTHER EXPERIENCE

1966-67	Asst. Director, Commerce, Industry & Trade, USAID/Vietnam
1963-65	Assistant Director for Program and Finance, USAID/India
1962-63	Director, Office of India, Ceylon and Nepal Affairs, NESA
1962	Deputy Director, South Asian Affairs, NESA
1958-61	Fiscal Economist, Development Loan Fund
1957-58	International Relations Officer, ICA/W (Indonesia Desk, Economics)
1955-57	Program Operations Officer, USOM/Indonesia
1954-55	Industry Advisor and Deputy Industry Officer, USOM/Indonesia
1953-54	Program Officer, FOA/W
1951-53	Administrative Program Officer, TCA/W
1948-51	Management and Budget Analyst, Bureau of the Budget
1947-48	Quality Control Analyst, Allen Wales Adding Maching Co., Ithaca, N.Y.

MILITARY DUTY

1942-45 U.S. Army, overseas (cryptographer)

EDUCATION

1948	A.B. Cornell (Government)
1948-50	Georgetown University Law School
1965-66	Woodrow Wilson School Int'l Affairs, Princeton University

LANGUAGES

None

PERSONAL DATA

[redacted], [redacted]

Married, five children

October 1968

NOV - 5 1968

PHILIP BIRNBAUM
FSR-1

Career FSR-2
$28,000
EOT September 1970

PRESENT POSITION

September 1968 Director, USAID/Morocco

OTHER EXPERIENCE

1967-68	Assistant Director, USAID/Morocco
1965-67	Tunisia Desk Officer, AFR/NA
1964-65	International Cooperation Officer, AFR/MA
1963-64	Assistant Program Economist and Attache, Algiers
1960-63	Assistant Program Economist, USAID/Tunisia
1959-60	Program Intern, ICA/W

MILITARY DUTY

1955-57	U.S. Army

EDUCATION

1950	B.B.S. Rutgers University (Business Administration)
1951	M.A. Columbia University (Economics)
1953	B.A. Cambridge University (England)
1958	M.A. Cambridge University (England)
1960	Ph.D. Harvard University

LANGUAGE

French	S-2+, R-3 (Tested)

PERSONAL DATA

[redacted], [redacted]
Married, two sons (5, 3)

October 1968

NOV - 5 1968

ULLMONT L. JAMES
FSR-2

PRESENT POSITION

February 1969	Deputy Director, USAID/Morocco.

OTHER EXPERIENCE

1967 - 69	Assistant Director for Program (Attache), USAID/Somali Republic.
1964 - 67	AID Affairs Officer, Malagasy
1961 - 64	Public Administration Advisor, USAID/Guinea
1958 - 61	Assistant Government Secretary, Virgin Islands Corp.
1947 - 58	Director of Personnel, Virgin Islands Corp.
1944 - 47	Assistant Superintendent of Education, Municipal Government.
1942 - 44	Instructor, University
1936 - 37	Elementary teacher, Public School.
1930 - 31	Elementary teacher, Public School.

EDUCATION

1941	B.S. Howard University
1943	M.S. Howard University

LANGUAGES

French	S-2 +, R-3 (FSI)

PERSONAL DATA

[redacted]

January 1969

MICHAEL H. B. ADLER
Lv-III

Career FSR-1
$28,750
EOT November 1970

PRESENT POSITION

December 1967 Director, USAID/Nigeria

OTHER EXPERIENCE

1966-67	Deputy Director, USAID/Nigeria
1965-66	Student, Harvard School of Public Administration
1963-65	Deputy Director, USAID/Iran
1960-63	Deputy Director, USAID/Liberia
1958-60	Regional Executive Officer, Office of Far East Operations, Washington
1955-58	Chief, Field Service Division, USOM/Vietnam
1954-55	Special Assistant to Chief, USOM/Indochina
1954	Field Advisor, ECA/Greece
1948-54	Assistant Economic Commissioner, ECA/Greece
1947	Trade Specialist, ECA/Greece
1944-47	UNRA, District Observer
1943-44	Office of Price Administration, Business Analyst
1939-43	Interstate Commerce Commission, Bureau of Violation
1939	Library Assistant
1936-39	Export-Import Assistant

EDUCATION

1941-44	George Washington University
1936-38	Brooklyn College
1966	M.A. Harvard University (Public Administration)

LANGUAGES (Tested)

French	S-2+, R-2
Greek	S-2, R-0+

PERSONAL DATA

[redacted]

Married, two children (5), (3)

October 1968

NOV 15 1968

VERNON C. JOHNSON
FSR-1

Career FSR-2
$28,000
EOT August 1970

PRESENT POSITION

July 1968	Deputy Director, USAID/Nigeria

OTHER EXPERIENCE

1967-68	Chief, Agriculture Division, Bureau for Vietnam
1964-66	Supervisory Agricultural Officer, Bureau for Africa
1963-64	Agricultural Advisor, USAID/Nigeria (Ibadan)
1960-63	Agricultural Economics Advisor, USAID/Nigeria
1957-60	Agricultural Program Assistant, TCM/India
1954-57	Professor of Agricultural Economics, Agricultural and Technical College of North Carolina
1949-54	Research Assistant, University of Wisconsin

MILITARY DUTY

1942-46	U.S. Army, overseas

EDUCATION

1949	B.S. Southern University and A & M College
1954	M.S. University of Wisconsin
1954	Ph.D. University of Wisconsin
1966-67	National War College

PERSONAL DATA

[redacted]

Married

October 1968

NOV - 5 1969

DALY C. LAVERGNE
FSR-1

Career FSR-1
$28,000
EOT November 1970

PRESENT POSITION

September 1968 Director, USAID/Somali Republic

OTHER EXPERIENCE

1965-68	Director, Office of International Training
1960-65	Director, USAID/Tunisia
1959-60	Deputy Regional Director, Near East and South Asia, ICA/W
1958-59	Director, USOM/Laos
1957-58	Deputy Director, USOM/Philippines
1955-57	Assistant Director for Resettlement and Rehabilitation, USOM/Vietnam
1953-55	Education Officer, USOM/Indo-China and Vietnam
1950-53	Mayor of Sunset, Louisiana, and Principal, Sunset High School
1948-50	Deputy Director, Savings Bond Division, Dept. of Treasury, New Orleans
1948	Executive Director, Louisiana Sweet Potato Advisory and Development Commission, Baton Rouge
1941-48	Assistant Supervisor and Supervisor of Vocational Agriculture, State of Louisiana
1937-41	Teacher, Bogalusa, Louisiana

EDUCATION

1937	B.S. Louisiana State University
1941	M.S. Louisiana State University
1940	Colorado State College

LANGUAGE

French S-4, R-3 (Tested)

PERSONAL DATA

[redacted], [redacted]

Married, four children

October 1968

NOV - 5 1968

C HARLES J. NELSON
FSR-1

Career FSR-2
$28,000
EOT October 1970

PRESENT POSITION

October 1968 Director, USAID/Tanzania

OTHER EXPERIENCE

1966-68	Deputy Director, USAID/Ethiopia
1964-66	Director, Office of Mediterranean Affairs, AFR
1963	Director, Office of Development Resources, AFR
1960-61	Chief, Africa and Latin America Branches, Community Development Division, ICA/W
1958-60	Chief, Community Development, USOM/Iran
1952-58	Program Analyst, Public Administration Specialist, Deputy Special Assistant for Rural Development and Deputy Chief of Rural Development (Successively, USOM/Philippines.
1961-63	Director of Program Development and Coordination, Peace Corps
1949-52	Research Associate, N.Y. State Commission on Coordination of State Activities

MILITARY DUTY

1942-47	U.S. Army, Captain, overseas

EDUCATI ON

1942	A.B. Lincoln University
1949	M.P.A. New York University

LANGUAGES (Self-evaluation)

Spanish	S-1, R-1
French	S-2+, R-0+
German	S-0+, R-0+

PERSONAL DATA

[redacted]

Married

October 1968

NOV 15 1968

STUART T. BARON, ~~FSR-XX~~
Director, USAID/Tunisia
Lv-IV

Career FSR-1
$28,000
EOT August 1969

AGENCY POSITIONS

Aug. 1965	Appointed Director, USAID/Tunisia
1963-65	Director, USAID/Congo (Leopoldville)
1962-63	Director, USAID/Ivory Coast
1959-62	Deputy Director, USOM/Cambodia
1962	Acting Representative for AID to Burma
1957-59	Program Officer, Mission to the Philippines

OTHER EXPERIENCE

1951-57	Fiscal & Financial Economist, USCAR, Naha, Okinawa
1950-51	Financial Coordinator for Trade, ESS/CON, CHG, SCAP, Tokyo, Japan
1937-42	Practiced Corporation and Taxation Law, Los Angeles, Calif.

MILITARY DUTY

1942-46	U. S. Army Air Force

EDUCATION

1944-45	University of Chicago, Illinois
1934-37	LL.B. U. of Southern California, Los Angeles
1931-33	A.B. U. of California, Los Angeles

LANGUAGES

French	S-3, R-0 (FSI)
Japanese	S-1, R-0 Self-evaluation

PERSONAL DATA

[redacted]

~~August 1968~~
October 1968

NOV 15 1968

HERMON S. DAVIS, JR
FSR-2

Career FSR-2
$23,868
EOT February 1970

PRESENT POSITION

February 1968 Deputy Director, USAID/Tunisia

OTHER EXPERIENCE

1965-67	Assistant Director for Operations, USAID/Costa Rica
1962-64	Housing Advisor, USAID/Northern Rhodesia & Nyasaland
1960-62	Deputy Engineer, Dept. of Army
1957-60	Deputy Chief Design Operations, Dept. of Army
1954-57	Project Engineer, Dept. of Army
1952-54	Chief, Master Planning and Design, Dept. of Army

EDUCATION

1947	B.S. Hampton Institute
1951	M.S. University of Illinois
1951-52	University of Paris
1967	Foreign Service Institute (Economics)

LANGUAGES (Tested)

French	S-4, R-3
Spanish	S-2, R-2

PERSONAL DATA

[redacted]
Married

October 1968

NOV 15 1968

WILLARD C. MULLER
FSR-1

Career FSR-1
$28,000
EOD September 1970

PRESENT POSITION

August 1965 --	Appointed Director, USAID/Uganda

OTHER EXPERIENCE

1962-65	Director, Office of Eastern & Southern African Affairs, AID/W
1960-61	Director, USOM/Somali Republic
1958-60	ICA Representative, Mogadiscio
1956-58	Deputy Director, USOM/Nepal
1951-55	District Administrator (Central Carolines), Trust Territory of Pacific Islands
1949-51	Program Analyst, HICOG, Frankfurt
1948-49	Branch Chief, Food, Agriculture & Forestry Division, USMG, Munich
1946-48 / 1942-43	Budget Analyst, Department of Agriculture

MILITARY DUTY

1943-46	U.S. Navy Lt. Commander

EDUCATION

1941	B.A. Stanford University (Govt.&Economics)
1942	M.S.P.A. Syracuse University (Maxwell School)

LANGUAGES (Self-evaluation)

Spanish	S-1, R-2
Italian	S-1, R-1
German	S-2, R-1
Trukese	S-2, R-2 (Central Pacific Islands)

PERSONAL DATA

[redacted], [redacted], [redacted].
Married, three children (20, 18, 17)

July 1968

NOV 15 1968

CARROLL S. HINMAN
FSR-1

Career FSR-1
$28,000
EOT October 1970

PRESENT POSITION

October 1968	Director, East Africa Regional Activities

OTHER EXPERIENCE

1967-68	Director, USAID/Kenya
1964-67	Director, Office of Development Planning, AFR, AID/W
1962-64	Director, Office of Mediterranean Affairs, AFR, AID/W
1957-62	Program Officer, USAID/Spain
1955-57	Special Assistant to Deputy Director for Management, ICA/W
1953-55	Chief, Evaluation Branch, FOA/W
1951-53	Organization & Methods Examiner, Dept. of State
1949-51	Foreign Economist, National Security Resources Board
1946-49	Budget Examiner, Bureau of the Budget
1938-41	Budget Examiner, New York State

MILITARY DUTY

1941-46	U.S. Army Captain, overseas

EDUCATION

1936	A.B. Syracuse University (Political Science)
1938	M.S. Syracuse University (Public Administration)

LANGUAGES

Spanish	S-2, R-3 (Tested)
French	F-1, R-2 (Self-appraisal)

PERSONAL DATA

[redacted], [redacted]
Married, two children

October 1968

NOV - 5 1968

ALFRED M. HURT
FSR-1

Career FSR-1
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Director, Central and West Africa Office of Regional Activities, Dakar

OTHER EXPERIENCE

1965-68	Director and Deputy Director, Regional USAID for Africa, AID/W
1964-65	Deputy Director, USAID/Vietnam
1961-64	Director, USAID/Somalia
1959-61	Deputy Director, USOM/Sudan
1956-59	Provincial Director (Lahore), USOM/Pakistan
1951-56	Administrative Officer, Trust Territory of the Pacific Islands, Department of Interior
1949-51	Special Assistant to the Director, Technical Assistance, ECA/W
1948-49	Chief, Food Division, ECA/China, and Deputy Director, Food Supply, China Relief Mission, Dept. of State, Shanghai
1946-47	Assistant Director, Field Operations, UNRRA, Shanghai
1942	Principal Intelligence Officer, Board of Economic Warfare, Washington
1935-42	Placement Officer, Department of Agriculture
1933-35	Sales and Department Manager, R.H. Macy, Best, Lord and Taylor, New York

MILITARY DUTY

1943-46	U. S. Coast Guard

EDUCATION

1933	A.B. Centre College
1934	M.A. Columbia University

PERSONAL DATA

[redacted]
Married, two sons

December 1968

DFC

BUREAU FOR EAST ASIA

JOHN C. BULLITT
Presidential Appointment
Lv-IV

No status
$28,750

PRESENT POSITION

May 21, 1967 Assistant Administrator, Bureau for East Asia

OTHER EXPERIENCE

1964	Director, New Jersey Office of Economic Opportunity
1962-64	Assistant Secretary International Affairs, U.S. Treasury and U.S. Executive Director, IBRD
1961-62	Deputy Assistant Secretary, International Affairs, U.S. Treasury
1953-60	Associate, Sherman & Sterling, New York

ASSOCIATED ACTIVITIES

1963	Alternate Head U.S. Delegation, IBRD Annual Meeting, Caracas
1959	Organized book air lift to Moscow, American National Exhibition

MILITARY DUTY

1943-46	U.S. Army

EDUCATION

1950	B.A. Harvard College
1953	LL.B. University of Pennsylvania

PERSONAL DATA

[redacted]

Source: Who's Who in America, Vol. 34 February 1968

NOV - 5 1968

ROBERT H. NOOTER
FSR-1

CAREER FSR-1
$28,000.

PRESENT POSITION

May, 1968 -	Deputy Assistant Administrator Bureau for East Asia

OTHER EXPERIENCE

1965-67	Director, USAID/Liberia
1962-65	Director, USAID/Uruguay
1959-62	Vice-President, Operations, Nooter Corporation, St. Louis
1956-59	General Manager, Boiler Division, Nooter Corporation, St. Louis
1952-56	Assistant to President, Nooter Corporation, St. Louis
1949-51	Assistant to Plant Superintendent, Nooter Corporation, St. Louis
1947-49	Sales Engineer, Nooter Corporation, St. Louis

MILITARY DUTY

1944-46	Marine Pvt. in Basic Training and V-12 in North Carolina and University of California
1951-52	Marines - 1st Lieutenant, Battalion Adjutant, Korea

EDUCATION

1944	Purdue University
1947	B.S. University of California (Industrial Engineering)
1948-54	Washington University, St. Louis, Night school in Management
1961	Harvard University, Advanced Management Program
1967-68	Senior Seminar, Foreign Service Institute

LANGUAGES

Spanish	S-3, R-3 (tested)

PERSONAL DATA

[redacted]

October, 1968

NOV 15 1968

STOKES M. TOLBERT
FSR-1

No Status
$28,000
EOT March 1969

PRESENT POSITION

November 1967 Director, USAID/Indonesia

OTHER EXPERIENCE

1967	A.I.D. Representative, Indonesia
1962-66	Chief, Iran, Afghanistan and Nepal Division, International Bank for Reconstruction and Development
1959-62	Economist, IBRD, India
1957-59	Senior Financial Analyst, Standard Oil Company of New Jersey
1956-57	Economic Analyst, USOM/Thailand
1952-55	Assistant Program Officer, TCA/India
1950-51	Economist, Federal Reserve Bank New York (SE Asia countries)
1949-52	Teaching Fellow, Harvard University

MILITARY DUTY

1943-46	U.S. Navy

EDUCATION

1948	B.A. Yale College (Economics)
1949	M.A. Harvard University (Economics)
1952	Ph.D. Harvard University (Economics)

LANGUAGES (Self-evaluation)

French and Spanish Fair

PERSONAL DATA

[redacted], [redacted], [redacted], [redacted]

Married, four children

October 1968

NOV - 5 1968

P. VICTOR MORGAN, JR.
FSR-1

Career FSR-2
$28,000
EOT December 1969

PRESENT POSITION

April 1968	Deputy Director, USAID/Indonesia

OTHER EXPERIENCE

1967-68	Program Officer, USAID/Indonesia
1966-67	Assistant Director for Program, USAID/United Arab Republic
1960-65	Program Officer, USAID/Nepal
1959-60	Internatioanl Cooperation Officer (Politico-Economic) O/FE, ICA/W
1956-58	Program Operations Officer, USOM/Laos
1952-56	Productivity and Technical Assistance Officer, USOM/Yugoslavia
1951-52	Technical Assistance Analyst, USOM/Italy
1950-51	Clerk and Personnel Assistant, ECA/Paris
1947-48	Secondary Level Teacher, San Diego

MILITARY DUTY

1943-46	U.S. Navy Lt. (j.g.)

EDUCATION

1943	B.A. Dartmouth College
1947	M.A. University of Chicago
1950	Ph.D. University of Paris

LANGUAGES

French	S-4, R-4 (Tested)
Italian	S-2, R-2 (Tested)
Arabic	S-1, R-0 (Self-evaluation)

PERSONAL DATA

[redacted], [redacted], [redacted]
Married

October 1968

NOV - 5 1968

HENRY J. COSTANZO
FSR-1

Career Civil Service
$28,000
EOT September 1969

PRESENT POSITION

August 1967	Appointed Director, USAID/Korea

OTHER EXPERIENCE

1961-67	Director, Office of Latin America, Office of Assistant Secretary of Treasury for International Affairs
1957-61	Economic Advisor, Middle Eastern Department, International Monetary Fund
1955-57	Chief, Program Planning Division, USOM/Korea
1954-55	Treasury Representative, Seoul
1952-53	Assistant Treasury Representative, Rome
1949-52	Economist, Program Review Division, ECA/Italy

MILITARY DUTY

1943-45	U.S. Army

EDUCATION

1941-42	Birmingham Southern College (Economics)
1946-47	George Washington University (Economics)
1949	M.A. Columbia University (Int'l Finance)

LANGUAGES

French and Italian

PERSONAL DATA

[redacted]

July 1968

NOV 15 1968

MILES G. WEDEMAN
FSR-1

No Status
$28,000
EOT May 1970

PRESENT POSITION

May 1968	Deputy Director, USAID/Korea

OTHER EXPERIENCE

1962-68	Director, Office of Capital Development and Finance Bureau for Africa
1959-62	Assistant Manager, Washington Office, Aeronautronic Division, Ford Motor Company
1957-59	Executive Assistant (Facilities) to the Assistant Secretary of the Navy (Material)
1954-57	Deputy Director, Facilities Division, Office of the Assistant Secretary of the Navy (Material)
1949-54	Assistant Counsel, Office of Counsel, Bureau of Aeronautics, Navy Department

MILITARY DUTY

1943-46	U.S. Navy, Lieutenant, overseas

EDUCATION

1943	A.B. Swarthmore College
1949	LL.B. Harvard University

LANGUAGES

French	S-3, R-3 (Tested)

PERSONAL DATA

[redacted]

October 1968

NOV - 5 1968

CHARLES A. MANN
LV-III

Career FSR-1
$28,000
EOT January 1971

PRESENT POSITION

December 1968	Director, USAID/Laos

OTHER EXPERIENCE

1967-68	Director, USAID/Congo (Kinshasha)
1965-66	Director, USAID/Vietnam
1962-65	Director, USAID/Laos
1960	Director, USOM/Cambodia
1958-60	Deputy Director, USOM/Cambodia
1957-58	Assistant Director for Program Planning Operations, USOM/Cambodia
1954-57	Chief, Program and Requirements Division, USOM/Vietnam
1952-57	Requirements Specialist, USOM/Vietnam
1951-52	Assistant Supply Advisor, USOM/Vietnam
1949-51	Port Operations Consultant and Liaison Officer, USOM/Korea
1947-49	Pier Superintendent in Korea - Department of the Army
1945-47	Post Traffic Officer - UN Relief and Rehabilitation Administration

MILITARY DUTY

1942-45	U. S. Army

EDUCATION

One year at the University of New Mexico
1966-67 Senior Seminar, Foreign Service Institute

LANGUAGES

French	S-2+, R-3 (Tested)
German	S-4, R-5 (Self-evaluation)
Italian	S-1, R-1+ (Tested)

PERSONAL DATA

[redacted]
Married, one child

December 1968

DEC 2 [illegible] 1968

JAMES B. CHANDLER
FSR-1

Career FSR-2
$28,000
EOT January 1971

PRESENT POSITION

December 1968	Deputy Director, USAID/Laos

OTHER EXPERIENCE

1965-68	Assistant Director for Manpower, USAID/Laos
1963-65	Higher Education Advisor, USAID/Tunisia
1962-63	Chief Education Advisor, USAID/Laos
1960-62	Education Materials Advisor, USAID/Laos
1958-60	Language Education Advisor, University of Michigan, USOM/Laos
1957-58	Assistant Professor, East Michigan University
1955-57	Language Education Advisor, Oklahoma State University, USOM/Ethiopia
1952-55	English Professor, Michigan State Normal
1950-52	Teaching Fellow, University of Michigan

MILITARY DUTY

1943-47	U. S. Army Captain, overseas

EDUCATION

1949	A.B. University of Kansas
1949	M.A. University of Kansas
1949-52	University of Michigan

LANGUAGES

French	S-4,R-4+ (Tested)
Italian	S-1,R-1+ (Self-Evaluation)
Bwondo	S-0+, R-1 (Self-Evaluation)

PERSONAL DATA

[redacted], [redacted], [redacted]
Married

November 1968 DEC 2 [illegible]

WESLEY C. HARALDSON - FSO-1
Director, USAID/Philippines

Career FSO-1
$28,000

EOT September 197

AGENCY POSITIONS

May 1965 --	Appointed Director, USAID/Philippines
1958-62	Director, USAID/China
1956-58	Deputy Director, USOM/Vietnam

OTHER EXPERIENCE

1963-65	Special Assistant to the Deputy Assistant Secretary for Economic Affairs, Department of State
1956-58	Counselor for Economic Affairs, Saigon
1952-54	Economic Officer (First Secretary - Consul), Tokyo
1949-52	Economic Officer, Trieste
1945-48	Economic Officer, USPOLAD, Berlin
1945	Economist, War Department
1944-45	Economist, Federal Reserve Board
1943-44	Economist, Federal Reserve Bank
1940-43	Instructor, University of Minnesota

MILITARY DUTY

None

EDUCATION

1935	B.A. Jamestown College, North Dakota
1940	M.A. University of Iowa
1954-55	National War College

LANGUAGES

Limited French and German

PERSONAL DATA

[redacted]

~~August 1968~~
October 1968

NOV - 5 1968

HOWARD L. PARSONS
FSO-1

Career FSO-1
$28,000
EOT December 1968

PRESENT POSITION

November 1966 Director, USAID/Thailand

OTHER EXPERIENCE

1966	Country Director, Thailand, Dept. of State
1965-66	Director, USAID/Iran
1962-65	Director, USAID/China
1960-62	Counselor of Embassy for Economic Affairs, Manila
1959-60	Operations Officer, IBRD (World Bank)
1956-59	Director, Office of Northeast Asia Affairs, Dept. of State
1955-56	In charge economic affairs, Office of Northeast Asia Affairs
1953-54	Deputy Chief of Mission, Bangkok
1952-53	Counselor of Embassy for Economic Affairs, Dept. of State
1950-52	International Economist, Dept. of State
1948-50	Agricultural Economist, Dept. of Agriculture
1946-48	Research Associate, Harvard University
1942-46	Agricultural Economist and Social Science Analyst, Dept. of Agriculture
1940-42	Research Associate, Iowa State College

EDUCATION

1940	B.A. and M.A. University of Wisconsin (Economics)
1948	M.A. Harvard University (Economics)
1949	Ph.D. Harvard University (Economics)

LANGUAGE

German S-1, R-1 (Self-evaluation)

PERSONAL DATA

[redacted], [redacted]

Married, two children

October 1968

NOV 15 1968

REY M. HILL
FSR-1

Career Civil Service
$28,000
EOT March 1970

PRESENT POSITION

February 1968 Deputy Director, USAID/Thailand

OTHER EXPERIENCE

1964-68	Deputy Representative, India and Nepal, Ford Foundation
1961-63	Representative in Iran, Ford Foundation
1958-61	Director, USOM/Bolivia
1954-58	Assistant Middle East Representative, Ford Foundation, Beirut
1951-54	Associate Director and Director, Division of Agriculture and National Resources, IIAA, Department of State
1946-51	Assistant Director, Food Supply Division, IIAA, Department of State
1944-46	Agriculture Program Officer, IIAA
1942-44	Agriculture Program Officer, IIAA, Costa Rica
1942	Associate Employment Investigator, War Relocation Authority, Salt Lake City
1939-42	Associate Soil Conservationist, Department of Agriculture, New Mexico

EDUCATION

1935 B.S. University of Utah (Economics and Business Administration)

LANGUAGE

Spanish Useful

PERSONAL DATA

[redacted], [redacted]
Married, one child

October 1968

NOV 15 1968

BUREAU FOR LATIN AMERICA

JAMES R. FOWLER
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

August, 1967	Deputy U. S. Coordinator, Alliance for Progress

OTHER EXPERIENCE

1964-67	Director, USAID/Colombia
1961-64	Deputy Assistant Administrator, Bureau for Far East
1960-61	International Economist, O/FE, ICA/W
1958-60	Program Officer and FE Regional Coordinator, Office of Deputy Coordinator for Mutual Security, Dept. of State
1956-58	Assistant Program Officer, DD/P, ICA/W
1953-56	Budget Examiner, International Division, Bureau of the Budget
1950-53	Foreign Affairs Officer, Office of Dependent Area Affairs, Bureau for United Nations Affairs, Department of State
1946-47	Instructor in English, University of Colorado

MILITARY DUTY

1943-46	U. S. Army, 1st Lieutenant, overseas

EDUCATION

1943	B. A. University of Colorado (Magna Cum Laude)
1947	B. A. St. John's College, Oxford
1949	M. A. Oxford University

LANGUAGE

Spanish	S-2+, R-3 (Tested)

PERSONAL DATA

[redacted]

December 1968

PHILIP J. GLAESSNER
AD-17

NO STATUS
$28,000

PRESENT POSITION

May, 1963	Deputy Assistant Administrator for Capital Development, Bureau for Latin America

OTHER EXPERIENCE

1962	Deputy Director, Finance Division, LADB, Washington
1960-62	Chief Loan Officer, LADB, Washington
1959-60	Deputy Director, Department of Economic and Social Affairs, Pan American Union, Washington
1958-59	Economic and Financial Advisor, Compania Chilena de Electricidad, Santiago, Chile
1955-58	Chief Economist of Economic and Financial Mission, Klein & Saks, Santiago, Chile
1946-57	Economist, Federal Reserve Bank, New York, N.Y.
	The following employment is concurrent with the above:
1951-53	Chief Economist, U.S. Section Joint Brazil - U.S. Economic Development Commission, Dept of State Rio de Janeiro
1950-51	Economist, International Bank for Reconstruction and Development, Havana and Washington
1948-49	Economist, U.S. Section Joint Brazil - U.S. Economic Development Commission, Dept of State, Rio de Janeiro

MILITARY DUTY

1943-45	U. S. Army, P-5, Military Intelligence

EDUCATION

1940	B.A. Pembroke College, Cambridge University, England
1946	M.A. Columbia University
1947-50	Columbia University (all requirements for Ph.D. except thesis)

LANGUAGES

Fluent French, German, Spanish, and Portuguese

PERSONAL DATA

[redacted]

October, 1968

NOV 15 1968

EDWARD W. COY
Lv-IV

Career FSR-2
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Director, USAID/Bolivia

OTHER POSITIONS

1968	Director, USAID/Nicaragua
1965-68	Assistant Director, USAID/Nicaragua
1965	Assistant Director, Ecuador/Peru Affairs and Bolivia/Chile Affairs
1962-64	International Cooperation Officer, Bureau for Latin America
1959-62	Assistant Program Officer, USAID/Peru
1958-59	Program Analyst, USOM/Peru
1956-58	Project Officer, USOM/Peru
1955-56	Program Assistant, USOM/Peru
1954-55	Foreign Trade & Investment Assistant, FOA, New Delhi, India
1945-50	Various short term jobs

MILITARY DUTY

1951-53	1st Lieutenant, USAF

EDUCATION

1950	B.A. Stanford
1954	M.B.A. Stanford School of Business

LANGUAGES

Spanish	S-3+, R-3+ (Tested)

PERSONAL DATA

[redacted]

December 1968

DEC 30 1968

PHILIP M. FAUCETT, JR.
FSR-2

Career FSR-2
$23,868
EOT Sept. 1969

PRESENT POSITION

September 1967	Deputy Director, USAID/Bolivia
	(Acting Director, August 1968---)

OTHER EXPERIENCE

1967	Assistant Director for Operations, Regional Office - Central America and Panama, Guatemala
1965-67	Capital Development Officer, ROCAP, Guatemala
1963-65	Bank Credit Advisor, USAID/Bolivia
1958-63	Senior Economist and Director of Research, Wolf Management Engineering Co., Chicago
1952-58	Lecturer, Northwestern University School of Business Administration
1950-52	Economist, Federal Reserve Bank, Chicago
1947-50	Graduate Assistant in Economics, University of Illinois

MILITARY DUTY

1942-43	U.S. Army Air Force Sergeant

EDUCATION

1940	A.B. University of Illinois (Economics)
1942	M.B.A. Harvard University (Finance)
1947-50	University of Illinois (Economics)
1950	Diploma, University of Wisconsin School of Banking
1950-52	University of Chicago (Monetary Economics)

LANGUAGES

Spanish	S-3, R-3 (Tested)
French	S-0, R-3 (Self-appraisal)
German	S-0, R-2 (Self-appraisal)

PERSONAL DATA

[redacted]

October 1968

NOV 15 1968

WILLIAM A. ELLIS
Lv-III

Career GS-15
$28,750
EOT July 1970

PRESENT POSITION

June 1968 Director, USAID/Brazil

OTHER EXPERIENCE

1967-68	LWOP for study and research at Harvard University
1964-67	Deputy Director, USAID/Brazil
1963-64	Deputy Director, USAID/Indonesia
1962-63	Director, Office of Development Planning, Bureau for Far East
1959-61	Foreign Affairs Officer, Office of the Director for Program and Planning, ICA/W
1957-59	Budget Examiner, Bureau of the Budget International Division
1952-53	Junior Management Assistant, Department of State Foreign Affairs Officer
1951-52	Teaching Fellow, Economics Department, University of Washington, Seattle, Washington

MILITARY DUTY

1953-57	U.S. Navy, Office of Chief of Naval Operations, Assistant for Fiscal Matters, Lieutenant (j.g.)

EDUCATION

1952 B.A. University of Washington

LANGUAGES

None

PERSONAL DATA

[redacted], [redacted]

Married: 2 children

October 1968

NOV 15 1968

HERMAN KLEINE
FSR-1

Career FSR-1
$28,000
EOT August 1969

PRESENT POSITION

July 1967	Deputy Director, USAID/Brazil

OTHER EXPERIENCE

1964-67	Deputy Assistant Administrator for Africa
1962-64	AID Advisor, to US Mission to United Nations
1959-60	Assistant Deputy Director of Operations, ICA
1957-59	Director, USOM/Ethiopia
1956-57	Acting Regional Director, O/AFE, ICA
1953-56	Chief, France/Yugoslavia Division, ICA
1949-53	Economic Advisor, USOM/Netherlands
1946-49	Assistant Professor of Economics, Worcester Polytechnic Institute
1946	Research Associate, National Industrial Conference Board

MILITARY DUTY

1942-46	U.S. Army Air Force 1st Lieutenant

EDUCATION

1941	B.S. New York State Teachers College
1942	M.A. Clark University, Worcester, Mass.
1951	PhD. Clark University (Economics)

LANGUAGES

French	S-2, R-2+ (Tested)
Dutch and German	s-I, R-1 (Self-appraisal)

PERSONAL DATA

[redacted], [redacted], [redacted].
Married, two children

October 1968

NOV 5 1968

SIDNEY WEINTRAUB (FSO-1)
Lv-IV

Career FSO-1
$28,750

EOT June 1969

PRESENT POSITION

January 1967--	Appointed Director, USAID/Chile

OTHER EXPERIENCE

1966-67	Deputy Director, USAID/Chile, and Counselor of Embassy for Economic Affairs
1963-65	Chief, General Commercial Policy Division, Department of State
1961-63	International Economist, Branch Chief and Assistant Chief, General Commercial Policy Division
1959-61	Economic Officer, Bangkok
1958-59	Political Officer, Tokyo
1955-57	International Economist, Office of NE Asian-Japanese Affairs
1951-55	Visa and Political Officer, Mexico City
1949-51	Vice Consul, Tananarive, Madagascar

MILITARY DUTY

1942-46	U.S. Army Staff Sergeant

EDUCATION

1943	B.B.A. City College of New York
1948	B.J. and A.M. University of Missouri (Journalism)
1958	M.A. Yale University (Economics)
1966	Ph.D. American University (Economics)
1965-66	Senior Seminar, FSI

LANGUAGES (Tested)

Spanish	S-3, R-3+
French	S-3, R-3
German	S-3+, R-2+
Thai	S-2+, R-2

PERSONAL DATA

[redacted]
Married

July 1968

NOV 15 1968

CHARLES R. HARKINS
FSR-1

Career FSR-1
$28,000
EOT October 1970

PRESENT POSITION

October 1968	Deputy Director, USAID/Chile

OTHER EXPERIENCE

1967-68	Deputy Director, USAID/Colombia
1965-67	Assistant Director for Development Planning, USAID/Colombia
1963-65	Assistant Director for Program and Economic Planning USAID/Indonesia
1962-63	Program Officer, Office of Development Planning, Far East
1960-62	International Relations Office, Korea Division, Far East
1958-60	Assistant Program Officer (Operations), USOM/Laos
1957-58	End Use Officer, USOM/Thailand
1955-57	Field Investigator, USOM/Thailand
1951-55	Field Investigator, USOMS/Yugoslavia and the Netherlands
1950-51	Observer, USOM/France

MILITARY DUTY

1943-46	U.S. Army First Lt., overseas

EDUCATION

1947	B.A. University of Nebraska
1947-48	Diploma, Alliance Francais, Paris

LANGUAGES

French	S-3, R-3 (self-appraised)
Spanish	S-2, R-3 (tested)
Italian	S-1, R-1 (self-appraised)
German	S-1, R-1 (self-appraised)

PERSONAL DATA

[redacted]rn: [redacted], [redacted], [redacted]
Married, one child (6).

NOV 15 1968

October 1968

MARVIN WEISSMAN,

Career FSR-1
$28,750

Lv/IV

EOT August 1969

AGENCY POSITIONS

July 1967	Appointed Director, USAID/Colombia
Nov. 1963	Appointed Director, USAID/Guatemala
1962-63	Appointed Director, Office of Institutional Development
1961-62	Public Administration Advisor, USAID/Peru
1958-61	Public Administration Advisor, USOM/Ecuador
1954-57	Public Administration Advisor, USOM/Chile

OTHER EXPERIENCE

1957-58	Public AdministrationConsultant, Klein & Saks, Santiago, Chile
1950-54	Budget Examiner, Bureau of the Budget, Washington, D. C.

MILITARY DUTY

1945-46	U. S. Army

EDUCATION

1952-53	Fulbright Grant - University of Copenhagen, Denmark
1949	Fellowship with Maxwell Graduate School, Syracuse, N. Y.
1947-49	PhB. University of Chicago, Chicago, Illinois
1945-46	Western Reserve University, Cleveland, Ohio

LANGUAGES

Spanish	S-5, R-5 (FSI)
French	Good
Danish	Fair

PERSONAL DATA

[redacted]

January 1968

NOV 15 1968

EDWIN A. ANDERSON
FSR-1

Career FSR-1
$28,000
EOT December 1970

PRESENT POSITION

November 1968 Deputy Director, USAID/Colombia

OTHER EXPERIENCE

1967-68	Deputy Director, USAID/Chile
Sept. 1963-67	Chief, Office of Development Planning, USAID/Chile
1962-63	Officer-in-Charge, Egypt-Syria Desk, AA/NESA
1960-62	Economist, Federal Reserve Board
1958-60	Morocco Desk Officer, O/AFE
1957-58	Technical Cooperation Advisor, USOM/Italy
1955-57	Economist, USOM/Italy
1954-55	Financial Program Review Officer, USOM/Netherlands
1952-54	Economist, USOM/Netherlands
1951-52	International Trade Development Economist, ECA/W
1945-48	Bond-Mortgage Analyst, Metropolitan Life Insurance Co., New York City
1940-42	Mortgage Records Clerk, Metropolitan Life Insurance Co., New York City
1939-40	Clerk, Wm. H. McGoe and Co., N.Y.C.

MILITARY DUTY

1942-45	U.S. Navy, QM 1/c, overseas

EDUCATION

1951	M.A. University of Chicago (Economics)
1946-48	City College of New York (Economics)
1941-42	Hunter College, New York

LANGUAGE

Spanish	S-1, R-1+ (Tested 1963)

PERSONAL DATA

[redacted]

October 1968

NOV 5 1968

ROBERT B. BLACK
FSR-1

Career FSR-2
$28,000
EOT July 1969

PRESENT POSITION

June 1967	Director, USAID/Costa Rica

OTHER EXPERIENCE

1964-67	Chief, Military Assistance Division, PPC
1962-63	Deputy Director, Office of Mediterranean Affairs
1961-62	Director, USAID/Senegal
1958-61	Deputy Director, USOM/Tunis
1954-58	Program Officer, ICA/W
1952-54	Budget Examiner, MSA/W
1949-52	Fiscal Economist, Bureau of Budget
1946-49	Teaching Assistant, Tutor and Fellow, Harvard University

MILITARY DUTY

1942-45	U.S. Navy Lt. Cmdr., overseas

EDUCATION

1942	B.S. Harvard College
1947	M.P.A. Harvard University
1948	M.A. Harvard University (Economics)
1950	Ph.D. Harvard University (Economics)
1963-64	National War College

LANGUAGES (Tested)

French	S-2+, R-3+
Spanish	S-1, R-2

PERSONAL DATA

[redacted] [redacted]
Married, two children

October 1968

NOV - 5 1968

JOHN P. ROBINSON
Lv-IV

Career FSR-1
$28,000
EOT October 1970

PRESENT POSITION

September 1968	Director, USAID/Dominican Republic

OTHER EXPERIENCE

1967-68	Deputy Director, USAID/Vietnam
1963-67	Director, USAID/Chile
1962-63	Director, Latin America Office of West Coast Affairs, AID/W
1961-62	Supervisory International Cooperation Officer, Latin America Office of West Coast Affairs, AID/W
1960-61	Industry Officer, Office of Personnel, ICA/W
1958-60	Industry Officer, USOM/Spain
1956-58	Technical Cooperative Advisor, USOM/Spain
1953-56	Special Assistant to Director STAD, ICA, FOA, USRO/Paris
1951-53	Deputy Director, O & M Division, MSA, USRO/Paris
1948-51	O & M Examiner, ECA/W

MILITARY DUTY

1939-48	U.S. Navy, Lieutenant, at sea during WW II and with Bureau of Naval Personnel from 1945-48.

EDUCATION

1960-61	Industrial College of Armed Forces
1944	Destroyer Officer Training School

LANGUAGES

Spanish	S-3, R-4 (Self-evaluation)
French	S-2+, R-3+ (Self-evaluation)

PERSONAL DATA

[redacted]s

Married, 3 children

October 1968

NOV 15 1968

LAWRENCE E. HARRISON
FSR-2

Career FSR-2
$23,122
EOT August 1969

PRESENT POSITION
January 1969 - Director USAID/Costa Rica

OTHER EXPERIENCE

May 1966	Deputy Director, USAID/Dominican Republic
1965-66	Assistant Director for Program, USAID/Dominican Republic
1964-65	Program Officer, USAID/Costa Rica
1962-64	Program Officer, AID/W, LA/DP
1957-62	Department of Defense - Management Intern and Military Assistance Training Program Officer

MILITARY DUTY

1953-54	U.S. Navy - Lt. (jg)

EDUCATION

1953	AB Dartmouth College
1960	MPA Harvard University

LANGUAGES

Spanish	S-3, R-3+(FSI)
French	S-0, R-1+. (self evaluation)

PERSONAL DATA

[redacted]

JAN 24 1969

LAWRENCE E. HARRISON
FSR-2

Career FSR-2
$23,122
EOT August 1969

AGENCY AND GOVERNMENT POSITIONS

May 1966-	Deputy Director, USAID/Dominican Republic
1965-66	Assistant Director for Program, USAID/Dominican Republic
1964-65	Program Officer, USAID/Costa Rica
1962-64	Program Officer, AID/W, LA/DP,

OTHER EXPERIENCE

1957-62	Department of Defense - Management Intern and Military Assistance Training Program Officer

MILITARY DUTY

1953-54	U.S. Navy - Lt. (jg)

EDUCATION

1953	AB Dartmouth College
1960	MPA Harvard University

LANGUAGES

Spanish	S-3, R-3+ (FSI)
French	S-0+, R-1+, (self evaluation)

PERSONAL DATA

[redacted]

April 1967

NOV 15 1968

ROBERT J. MINGES
FSR-1

Career FSR-2
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Director, USAID/Ecuador

OTHER EXPERIENCE

1966-68	Director, USAID/Honduras
1965	Student at Harvard University
1963-65	Program Officer, USAID/Brazil
1962-63	Program Officer, USAID/Brazil
1959-61	Assistant Program Officer, USOM/Tunis
1957-59	International Relations Officer, ICA/W
1956-57	Chief Field Services Division, USOM/Laos
1955-57	Technical Advisor to Development Bank, USOM/Iran
1951-55	Research Assistant, USOM/Iran
1950-51	Economic Affairs Officer, U.N.

MILITARY DUTY

1942-45	U. S. Army, Overseas

EDUCATION

1949	B.A. University of Chicago
1940	M.A. University of Chicago
1947-48	New York University
1965-66	Harvard Center for International Studies

LANGUAGES	(Tested)
Spanish	S-2, R-2+
French	S-2+, R-3
Persian	S-1+, R-0
Portuguese	S-1+, R-1+

PERSONAL DATA

[redacted]
Married

December 1968

L. PAUL OECHSLI
FSR-1

Career FSR-2
$28,000
EOT March 1970

PRESENT POSITION

December 1967 --	Appointed Director, USAID/El Salvador

OTHER EXPERIENCE

1966-67	Director, USAID/Ecuador
1961-65	Deputy Director, Office of Development Planning and Programs, ARA/LA
1960	Program Officer, USOM/Chile
1959-60	Deputy Program Officer, USOM/Chile
1957-59	Agricultural Economic Advisor, USOM/Chile
1950-57	Cocoa Research Director, research institute

EDUCATION

1947	B.S. University of California
1948	M.S. University of California
1948-50	Inter-American Institute of Agricultural Science, Costa Rica
1951-52	Cornell University

LANGUAGES (Tested)

Spanish	S-4, R-4
Portuguese	S-3+, R-3

PERSONAL DATA

[redacted])
Married

July 1968

NOV 15 1968

DEANE HINTON
FSO-1

Career FSO-1
$28,000
EOT September 1969

PRESENT POSITION

September 1967 Director, USAID/Guatemala and Counselor of Embassy for Economic Development

OTHER EXPERIENCE

1963-67	Director, Office of Atlantic Political-Economic Affairs, Dept.
1962-63	Division Chief (International Economist), E:OR, Dept.
1958-61	International Finance Officer, USEC Brussels
1955-58	Chief, Division of Research for Western Europe, Dept.
1952-55	International Finance Officer, Paris
1949-51	Principal Officer, Mombasa
1946-40	Chief, Political Section, Damascus
1941-42	Expediter and Timekeeper, Constructing Quartermaster Corps, Canal Zone (summers)

MILITARY DUTY

1943-45	U.S. Army Air Corps, overseas

EDUCATION

1943	A.B. University of Chicago (Economics)
1945-48	University of Chicago (Economics)
1951-52	Fletcher School of Law and Diplomacy
1961-62	National War College

LANGUAGE

French	S-3+, R-4

PERSONAL DATA

[redacted], [redacted]

Married, 5 children (17, 13, 11, 10, 7)

October 1968

NOV 15 1968

ROBERT C. HAMER
FSR-1

Career FSR-1
$28,000
EOT June 1969

PRESENT POSITION

June 1967	Director, USAID/Guayana

OTHER EXPERIENCE

1966-67	Director, USAID/Yemen
1961-66	Assistant Director, USAID/Turkey
1959-61	Deputy Director, USOM/Morocco
1958-59	Chief, Operations Division, M/PERS, ICA/W
1957-58	Assistant Director for Operations, USOM/Iran
1956-57	Area Development Advisor, USOM/Iran
1955-56	Provincial Director, USOM/Iran
1955	Assistant Director for Economic Aid, USOM/Jordan
1952-55	Census Consultant, USOM/Jordan (Bureau of Census)
1940-52	Various statistical prositions, Bureau of Census
1939-40	Family business

EDUCATION

1939	B.S. Pennsylvania State University

LANGUAGES

French	S-1 (Tested)
German	S-1, R-1 (Self-appraisal)
Arabic	S-1, R-1 (Self-appraisal)
Turkish	S-2, R-0 (Self-appraisal)

PERSONAL DATA

[redacted], [redacted]
Married, four children

October 1968

NOV - 5 1968

WALTER G. STONEMAN
FSR-1

Career FSR-1
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Director, USAID/Honduras

OTHER EXPERIENCE

1964-67	Deputy Assistant Administrator for the Far East
1962-64	Director, Office of Vietnam Affairs
1959-62	Program Officer and ICA Representative, Burma
1958-59	Chief, Burma-Thailand Division, ICA/W
1953-58	Thailand Desk Officer and Deputy Chief, Burma-Thailand Division
1952-53	Deputy Chief, Burma Branch, TCA/W
1951-52	Senior Projects Officer, Food & Natural Resources Division, TCA/W
1946-51	Chief, Liaison and Logistics, Inter-American Geodetic Survey
1940-41	Junior Soil Surveyor, Soil Conservation Service

MILITARY DUTY

1941-46	U.S. Army, Lt. Colonel, Corps of Engineers, overseas

EDUCATION

1939	B.S. Oklahoma A & M College (Agronomy)
1959	Institute on ICA Development Programming, SAIS, Johns Hopkins University
1967-68	School for Advanced International Studies, Johns Hopkins University

LANGUAGES

Spanish	(Studying at Berlitz)

PERSONAL DATA

[redacted]

December 1968

RAGNAR L. ARNESEN
FSR-1

Career FSR-2
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Director, USAID/Nicaragua

OTHER EXPERIENCE

1968	Economic Coordinator for CENTO Affairs, Ankara
1966-67	Assistant Director, USAID/Turkey
1965-66	Assigned to Industrial College of the Armed Forces (Student)
1964-65	Deputy U.S. Coordinator for CENTO Affairs
1962-64	Deputy Director, Office of West Coast Affairs for Latin America
1962	International Cooperation Officer, AID/LA, D. C.
1960-62	International Cooperation Officer, AID/AFE, Washington, D.C.
1957-60	Industrial Training Advisor, ICA, Madrid, Spain
1956-57	Productivity & Technical Exchange Officer, ICA, Madrid
1955-56	Technical Exchange Specialist, FOA, Madrid
1954-55	Evaluation Officer, FOA, The Hague, Netherlands
1953-54	Audio-Visual Aids Assistant, MSA, The Hague
1951-53	Industrial Analyst, ECA, The Hague
1950-51	Personnel Assistant, ECA, Paris
1949-50	Clerk, ECA, Paris

MILITARY DUTY

1943-46	U.S. Navy, Lt. (jg)

EDUCATION

1947	A.B. Cornell University
1947	Universite de Paris, Paris
1946	University of Michigan
1941-43	Deep Springs Junior College, California

LANGUAGES

French	S-5, R-5 (Tested)
Spanish	S-4+, R-4+ (Tested)
Dutch	S-2+, R-3 (Self-Appraisal)
German	S-2, R-3 (Self-Appraisal)
Turkish	S-1, R-0+ (Tested)

PERSONAL DATA

[redacted]

DAVID LAZAR
Lv-IV

Career FSR-2
$28,000
EOT July 1970

PRESENT POSITION

July 1968	Director, USAID/Panama

OTHER EXPERIENCE

1966-67	Deputy Director, USAID/Bolivia
1965-66	Associate Director Development Operations, USAID/Bolivia
1964-65	Special Assistant, USAID/Bolivia
1963-64	Regional Legal Advisor, USAID/Peru - Regional
1962-63	Legal Advisor, USAID/Peru
1956-62	Attorney Adivsor, AID/W
1953-57	Office Manager, M.T. Lasen & Co., Chicago (Sales)

EDUCATION

1953	B.S. Northwestern University (Journalism)
1957	J.D. DePaul University
1958	LL.M. Georgetown University
1967-68	National War College

LANGUAGES

Spanish	S-4, R-4 (Tested)
French	S-1+, R-1+ (Self-evaluation)
Quecha	S-2, R-2 (Self-evaluation)

PERSONAL DATA

[redacted]

October 1968

NOV 15 1968

HARRY ACKERMAN
FSR-1

Conditional GS-15
Eligibility
$28,000

ECT August 1969

PRESENT POSITION

August 1967	Appointed Deputy Director, USAID/Panama

OTHER EXPERIENCE

1966-67	Congressional Advisor to U.S. Coordinator, Alliance for Progress
1964-66	Congressional Liaison Officer, Bureau for Latin America
1963-64	Special Assistant to U.S. Coordinator, Alliance for Progress
1959-62	County Attorney, Tucson, Arizona
1957-58	Arizona State Senator
1955-56	Arizona State Legislator
1954-58	Private practice of law
1952-53	Deputy County Attorney, Tucson
1949-51	Proprietor, Ackerman Construction Co., Tucson
1946-49	Real estate salesman

MILITARY DUTY

1943-46	U.S. Army Air Force B29 Combat Pilot

EDUCATION

1952	LL.B. University of Arizona

LANGUAGE

Spanish	S-3, R-3 (Tested)

PERSONAL DATA

[redacted]

July 1968

PETER MALCOM CODY
FSR-1

Career FSR-2
$28,000
EOT June 1969

PRESENT POSITION

April 1967	Director, USAID/Paraguay

OTHER EXPERIENCE

1965-67	Deputy Director, USAID. Laos
1964-65	Director, Office of Vietnam Affairs
1963-64	Deputy Director, USAID/Cambodia
1961-63	Program Officer, USAID/Cambodia
1959-61	International Cooperation Officer (Politico-Economic) Office of Far East/Cambodia-Laos Division, ICA/W
1957-59	Program Officer, USOM San Salvador
1954-57	Program Officer and Economic Adivsor, USOM/Mexico
1950-54	Economist, Federal Reserve Board, Washington, D.C.
1948-50	Instructor in Economics, Yale University

MILITARY DUTY

1943-46	U.S. Navy, Ensign-Division and Small Boat Officer AKHS9, Pacific

EDUCATION

1947	B.A. Yale University
1960	M.A. Yale University

LANGUAGES

French	S-2+, R-2+ (FSI)
Spanish	S-3+, R-4 (FSI)

PERSONAL DATA

[redacted]

October 1968

DONALD R. FINBERG
FSR-2

Career FSR-2
$23,122
EOT April 1970

PRESENT POSITION

April 1968	Deputy Director, USAID/Paraguay

OTHER EXPERIENCE

1966-68	Assistant Director for Development Planning, USAID/Peru
1964-66	Assistant Representative for Argentina and Chile, The Ford Foundation, Santiago, Chile
1963-64	Program Officer, USAID/Brazil (Recife)
1962-63	Assistant Program Officer, USAID/Brazil (Rio)
1960-62	Assistant Laos Desk Officer, ICA/W
1959-60	Program Analyst, Office of the Secretary of Defense
1958-59	Foreign Affairs Officer, Office of the
1955-56	Secretary of Defense

MILITARY DUTY

1956-58	U.S. Army

EDUCATION

1953	B.A. Amherst College (Political Science)
1955	M.P.A. Woodrow Wilson School of Public & International Affairs, Princeton University

LANGUAGES

Spanish	S-3, R-3+ (Self-appraisal)
Portuguese	S-1, R-3 (Self-appraisal)
French	S-2, R-2+ (Tested)
German	S-1, R-1 (Self-appraisal)

PERSONAL DATA

[redacted]

October 1968

NOV 15 1968

SAMUEL D. EATON (FSO-2)
Lv-IV

Career FSO-2
$28,000

EOT July 1970

PRESENT POSITION

July 1968	Appointed Director, USAID/Peru

OTHER EXPERIENCE

1966-67	Special Assistant, Office of the Assistant Secretary for Latin America
1965-66	Deputy Director, North Coast Affairs, ARA/LA
1962-65	Deputy Director, USAID/Colombia
1961-62	First Secretary, Bogota
1959-61	Second Secretary, Bogota
1956-59	Fiscal Financial Economist, Dept. of State
1954-56	Second Secretary and Consul, Bangkok
1953-54	Second Secretary, Bangkok
1950-52	Second Secretary and Vice Consul, Rio
1947-50	Third Secretary and Vice Consul, LaPaz
1947	Assigned to Department of State

MILITARY DUTY

1943-46	U.S. Army 2nd Lieutenant

EDUCATION

1947	A.B. Drew University
1947	Columbia University
1952	Tufts University (Fletcher School)
1952-53	Foreign Service Institute
1967-68	National War College

LANGUAGE

Spanish

PERSONAL DATA

[redacted], [redacted] [redacted]

Married

July 1968

NOV 1

FRANKLIN RANDOLF STEWART
FSR-1

No Status
$28,000
EOT Sept. 1969

PRESENT POSITION

May 1965	A.I.D. Representative, Uruguay

OTHER EXPERIENCE

1962-65	Deputy Director, USAID/Guatemala
1951-62	Attorney, Pueblo, Colorado
1953-57	Member, State Legislature, Colorado
1951	U.S. Secretariat, HICOM, Bad Godesberg, Germany
1949-51	Trial Attorney, HICOG, Office of the Chief Attorney, Nuremberg, Germany
1949	Assistant District Attorney, District Attorney's Office, Fairplay, Colorado
1948-49	Public Relations Officer for Legal Division, OMGUD, Berlin, Germany

MILITARY DUTY

1943-45	U.S. Naval Service, CNO

EDUCATION

1947	LLB University of Colorado
1939	AA Mesa College, Colorado

LANGUAGES

Spanish	S-2, R-1+ (Tested)
German	S-1, R-1 (Self-evaluation)

PERSONAL DATA

[redacted]

NOV 15 1968

October 1968

ALLEN E. CLAXTON
FSR-2

Career Civil Service
GS-15 reemployment
$22,376
EOT April 1970

PRESENT POSITION

April 1968 Deputy A.I.D. Representative, Uruguay (625 (b))

OTHER EXPERIENCE

1966-68	Chief, Economic Program Division, PPC, AID/W
1965-66	International Economist, PPC, AID/W
1960-65	Budget Examiner, Bureau of Budget

EDUCATION

1959	A.B. Princeton (Politics, Economics)
1960	M.P.A. Syracuse (Public Administration)

LANGUAGE

French S-1, R-2 (Self-appraisal)

PERSONAL DATA

[redacted]

October 1968

NOV - 5 1968

HENRI A. WEISMANN
FSO-2

Career FSO-2
$26,852

ECT August 1970

PRESENT POSITION

August 1968 Appointed A.I.D. Representative, Venezuela
(Also Counselor of Embassy for Economic Affairs)

OTHER EXPERIENCE

1965-68	Director, USAID/El Salvador
1963-65	Deputy Director, Office of Brazil Affairs
1962-63	International Economist, Dept. of State
1961-62	Assistant Chief, International Finance Division, Department of State
1961	Chief, Financial Policy Branch, Dept. of State
1960-61	Chief, Exchange Restrictions Branch, Dept of State
1951-60	Vice President and Director of Amsinck, Sonne & Co., New York J. Ballay & Co., Inc., New York Gillespie & Co. Inc., New York
1949-51	Finance Officer, HICOG, Frankfurt, Germany
1947-48	Foreign Service Officer, Berlin
1947	Vice Consul, Rio de Janeiro
1945-47	Vice Consul, Buenos Aires
1945	Senior Economic Analyst, Rio de Janeiro
1942-44	Economic Analyst, Buenos Aires
1937-42	Sub-Manager, brokerage firms, Buenos Aires
1936-37	Apprentice, glove company
1935-36	Statistician, brokerage firm

EDUCATION

1935 A.B. Princeton

LANGUAGES

French, German, Portuguese, Spanish - Fluent

PERSONAL DATA

[redacted]

NOV - 5 1968

August 1968

OLIVER L. SAUSE, JR.
FSR-1

Career FSR-1
$28,000
EOT July 1970

PRESENT POSITION

January 1966	Director, Regional Office - Central America and Panama, Guatemala (625(b))

OTHER EXPERIENCE

1965-66	Director, Office of Central American Affairs
1962-65	Director, Office of Central America and Panama Affairs
1960-61	Deputy Regional Director for Africa and European Operations, ICA/W
1958-60	International Economist, ICA/W
1957-58	Deputy Director, USOM/Chile
1954-57	Chief, Program and Economic Division, USOM/Spain
1951-54	International Trade and Development Economist, ECA, MSA, FOA/W
1950-51	Economic Researcher, George J. Santry, New York
1947-49	Commercial Specialist, OMGUS, Berlin
1946-47	Accounts Supervisor, C.F. Childs & Co., New York
1939-41	Financial Statistician, C.F. Childs & Co.

MILITARY DUTY

1941=46	U.S. Army Major, overseas

EDUCATION

1939	A.B. University of North Carolina (Economics)
1939-40, 1950-51	New York University (Economics)
1961-62	Industrial College of the Armed Forces

LANGUAGES

Spanish	S-3, R-4+ (Tested)
German	S-3, R-3 (Self-evaluation)

PERSONAL DATA

[redacted], [redacted]

Married, one child (25)

October 1968

NOV 15 1968

FRANCIS A. LINVILLE
FSO-1

Career FSO-1
$28,000

AGENCY POSITION

EOT December 1969

October 1, 1965	Appointed Deputy Director, ROCAP Regional Office-Central America and Panama, Guatemala

OTHER EXPERIENCE

1960-65	Chief, Economic Section, Embassy Ottawa
1955-60	Chief, Economic Section, Embassy Lima
1950-55	International Economist, Economic Resources & Security Staff, State Dept.
1945-50	Assistant Chief of Division, International Resources Division, State Dept.
1944-45	Assistant to Advisor on Combined Food Board, Supply and Resources Division, State Dept.
1943-44	Divisional Assistant, Office of Advisor on the Eastern Hemisphere, State Dept.
1943	Senior Divisional Assistant, War Commodities Division, State Dept.
1942-43	Senior Divisional Assistant, Divisional Defense Materials, State Dept.
1942	Divisional Assistant, Division of Defense Materials, State Dept.
1941-42	Divisional Assistant, Office of Advisor on International Economic Affairs, State Dept.
1940-41	Research Fellow, Rockefeller Foundation
1939-40	Assistant Professor (Economics), Dartmouth College
1934-39	Economics Instructor, Dartmouth College
1934	Bank Credit Investigator, Treasury Department

EDUCATION

1937	Ph.D., Economics (International), University of Chicago
1932	M.A., Economics, University of Missouri
1931	A.B., Economics, University of Missouri

LANGUAGES

French	S-1, R-1
German	S-1, R-1
Italian	S-1, R-1
Spanish	S-3, R-4

PERSONAL DATA

[redacted]

NOV 15 1968

October 1968

BUREAU FOR NEAR EAST
AND SOUTH ASIA

MAURICE J. WILLIAMS
Presidential Commission

Career FSR-1
$28,750

PRESENT POSITION

April 1967	Assistant Administrator, Bureau for Near East and South Asia

OTHER EXPERIENCE

1965-67	Director, USAID/Pakistan
1963-65	Deputy Director, USAID/Pakistan
1961-63	Deputy Mission Director, USAID/Iran
1960-61	Chief, Program Office, Near East South Asia Regional Office, ICA/W
1958-60	Program Officer, USOM/Iran
1956-58	Staff Economist, CIA, Washington
1955-56	Chief, Economic Coordination, CIA, Washington, D.C.
1953-55	Representative to British Governmental Agencies, CIA, London
1952-53	Special Assistant to Assistant Director, CIA, Washington
1951-52	Research Economist, Washington, D.C.
1950-51	International Economist, Department of State, Washington, D.C.
1949-50	Principal Examiner, Civil Service Commission, Chicago, Illinois

MILITARY DUTY

1942-46	U.S. Army, Captain, overseas

EDUCATION

1940-42	Northwestern University
1946-50	M.A. University of Chicago (PhD candidate)

LANGUAGE

Spanish	S-1, R-1+ (Self-evaluation)

PERSONAL DATA

[redacted]

October 1968

NOV - 5 1968

JOSEPH C. WHEELER
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

September 1967	Deputy Assistant Administrator, Bureau for Near East and South Asia

OTHER EXPERIENCE

1965-67	Director, USAID/Jordan
1963-65	Director, Greece/Turkey/Iran/Cyprus, NESA, A.I.D.
1961-63	International Relations Officer, Peace Corps
1959-61	International Cooperation Officer, O/NESA, ICA
1956-59	International Relations Officer, O/NESA (South Asia) ICA
1954-56	International Trade and Development Officer, O/EUR, ICA
1951-54	Administrative Assistant, Office of Executive Director
1951	Administrative Assistant, Dept. of State
1950	Junior Economist, Dept. of Interior

MILITARY DUTY

1945	U.S. Army Air Corps. Private

EDUCATION

1943	B.A. Bowdoin College
1951	M.P.A. Harvard University
1948-49	Graduate Institute of International Studies, Geneva

LANGUAGES (Self-appraisal)

French	S-2, R-3
Spanish	S-1, R-2
Arabic	S-1, R-0

PERSONAL DATA

[redacted]

October 1968

RUSSELL S. MCCLURE
Director, USAID/Afghanistan
LV-IV

No status
$28,750
EOT August 197

AGENCY POSITIONS

August 1965	Appointed Director, USAID/Afghanistan
1962-65	Director, USAID/Jordan

OTHER EXPERIENCE

1954-61	Deputy Chief of Economic Research, Central Intelligence Agency
1951-54	Director of Programs, United Nations Korean Reconstruction Agency
1947-51	Member and later Head, US Resident Delegation to UN Economic Commission for Europe, Geneva, Department of State
1945-47	Inland Transport Attache, US Embassy, Paris
1942-43	Chief of Transportation Section, Office of Geographer, Department of State

MILITARY DUTY

1943-46	U. S. Navy Ensign and Lt. (JG) Assigned to Strategic Services JCS

EDUCATION

1937	A. B. Stanford University
1939	M. A. University of Washington (Seattle)
1939-42	Ohio State University, Graduate Study
1960-61	Harvard University, Center of International Affairs

LANGUAGES

French	S-3, R-4	(Self-evaluation)
German	S-1, R-1+	

PERSONAL DATA

[redacted]

NOV 15 1968

~~XXXXXXXX~~
October 1968

WILLIAM A. WOLFFER - FSR-1
Deputy Director, USAID/[illegible] Afghanistan

No status
$28,000
EOT December 1968

AGENCY POSITIONS

May 1967	Appointed Deputy Director, USAID/Afghanistan
July 1964	Appointed Deputy Director, USAID/Jordan
1961-64	Chief, Institutional Development Division, NESA/TECH
1959-61	Educationist, Office of Educational Services
1956-59	Chief, Education Division, Amman, Jordan
1955-56	Teacher Training Advisor, Amman, Jordan

OTHER EXPERIENCE

1952-55	Professor of Education, Keene State Teachers College Concord, N. H.
1951-52	Teaching Fellow, Boston University, Boston, Mass.
1948-51	Associate Professor of Education, Keene State Teachers College, Concord, N. H.
1946-47	Instructor in Education, Keene State Teachers College

MILITARY DUTY

1942-46	U. S. Coast Guard, Active Duty, Lieutenant, Junior Grade

EDUCATION

1940	B. A. Keene State Teachers College
1948	M. A. Boston University
1952	PhD Education Boston University

LANGUAGES

French	S-1, R-2	
Kurdish	S-0, R-1	(Self-evaluation)
German	S-0, R-1	

PERSONAL DATA

[redacted]

XXXXXXXX

October 1968

NOV - 5 1968

VICTOR H. SKILES
FSR-2

Career FSR-2
$26,852
EOT July 1969

PRESENT POSITION

November 1968	A.I.D. Representative, Ceylon

OTHER EXPERIENCE

1967-68	AID Affairs Officer, Ceylon
1962-67	Africa Regional Coordinator, Office of Program Coordination
1960-62	AID Representative, East Africa
1959-60	Deputy Director, USOM/Greece
1958-59	Deputy Director, USOM/Israel
1955-58	Director, Greece-Turkey-Iran, O/NESA
1953-55	Director, Israel-Arab States, O/NESA
1951-52	Special Assistant (Near East, South Asia, Africa Coordinator), TCA/W
1949-50	Organization Analyst, Department of State
1948-49	Special Assistant, ECA/Greece
1946-48	U.S. Group Control Council, OMGUS, Dept. of Agriculture, Germany
1941-42	Agricultural Marketing Administration, Department of Agriculture
1940-41	Farming, mining, newspaper

MILITARY DUTY

1943-46	U.S. Navy Lieutenant, overseas

EDUCATION

1940	B.A. University of Idaho
1940-41	Graduate Intern, National Institute of Public Affairs

PERSONAL DATA

[redacted]

December 1968

JOHN P. LEWIS
Level III

No Status
$28,500
EOT August 1969

PRESENT POSITION

September 1964	Director (Minister), USAID/India.

OTHER EXPERIENCE

1962 - 64	Member, President's Council of Economic Advisors
1961 - 63	Chairman, Department of Business Economics and Public Policy, Indiana University.
1962 - 64	Director of International Development Research Center, Indiana University.
1956 - 64	Professor of Business Economics and Public Policy, Indiana University.
1953 - 56	Associate Professor, Indiana University.
1953	Consultant, United Nation Korean Reconstruction Agency.
1950 - 53	Economist and Assistant to Chairman, President's Council of Economic Advisors.
1946 - 50	Assistant Professor of Economics and Government, Union College.

MILITARY DUTY

1943 - 46	U.S. Navy Lieutenant.

ASSOCIATED ACTIVITIES

1959 - 60	Senior Staff Member in India, Brookings Institution.
1958	Contributing Author and Panelist, Joint Economic Committee, U.S. Congress.
	Trustee, Westminster Foundation, Bloomington, Illinois.

EDUCATION

1941	B.A. Union College (Economics & Gov't.)
1943	M.P.A. Harvard University (Economics & Gov't.)
1950	Ph.D. Harvard University (Polit. Economy & Gov't.)

LANGUAGES (Self-appraisal)

French	S-2, R-3
Hindi	S-1, R-0

PERSONAL DATA

[redacted], [redacted]
Married, three children (20, 18, 11).

January 1969

JOHN H. FUNARI
FSR-1

Conditional
Civil Service
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Deputy Director, USAID/India

OTHER EXPERIENCE

1967-68	Director, USAID/Jordan
1965-67	Director, Office of Greece, Turkey, Iran, CENTO Affairs, NESA
1963-65	Chief, Legislative Programs Coordination Staff, PC
1962-63	Special Assistant to the Administrator, AID/W
1960-62	Special Assistant, University of Pittsburgh
1958-60	Administrative and Staff Assistant, University of Pittsburgh

MILITARY DUTY

1954-57	U. S. Navy Lieutenant, overseas

EDUCATION

1950-	B.A. University of Virginia
1950-51	Princeton University
1954-57	Oxford University

LANGUAGE

Spanish	S-1+, R-1+ (Self-Evaluation)

PERSONAL DATA

[redacted]

November 1968

DEC 20 1968

ARTHUR M. HANDLY
FSR-1

Career FSR-2
$28,000
EOT December 1970

PRESENT POSITION

December 1968	Director, USAID/Jordan

OTHER EXPERIENCE

1968	Deputy Director, USAID/Jordan
1964-67	Public Administration Advisor, USAID/Turkey
1963-64	Deputy Public Administration Advisor, USAID/Turkey
1962-63	Public Administration Advisor (O & M), USAID/Turkey
1959-62	Deputy Commissioner, Department of Administration, State of Wisconsin
1955-59	Assistant Secretary, and Director of Institutions, State Board of Control, Salem, Oregon
1952-55	Management Analyst, State of Wisconsin Budget Dept.

MILITARY DUTY

1946-47	U. S. Army, overseas

EDUCATION

1948-49	Hamilton College
1951	A.B. St. Lawrence University (Government, History, Education)
1952	M.P.A. Syracuse University (Maxwell School)
1955-57	Northwestern University of Law, Portland, Oregon
1967-68	Syracuse University, (Economics and Management)

LANGUAGE

Turkish	S-2, R-2 (Self-Appraisal)

PERSONAL DATA

[redacted]

December 1968

DEC 1 6 1968

WILLIAM C. IDE
FSR-1

Career GS-15
$28,000
EOT January 1971

PRESENT POSITION

January 1969	Director, USAID/Nepal

OTHER EXPERIENCE

1965-68	Deputy Director, USAID/India
1964	Director, USAID/Dominican Republic
1961-64	Deputy Assistant Administrator
1960-61	Deputy Regional Director for Near East and South Asia Operations
1956-60	International Relations Officer, O/NESA
1952-56	Program and Finance Officer in ECA Mission to Denmark FOA Mission to France and MSA Mission to Pakistan
1951-52	Management Analyst and later Fiscal Economist, Bureau of the Budget
1948-51	Assistant Professor of Government, Claremont Men's College
1946-48	Teaching Fellow, Harvard University

MILITARY DUTY

1942-46	U. S. Army, Major, Transportation Corps.

EDUCATION

1937-41	A.B. Pomona College
1946-48	M.A. Harvard University

LANGUAGES

French	S-2+, R-3+ (Tested)
Spanish	S-1+, R-2+ (Tested)
Huidi	S-1, R-1 (Self-Evaluation)
German	S-1, R-1 (Self-Evaluation)

PERSONAL DATA

[redacted]

December 1969

DEC 20 1969

JAMES C. FLINT
FSR-2

Career FSR-2
$26,852

EOT July 1969

PRESENT POSITION

July 1967 Appointed Deputy Director, USAID/Nepal

OTHER EXPERIENCE

1964-67	Director, Office of Near East Affairs, AID/W
1963-64	Director, Office of Burma-Thailand-Regional Affairs
1962-63	Assistant Director, USAID/Jordan
1961-62	ICA Representative, Yemen
1960	Program Officer, USOM/Rhodesia and Nyasaland
1959-60	Special Assistant, South Asia Division, O/NESA
1958-59	Nepal Desk Officer and Assistant India Desk Officer, O/NESA
1950-58	U.S. Information Agency. Various positions in Berlin, Karachi and Lahore
1948-50	Dean of the Chapel, Carleton College
1946-48	Representative in Berlin, Church World Service
1943-46	Director, War Relief Services Committee, Council for Social Action, New York
1936-42	Minister, Congregational Conference, Madison, Wisconsin

EDUCATION

1931	A.B. Bowdoin College
1936	B D. Union Theological Seminary
1959	American University
1960	ICA Institute on Development Programming, SAIS, Johns Hopkins

LANGUAGES

German	S-3, R-3 (Tested)
French	S-1, R-1 (Self-appraisal)

PERSONAL DATA

[redacted]s

Married

March 1968

NOV - 5 1968

C. WILLIAM KONTOS
Lv-III

Career FSR-1
$28,750
EOT August 1969

PRESENT POSITION

June 1967 Director, USAID/Pakistan

OTHER EXPERIENCE

1965-67	Director of Personnel, AID/W
1964-65	Senior Training at National War College
1961-64	Deputy Director, USAID/Nigeria
1959-61	Deputy Director, USAID/Ceylon
1956-59	Regional Executive Officer Africa-Europe Bureau, AID/W
1955-56	Chief Management Analyst, AID/W
1953-55	Program Budget Coordination Officer, AID/W
1952-53	Special Assistant to Chief, USAID/Greece
1949-52	Staff Member, Civil Government Division - USAID/Greece

MILITARY DUTY

1943-46 U.S. Army in European Theatre

EDUCATION

1940-43	B.A. University of Chicago
1946-48	M.A. University of Chicago
1948-49	The London School of Economics and Political Science, University of London Research on PhD

PERSONAL DATA

[redacted]
Married, 2 sons

October 1968

NOV 15 1968

VINCENT W. BROWN
FSR-1

Career FSR-1
$28,000
EOT July 1970

PRESENT POSITION

May 1968	Deputy Director, USAID/Pakistan

OTHER EXPERIENCE

1964-67	Assistant Director for Program and Economic Policy, USAID/Korea
1962-64	Assistant Director for Program, USAID/Congo (Leopoldville)
1960-62	International Cooperation Officer, ICA/W
1957-59	Assistant Program Officer, USOM/Tunisia
1955-57	Assistant Chief, OEEC Liaison Branch, Paris
1950-55	Technical Assistance Specialist, Paris

MILITARY DUTY

1943-46	U.S. Navy, overseas

EDUCATION

1949	B.S. University of California
1967-68	Center for International Studies, Harvard University

LANGUAGES

French	S-3+, R-4 (Tested)
Spanish	S-0+, R-1 (Self-appraisal)

PERSONAL DATA

[redacted]
Married

October 1968

NOV 15 1968

JAMES S. KILLEN
Lv-III

Career FSR-1
$28,750

EOT July 1969

PRESENT POSITION

June 1967 ---- Appointed Director, USAID/Turkey

OTHER EXPERIENCE

1965-67	Operations Evaluation Staff, A/AID
1964-65	Director, USAID/Vietnam
1961-64	Director, USAID/Korea
1957-61	Director, USOM/Pakistan
1956-57	Evaluation Officer, ICA/W
1952-56	Director, USOM/Yugoslavia
1951-52	Consultant, U.S. Wage Stabilization Board, Washington
1949-50	Chief, Labor Division, ECA/England
1948-49	Vice President, International
1945-47	Brotherhood of Pulp, Sulphite and Paper Workers
1947-48	Chief, Labor Division, SCAP, Tokyo
1944-45	Assistant to Bureau Director, War Production Board, Washington
1937-44	General Representative, International Brotherhood of Pulp, Sulphite and Paper Workers
1924-37	Helper and electrician, lumber-pulp-paper industry

EDUCATION

High School

PERSONAL DATA

[redacted] [redacted]

Married, three children (30, 27, 22)

July 1968

NOV 15 1968

Career Civil Service

BARTLETT HARVEY
FSR-1

$28,000
EOT September 1969

PRESENT POSITION

August 1967	Deputy Director, USAID/Turkey

OTHER EXPERIENCE

1964-66	Deputy Assistant Administrator for Program, AID/W
1962-64	Chief, Economic Program Division, AID/W
1960-61	Assistant Chief, International Division, Bureau of Budget
1955-60	Economist, International Division, Bureau of Budget
1952-55	Chief, Program Division, USOM/Italy
1950-52	Program Officer, ECA/Holland
1949-50	Program Economist, ECA-USRO, Paris
1942-43	Private industry

MILITARY DUTY

1943-46	U.S. Army First Lieutenant

EDUCATION

1942	A.B. Amherst College
1949	M.A. and M.P.A. Harvard University
1966-67	Center for International Studies, Harvard University

LANGUAGES

Italian	S-2, R-2+ (Self-appraisal)
German	S-0+, R-1+ (Self-appraisal)
Turkish	S-0, R-0+ (Tested)

PERSONAL DATA

[redacted], [redacted], [redacted]
Married, four children

October 1968

NOV 5 1968

BUREAU FOR VIETNAM

JOSEPH A. MENDENHALL
FSO-1

Career FSO-1
$28,000

PRESENT POSITION

August 23, 1968	Appointed Deputy Assistant Administrator for Vietnam

OTHER EXPERIENCE

1965-68	Director, USAID/Laos
1963-65	United Nations Advisor, Far East Bureau, Department of State
1959-62	Chief, Political Section, Saigon
1957-59	Officer-in-Charge, Vietnam Affairs, Department of State
1955-57	Economic Officer, Southeast Asian Affairs, Department of State
1951-55	Economic and Political Officer, Bern
1949-51	Acting Assistant Chief of ECA Mission, Reykjavik
1946-49	Commercial and Economic Officer, Istanbul

MILITARY DUTY

1941-46	U.S. Army Air Force Captain (Counter-Intelligence)

EDUCATION

1940	A.B. University of Delaware
1940-41	Harvard Law School
1945-46	University of Pennsylvania (Far Eastern Studies)
1962-63	Natinnal War College

LANGUAGES

French	S-3+, R-4+ (Tested)
German	S-1, R-2+ (Self-appraisal)
Turkish	S-1, R-1 (Self-appraisal)

PERSONAL DATA

[redacted]

August 1968

NOV 15 1968

JOHN W. JOHNSTON, JR.
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

May 1967	Associate Assistant Administrator for Administration, Bureau for Vietnam

OTHER EXPERIENCE

1963-67	Deputy Assistant Administrator for Material Resources
1962-63	Director, USAID/Mexico
1960-62	Deputy Regional Director, Bureau for Latin America, Wash., D.C.
1959-60	National War College
1957-59	Director, USAID/Colombia
1956-57	Director, USAID/Cuba
1954-56	Chief, Agricultural Party, Habana (FSS-1)
1947-54	Director, Cooperative Fiber Commission, and Chief, Agronomy Division USDA, assigned to Guatemala
1944	Agriculturist with Office of the Coordinator of Inter-American Affairs, assigned to Recife, Brazil
1943-44	Assistant agricultural Program Officer, Tegucigalpa
1940-42	Demonstrator, E.I. DuPont Co., Wilmington, Delaware

MILITARY DUTY

1944-46	Lieutenant, U.S. Navy

EDUCATION

1940	B.S. University of Delaware

LANGUAGE

Spanish	S-2+, R-2+ (Tested)

PERSONAL DATA

[redacted], [redacted], [redacted]

Married, 2 children

October 1968

- 5 1968

SOLOMON SILVER
FSR-1

Career FSR-1
$28,000

PRESENT POSITION

January 1968	Special Assistant and Associate Assistant Administrator for Programming and Economic Policy, Bureau for Vietnam

OTHER EXPERIENCE

1966-67	Detailed to Research Analysis Corp. McLean, Va. (spec. Project)
1964-66	Director, Office of Development Planning, Bureau for Far East
1963-64	Assistant Director Program, USAID/Vietnam
1959-63	Program Officer, USOMS/Korea and Vietnam
1956-59	Director, Economic Policy and Analysis Division, USOM/Turkey
1955-56	Chief Program Officer, NESA, ICA/W
1954-55	Assistant Program Officer, NESA, ICA/W
1952-54	Department of State - Program Analyst - TCA - NEADS
1951-52	Department of State - Acting Chief, Israel Branch
1950-51	Department of State - Bureau of F.E. Affairs-Organization and Budget Examiner
1948-50	Administrative Analyst - Division of Foreign Service Planning
1946-48	Management Analyst-Management Planning Division Office of Controls
1946	Economic Analyst - Dept. of Commerce, Bureau of the Census
1945-56	Statistician - Foreign Economic Administration
1943-45	Administrative Analyst - FEA
1942-43	Administrative Analyst - Office of Lend Lease Admin., Calif.

MILITARY DUTY

None

EDUCATION

1941	B.A. Temple University (Mathematics)

LANGUAGE

French	S-1, R-3 (Self-appraisal)

PERSONAL DATA

[redacted]

October 1968

JOHN E. ARTHUR
AD-16

No status
$25,879

PRESENT POSITION

January 1968	Associate Assistant Administrator for National Development, Bureau for Vietnam

OTHER EXPERIENCE

1967-68	Dep. Assoc. Asst. Administrator for Vietnam Programs
March 1966	Deputy Director, Office of Vietnam Affairs, Bureau for Far East
1963-66	Chief, Eastern Division, Office, Special Assistant for Counterinsurgency and Special Activities, Joint Chiefs of Staff, (Colonel, USA)
1926-63	Assistant Chief of Staff, Plans, U.S. Military Assistance Command, Saigon
1961-62	Infantry Commander, Fort Benning
1957-60	Chief of Doctrine, U.S. Army Command and General Staff College
1953-56	Deputy Chief, Production Division, Assistant Chief of Staff, Plans and Operations, U.S. Military Mission to Iran
1948-50	Infantry Commander and Assistant Chief of Staff, Operations and Training, Fort Benning
1942-48	Various U.S. Army, overseas

EDUCATION

1938	B.S. Boston University (Business Management)
1947-48	Command and General Staff College
1953	Armed Forces Staff College
1956-57	U.S. Army War College

PERSONAL DATA

[redacted], [redacted]
Married, no children

October 1968

MAY - 5 1968

JOHN HEILMAN

FSR-1

Career FSR-1
$28,000

AGENCY POSITIONS

April 1967	Associate Assistant Administrator for Commodity Management, Bureau for Vietnam
1964 - 67	Director, USAID/Argentina
1963 - 64	Special Assistant to the Assistant Administrator for Administration, AID/W
1962 - 63	Director, USAID/Pakistan
1960 - 62	Director, USAID/Korea
1959 - 60	Deputy Regional Director for Latin America, ICA

OTHER EXPERIENCE

1954 - 59	President and General Manager, Industrial and Agricultural Development Corporation, Caracas
1951 - 54	Executive Director, American International Association, Caracas
1950 - 51	Advisor to President, National Agrarian Institute of Venezuela
1948 - 49	Head, Farm Management Department, American International Association, Caracas
1945 - 48	National Chief of Farm Management, U.S. Farmers Home Administration
1945	Agricultural Economist, U.S. Farm Security Administration
1939 - 45	Assistant County Supervisor to Regional Chief of Production and Loan Supervisor, Pennsylvania

MILITARY DUTY

None

EDUCATION

1935 - 39	Pennsylvania State College
1945 - 48	U.S. Department of Agriculture Graduate School

LANGUAGE

Spanish	Fluent S-3, R-3+ (FSI)

PERSONAL DATA

[redacted]

NOV - 5 1968

March 1968

DONALD G. MacDONALD
Lv-III

Career FSR-1
$28,750
EOT March 1969

PRESENT POSITION

August 1966	Director, USAID/Vietnam

OTHER EXPERIENCE

1965-66	Director, USAID/Nigeria
1963-65	Director, USAID/Pakistan
1962-63	Deputy Director, USAID/Pakistan
1960-62	Supervisory International Cooperation Officer, Office of Far East, ICA/W
1959-60.	Executive Secretary, ICA/W
1957-59	Chief, Office of Public Services, USOM/Turkey
1955-57	Assistant to Director, USOM/Turkey
1952-55	Organization & Methods Examiner, MSA & FOA/Washington
1950-52	Jr. Administrative Assistant, and Assistant Recording Secretary, Atomic Energy Commission, Washington
1949-50	Project Associate, New Jersey State Commission on Need for a Medical School
1949	Project Assistant, Connecticut Commission on State Government Organization
1947-50	Instructor, Princeton University, Princeton, New Jersey

MILITARY DUTY

1943-46	U. S. Navy, Lieutenant, overseas

EDUCATION

1943	B.A. Wesleyan University
1948	M.A. Princeton University

LANGUAGES	(Self-Appraisal)
French	S-2, R-2
German	S-0, R-2
Turkish	S-1, R-1

PERSONAL DATA

[redacted]

December 1968

FEB 20 1969

JOHN R. MOSSLER
R-1

Career FSR-1
$28,000
EOT August 1969

PRESENT POSITION

September 1968	Appointed Deputy Director, USAID/Vietnam

OTHER EXPERIENCE

1968	Associate Director for Commercial and Capital Assistance, USAID/Vietnam
1966-68	Director, USAID/Ethiopia
1964-66	Deputy Director, USAID/Nigeria
1962-64	Director of Development Planning, Bureau for Africa and Europe, AID/W
1961-62	Director of the Budget Division, AID/W
1959-61	Director of the Budget Division, ICA/W
1957-59	Program Budget Branch Chief, ICA/W
1955-57	Program Officer, USOM/Korea
1951-55	Deputy Director, Economics and Finance Department, United States Civil Administration of the Ryukyu Islands
1943-51	Financial Economist for Supreme Commander Allied Powers, Tokyo, Japan

MILITARY DUTY

1943-46	U.S. Marine Corps, Lieutenant Overseas

EDUCATION

1944-45	B.A. De Pauw University
1943-44	Oberlin College

LANGUAGES (Self-evaluation)

French	S-0, R-1
Spanish	S-0, R-1

PERSONAL DATA

[redacted]

August 1968

NOV - 5 1968

DEVELOPMENT ASSISTANCE COMMITTEE

Paris

EDWIN McCAMMON MARTIN (FSO-1)
Lv-II

Career FSC-1
$29,500

EOT January 1970

PRESENT POSITION

January 1968	Appointed Chairman, Development Assistance Committee, OECD

OTHER EXPERIENCE

1964-68	Ambassador to Argentina
1962-64	Assistant Secretary of State for Inter-American Affairs
1960-62	Assistant Secretary of State for Economic Affairs
1958-60	Deputy Assistant Secretary of State for Economic Affairs
1957-58	Minister-Counselor, London
1956-57	Minister-Counselor, Paris
1955-56	Department of State
1953-55	Deputy U.S. Representative NAC and Deputy Chief USRO, Paris
1952-53	Special Assistant to Secretary of State
1949-52	Director, Office of European Regional Affairs
1948-49	Deputy Director, Office of International Trade Policy
1945-48	Various positions, Dept. of State
1944-45	Deputy Chief of Division, Office of Strategic Services
1941-44	Various positions, War Production Board
1940-41	Special Assistant, National Defense Advisory Committee
1935-40	Economist, Central Statistical Board and Bureau of Labor Statistics

EDUCATION

1929	B.A. Northwestern University
1929-35	Northwestern University

PERSONAL DATA

[redacted]

Married

July 1968

NOV 15 1968

STUART H. VAN DYKE
Lv-III

Career Civil Service
GS-15 reemployment
$28,750
EOT August 1970

PRESENT POSITION

August 1968	U.S. Representative to Development Assistance Committee, Paris

OTHER EXPERIENCE

1964-68	Director, USAID/Brazil (Minister)
1959-64	Director, USAID/Turkey
1959-	Assistant Deputy Director for Operations, ICA/W
1956-59	Regional Director, Africa and Europe, ICA/W
1954-56	Deputy Regional Director, Europe, FOA and ICA/W
1953-54	Chief, European Program Staff, FOA/W
1952-53	Assistant Chief, Office of Assistant Director for Europe, MSA/W
1951-52	Economist, Office of Asst. Administrator for Program, ECA/W
1950-51	Deputy Chief, Trade and Payments Division, Mission to Western Germany, ECA
1948-50	Chief, Food Planning Section, Mission to Western Germany, ECA
1945-48	Chief, Food Distribution Section, Office of Military Government for Bavaria
1942-43	Chief Lend-Lease Section, Food Distribution Administration
1940-42	Organization and Management Analyst, Personnel Division, Department of Agriculture
1939-40	Research Assistant in Personnel Administration, Syracuse U.

MILITARY DUTY

1944-45	U.S. Maritime Service, Lieutenant

EDUCATION

1935	AB Indiana University
1935-36	Chicago University
1936-39	Syracuse University

LANGUAGES (Self-evaluation)

French	S-1, R-3
German	S-3, R-3
Portuguese	S-3, R-3
Turkish	S-1, R-2

PERSONAL DATA

[redacted]

- 5 1993

October 1968

U.S. MISSION TO THE UNITED NATIONS

New York

ROBERT W. KITCHEN, JR.
FSR-1

Career FSR-1
$28,000
EOT Sept. 1970

PRESENT POSITION

September 1966	Appointed A.I.D. Advisor, United States Mission to the United Nations

OTHER EXPERIENCE

1963-65	Director, Office of International Training
1962-63	Staff, Office of Personnel Administration
1960-62	Special Assistant for Program & Policy, Office of Development Finance and Private Enterprise
1958-60	Director, USOM/Sudan
1957-58	Executive Officer, Office of Deputy Director For Technical Services, ICA/W
1957	Pakistan Desk Officer, ICA/W
1953-57	Assistant Program and Program Officer USOM/Liberia
1952-53	Staff Assistant, USOM/Liberia
1948-52	Associate Professor & Co-Director, Community College, West Virginia State College
1946-48	Management Consultant, New York and Chicago
1943-45	Assistant to Treasurer and Business Manager, Hampton Institute

MILITARY DUTY

1943	U.S. Navy

EDUCATION

1943	A.B. Morehouse College (Economics)
1946	M.S. Columbia University (Business Administration)
1946-48	Columbia University (Business Administration)
1965-66	Senior Seminar, FSI

LANGUAGES

French	S-2, R-2 (Tested)
Spanish	S-1+, R-3 (Self-appraisal)
Arabic	S-1, R-0 (Self-appraisal)

PERSONAL DATA

[redacted]

Married, one daughter (15)

July 1968

NOV - 5 1968