

# CALENDAR

## DECEMBER

**15-16:** Advisory Committee on Voluntary Foreign Aid Meeting, State Department, Washington, DC. The themes are development education and PVO/corporate relations. Contact: Sherry Grossman, Telephone: 235-2708, Room 227, SA-8

**19-20:** AID Research Advisory Committee Meeting, Pan American Health Organization building, Conference Room C

## JANUARY

**8-Feb. 4:** Seminar in Port-au-Prince, Haiti, on Agricultural Credit for Small Farmers. Sponsored by the AID mission in Haiti and the Agricultural Credit Office of the Haitian Ministry of Agriculture. Contact: ADO, USAID/Haiti

**9-10:** Title XII Regional Seminar at the University of Arkansas, Fayetteville

**12-13:** Title XII Regional Seminar at the University of Idaho

**19-20:** Title XII Regional Seminar at Virginia State University

**26-27:** Computers for Health Workshop, sponsored by the National Council for International Health (NCIH), Contact: NCIH, 2100 Pennsylvania Ave., NW, Washington, DC 20037; Telephone (202) 466-4740

**30-Feb. 3:** AID Africa Mission Directors Conference, Kigali, Rwanda. Contact: Charles Christian AID/AFR/PMR, Room 2744; Telephone (202) 632-1783

## FEBRUARY

**1-2:** Board for International Food and Agricultural Development (BIFAD) Meeting, Contact: John Rothberg, AID/BIFAD, Room 5318, Washington, DC; Telephone (202) 632-0228

**6-10:** Weed Science Society of America Annual Meeting, Miami, FL. Contact: C. J. Cruse, executive secretary, 425 Illinois Building, 113 N. Neil St., Champaign, IL 61820

**19-24:** Fourth International Conference of the World Federation of Public Health Associations. The theme is "Quest for Community Health: Experiences in Primary Care." Jerusalem, Israel. Contact: WFPHA Secretariat, c/o American Public Health Association, 1015 15th St., NW, Washington, DC 20005; Telephone (202) 789-5690

**20-24:** Second Congress of Integrated Pest Management, Guatemala City, Guatemala. Contact: Edgar Rios Munoz, conference coordinator, 30 Calle 11-42, Zona 12, Guatemala City

**23-24:** Joint Committee on Agricultural Research and Development (JCARD) Meeting, sponsored by AID, Washington, DC. Contact: John Stovall, AID/BIFAD, Room 5316, Washington DC 20523; Telephone (202) 632-8532

**27-March 9:** Pre-departure orientation workshop for university faculty, administrators, and others involved in designing, managing or carrying out AID technical assistance projects in developing countries, sponsored by AID and BIFAD, Honolulu,

HI. Contact: Harold McArthur, College of Tropical Agriculture and Human Resources, University of Hawaii, 3050 Maile Way, Honolulu, HI 96822; Telephone (808) 948-6441

## MARCH

**5-30:** U.S. Geological Survey course in geologic and hydrologic hazards, sponsored by U.S. Geological Survey and AID's Office of U.S. Foreign Disaster Assistance, Denver, CO. Contact: AID/OFDA, Room 1262, Washington, DC 20523

**7-8:** Board for International Food and Agricultural Development (BIFAD) Meeting, Contact: John Rothberg, AID/BIFAD, Room 5318, Washington, DC; Telephone (202) 632-0228

**12-21:** Thirty-third meeting of the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research (CGIAR), Rome, Italy. Contact: CGIAR Secretariat, 1818 H St. NW, Washington, DC 20433

**14-15:** Society for International Development (SID), Washington chapter conference, Washington, DC. The theme is "Trade and Development: Economic Realities and Political Risks." Contact: SID, 1889 F St. NW, Washington, DC 20006; Telephone (202) 682-0238

**21-23:** Transcultural Nursing Perspectives in Primary Health Care Workshop, Salt Lake City, UT, sponsored by the National Council for International Health (NCIH). Contact: Barbara Kohl, conference coordinator, NCIH 2100 Pennsylvania Ave., NW, Suite 740, Washington, DC 20037; Telephone (202) 466-4740

*Any additions or corrections should be addressed to "Calendar," Front Lines, Room 4890 NS, Washington, DC 20523*

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

DECEMBER 1983

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

PN-ACZ-501



## CARLUCCI COMMISSION ISSUES REPORT

### Morris Leads Team to Grenada

### Chairman Zablocki Dies

### Awards, FS Promotions Announced

## \$15 Million in Long-term Aid to Grenada

**D**eputy Administrator Jay Morris outlined a proposed \$15 million long-term assistance package to Grenada at a Nov. 23 press conference. This brings the planned level of assistance to \$18.5 million since American rescue operations in Grenada began Oct 25. Earlier in November, Administrator McPherson announced \$3.5 million for disaster and rehabilitation assistance.

Morris headed a U.S. government interagency team charged with examining economic conditions in Grenada. The team, named by the White House, was in Grenada Nov. 17-19 and on its return, made recommendations on how best to coordinate federal activities between the U.S. and Grenadian private sectors.

At the press conference the AID Deputy Administrator described the \$15 million long-term assistance package. While details remain to be worked out, AID will endeavor to train Grenadians to independently administer their development programs. Many of Grenada's social services before Oct. 25 were administered by Eastern Bloc personnel.

Also, part of the money will help the Grenada Trade Union Conference re-establish its independence. To that end, the American Institute for Free

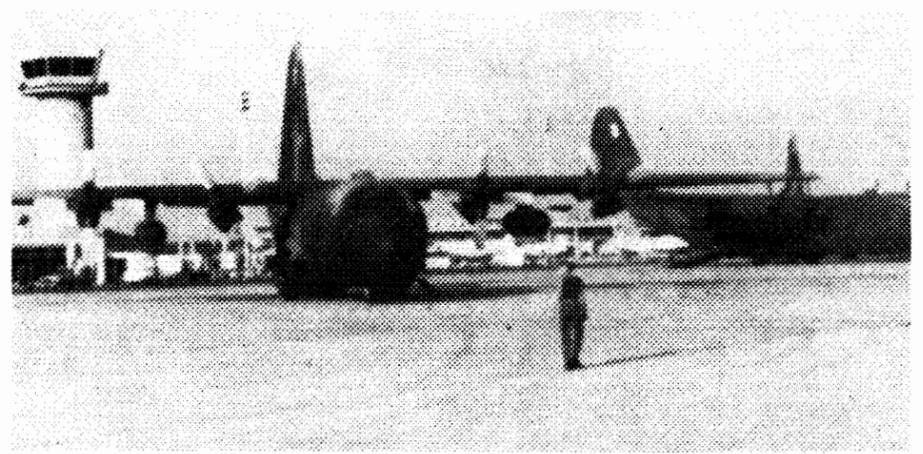
Labor Development will assist the conference and member unions.

Two AID agricultural advisers and funds will be provided to re-establish a market-oriented agricultural sector. The project also will help reactivate extension services, pest control, land conservation, land survey, and soil analysis.

A portion of the \$15 million that Morris announced will come from the Economic Support Fund and will finance intermediate-term economic reconstruction and recovery. Accordingly, this money will provide badly needed balance-of-payments support to the new Grenadian government. In addition to helping support the budget, the money will finance imported food, raw materials, capital and consumer goods to speed resumption of productive activity and to finance critical elements of the government's investment budget.

The package will include funds to rehabilitate 12-14 miles of the country's most seriously deteriorated roadway. The program includes a brief study of the road situation, engineering and design, and short-term training for Grenadian public works staff.

For private sector support, money will be allocated for a project to identify new business opportunities, help the local chamber of commerce



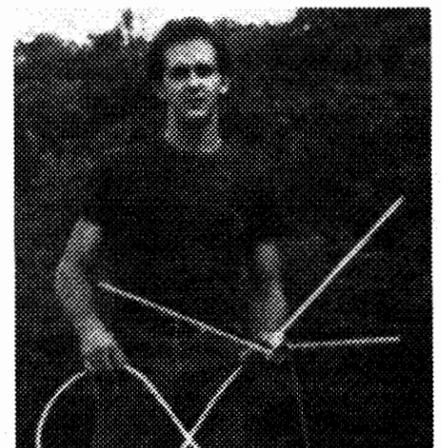
review laws and regulations, expand space for factories, and create a strategy to attract new industry.

Besides \$15 million in AID funds, the Agency has begun to increase involvement of regional Caribbean technical and financial institutions in the Grenadian development process.

"We found that although the private sector had been severely damaged by the previous Marxist government, a nucleus of outstanding leadership remains around which to rebuild economic activity," said Morris.

Director of AID's Office of Caribbean Affairs Jim Holtaway, who went with Morris to Grenada, said of the people, "One comes away from Grenada with many perceptions.

*(continued on page 3)*



Disaster assistance was flown to Grenada from Barbados. Above, disaster team member Bret Tuluja installs communications equipment at AID's temporary offices.

## AID/W Gets a Lesson on Writing

by Paul Olkhovsky

**A**ir Force Lt. Col. Thomas Murawski treated AID/W staff to a seminar called "Just Plain English," a program to teach federal employees to write less like bureaucrats. "I want people to write compactly, naturally, and to the point," says Murawski, who is the White House adviser on clear government writing.



Murawski: "I want people to write compactly, naturally, and to the point."

He has given his seminar to many federal agencies. Murawski, who is on the Air Force Academy faculty even added the Department of the Navy to his list of students during a recent sabbatical.

"I went through dozens of examples of your agency's writing," Murawski told his AID audience. "I found that it is superior to that of many agencies. Your main problem is overwriting—too many words where one would do."

Murawski emphasized focusing on the reader's needs and presenting ideas in no more words than they deserve. "At times, writers could have started faster and said less. It is important to remember that the boss gets more information if each of us gives him less."

All AID/W employees were encouraged to attend the morning-long seminar on either Oct. 25 or 26. While many were apprehensive—a natural reaction to the prospect of sitting through a three-hour lecture on the English language—most ended up being captivated by Murawski's wit and energy.

According to Murawski, the most readable writing sounds like people talking. "If you're writing to many readers, but none in particular, talk to one typical reader. Then write with personal pronouns and everyday words."

The AID writer needn't go out of the way to use personal pronouns but, Murawski says, "he shouldn't go out of the way to avoid them. When speaking for the Agency, use 'we,' 'us,' and 'our.' When speaking for yourself, use 'I,' 'me,' and 'my.' And, balance these pronouns with more of 'you' and

*(continued on page 6)*

## Chairman Zablocki Dies at 71

**C**hairman of the House Committee on Foreign Affairs Clement J. Zablocki died Dec. 3 after suffering a heart attack Nov. 30. He was 71.

Zablocki, a staunch supporter of economic assistance to the Third World, was a member of the House of Representatives since 1949. That same year, the Wisconsin Democrat was appointed to the Foreign Affairs Committee and, in 1977, became chairman. He also chaired the committee's International Security and Scientific Affairs Subcommittee. During most of the 1960s, he served as chairman of the Subcommittee on Pacific and Asian Affairs. His bipartisan approach to foreign affairs was appreciated by successive Presidents.

Zablocki was a major figure in establishing the International Development Cooperation Agency. Its intent was to bring oversight of all foreign assistance programs under one agency. He also was a strong supporter of the P.L. 480 Program.

"He (Zablocki) was an American of great patriotism who could always put country ahead of politics," said President Reagan in a statement. "I will miss his wise counsel."

Administrator McPherson said that he knew that Zablocki always was willing to listen when AID had a

problem. "Clement Zablocki was always a strong supporter of foreign aid. I deeply valued his wise counsel and friendship. I will miss him. AID has lost a very good friend," said the Administrator.

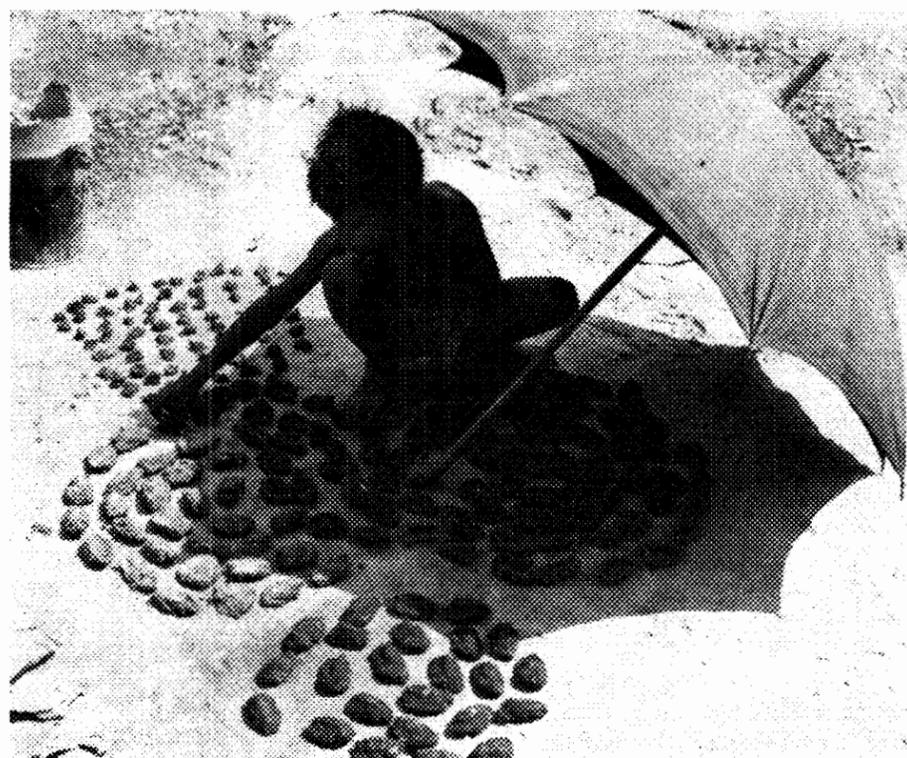
House Speaker Thomas P. O'Neill (D-MA) called Zablocki an architect of the War Powers Act. In 1973, Zablocki sponsored the House version of that law, which sets specific limits on the President's power to involve troops in foreign combat without congressional approval.

A graduate of Marquette University in his native Milwaukee, Zablocki was a high school civics teacher and a member of the state legislature before his election to the House in 1948. Nine years later, he sought the Democratic nomination to the Senate. He was defeated by William Proxmire.

His wife of 40 years, the former Blanche Janic, died in 1977. He is survived by two children.



Rep. Clement J. Zablocki, chairman of the House Foreign Affairs Committee.



When dried, cow dung can be used as an alternative fuel. One view at the conference discouraged this practice.

## New Energy Ideas for LDCs Examined

Energy price increases in the 1970s have had a devastating effect on the economic development prospects of developing countries, according to Charles Ebinger, an energy expert from Georgetown University. Speaking at a recent AID-sponsored meeting of energy experts, Ebinger linked energy to development throughout an economy and called for priority development of energy supplies—especially oil, gas, and coal—to help nations reduce oil import bills.

AID planned the Nov. 8-9 meeting to hear views on future AID energy policies. The meeting included representatives from the academic community, industry, the departments of Energy and State, private research groups, and AID staff. Agreeing that much of the data available on Third World energy use is incomplete or inaccurate, they applied their collective intellects to define the energy problems of the Third World and suggest ways in which AID can help.

Conferees agreed that oil is the primary source of commercial fuel in most AID-assisted countries and that most are dependent on imports for their supply. This makes the economies of such countries highly vulnerable to the price of oil.

One way of increasing energy availability in developing countries, conferees agreed, is to encourage private investment in energy. Accordingly, much discussed was the reluctance of private companies, such as multinational corporations, to invest in the energy sector. Many agreed that an important deterrent to investment is the possibility that after a project has begun, the host government might change the rules. Examples include a change of contract terms and controls pegging the sale of oil below market value.

David Behling of Chase Manhattan Bank said that he sees AID as a broker

in energy development in the Third World. AID should not try to supplant the private sector, Behling explained, but instead should bring private capital and host governments together by freeing up bottlenecks and helping remove obstacles to investment. "This conference is an excellent idea," he said. "It brings together all the major actors in energy development."

Harvard University's Peter Rogers suggested biomass as an alternative to conventional fuels. Biomass refers to agricultural products and cultivated traditional fuel sources such as wood. When carefully managed, trees become a renewable source of energy. Rogers pointed out that this technique is being used with success, notably in some parts of India.

David Pimental of Cornell University, who chaired the meeting, disagreed with Rogers. His view is that using crop and animal wastes as fuel instead of as organic fertilizer is inefficient and robs soils of an important source of nitrogen. Pimental advocated increasing agricultural crop yields that would produce more food, more crop residues which could be used for energy and, therefore, reduce pressure on forest use for fuel. Pimental also pointed out that 95% of energy used in rural areas is used for cooking.

The first day of the meeting focused on identifying problems in energy development, the second on solutions. Proposed solutions include greater funding, staffing, and research directed at the effect of oil prices on development, intensified training programs, greater understanding of energy use and available resources, and possible ways of curbing energy demand.

AID's energy adviser, Stephen Klein, who coordinated the meeting, said that the ideas and suggestions offered will help to formulate AID's energy policy.

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Secretary of State George Shultz is presented the final report of the Carlucci Commission by Chairman Frank Carlucci. Article is on page 3.



# Carlucci Panel Report Calls for More Aid

by Paul Olkhovsky

**L**evels of U.S. assistance need to be increased to meet U.S. foreign policy goals, the Commission on Security and Economic Assistance (Carlucci Commission) concluded in its final report. Included in the report are recommendations for integration of security and economic aid, proposals to increase support for assistance programs, and a call for improving assistance evaluation.

The bipartisan commission was created in February to review U.S. foreign assistance programs and make recommendations to the President and Congress on how their objectives can better be achieved. Its members were drawn from Congress and the private sector. Task forces were organized within the commission. They examined specific topics and heard testimony from a wide range of spokespersons from both the public and private sectors.

To tie the various forms of assistance together, the commission, in its final report, recommends establishing a mutual development and security administration. "What we have to understand is that security assistance and economic assistance are two sides of the same coin," commented Secretary of State George Shultz when he accepted the final report from Commission Chairman Frank Carlucci Nov. 21.

The exact mix of security and economic assistance would be best determined on a country-by-country basis, according to the report. The commission believes that this country approach should be the primary basis for development of the overall programs.

The commission also found that, generally, support for foreign assistance has become increasingly polarized. Greater numbers of advocates for military or economic programs oppose, rather than support, each other. This friction has been aggravated by budgetary limitations which have forced difficult trade-offs between domestic and international programs.

Added to the scenario is widespread misunderstanding of the nature and objectives of assistance programs. This in turn, has given birth to a general public perception that these



Commission Chairman Frank Carlucci (right) presents Secretary of State George Shultz the commission's final report calling for increased levels of assistance. Observing from the background are Under Secretary of State for Security Assistance, Science and Technology William Schneider Jr. (left) and commission member Laurence H. Silberman.

programs do not coherently serve valid national interests.

But, the commission concluded that U.S. assistance programs make an indispensable contribution to achieving U.S. foreign policy objectives. Accordingly, the study panel suggests that the Administration and Congress broaden their efforts to inform the American public of the value of development, security and humanitarian efforts. To accomplish this, the commission recommends a citizens' network on security and economic assistance be established. A White House conference also is suggested.

Commission Chairman Frank Carlucci believes that American assistance helps all parties involved, including the United States. He sees assistance more as mutual cooperation, requiring action on the part of the recipient as well as the donor.

Foreign assistance program management has become increasingly encumbered by legislative requirements, the commission concluded. The report reasons that this arises

from a declining confidence between the executive and legislative branches over the conduct of foreign policy—a situation that would improve with increased communications on assistance between Congress and the executive branch.

Besides recommending improved support and integrated assistance, the commission proposed various policy goals for foreign assistance programs. Specifically, the commission recommends that programs support policies that will result in open, self-sustaining and democratic societies.

The commission suggests that U.S. bilateral and multilateral cooperation programs be used to promote and encourage the growth of indigenous private sectors and U.S. private sector contributions to the development process. The strengthening of free trade unions and the promotion of employment-oriented development strategies in an environment conducive to free enterprise are integral to sound, long-term growth and security,

commission members reasoned. The study panel also believes that the World Bank should take a leading role in promoting policy reform as well as better coordination among donors.

The commission wants better and more comprehensive evaluation mechanisms of America's assistance effort. The commission endorses the high level of flexibility in the Economic Support Fund (ESF) and recommends greater flexibility in the administration of the development assistance account. Where possible, ESF programming should further economic development and U.S. commercial objectives. For the development assistance account, this means flexibility to ensure that long-term development needs are met in ways consistent with the short-term economic and financial constraints many developing countries face—particularly those in Africa.

The commission also singled Africa out as a place where P.L. 480 is still needed and will continue to be needed for some time to come. To maximize P.L. 480's development impact, the commission suggests using it with other forms of economic assistance.

The commission calls for greater program emphasis on human resource development, institution building, and science and technology. In the opinion of commission members, U.S. knowledge and experience substantially contribute to the needs of developing countries, as do the training and education programs provided by both civilians and the U.S. military.

In determining the concessionality of military assistance, the commission believes that the U.S. government should consider the same economic factors as it considers for economic assistance and provide the level appropriate to conditions in each country. An increase in concessionality on military credits is endorsed.

Secretary Shultz told commission members that the President is very interested in the study, and is looking forward to meeting with the commission members after the Congressional recess.

*Olkhovsky, a writer in the Office of Public Affairs, is acting assistant editor of Front Lines.*

## Grenada

From page 1, column 3

Certainly the most poignant is that of the people's reaction to the recent events—people on the street, shopkeepers, government officials—go out of their way to express their gratitude for what they prefer to call a 'liberation.'

The day after military operations began, Deputy Director of the Regional Development Office of the Caribbean Ted Morse led a team which managed the evacuation of U.S. citizens and began designing and coordinating U.S. emergency efforts.

Later, he took the lead in AID's efforts in Grenada, for which he was presented a special award Dec. 1.

The first airlift of basic supplies arrived in Point Salines from Bridgetown, Barbados, on Oct. 28. AID and Grenadian charities distributed the shipment which included evaporated milk, sugar, corned beef, sardines, and fruit juices to displaced persons.

From its disaster relief stockpiles in Panama, AID airlifted two plane loads of supplies, including five generators to provide emergency power for lighting; communications equip-

ment; a jeep and driver, two mobile water trailers each with a 250-gallon capacity; eight 3,000 collapsible water tanks; and 1,000 five-gallon potable water containers. Aid also sent an epidemiologist from the Centers for Disease Control in Atlanta and a sanitary engineer.

"We have the primary objective of returning the Grenadian economy to a normal state of activity, which is the way the people can start to take care of their needs," Administrator McPherson told reporters in a Nov. 2 press conference.

"AID is firmly committed to the economic recovery and long-term

development of Grenada," McPherson said. When asked about Grenada's future, he said, "I look at Grenada and see some advantages that I don't see in places like Africa: an 85% literacy rate, for example, a fairly low child mortality rate, and a number of other advantages that Grenada can really build on. We are particularly sensitive to the needs of the Grenadian private sector as a central instrument to the recovery process. To the extent that AID has the resources and mandate, we will make every effort to support the return to economic and social prosperity in Grenada," concluded McPherson.

The Agency's first training workshop on women in development was held Oct. 19-21 at the Xerox Center in Leesburg, VA, under the direction of the Harvard Institute for International Development (HIID). Administrator McPherson welcomed 25 senior Agency staff from regional and central bureaus and representatives from selected private voluntary organizations and contractors.

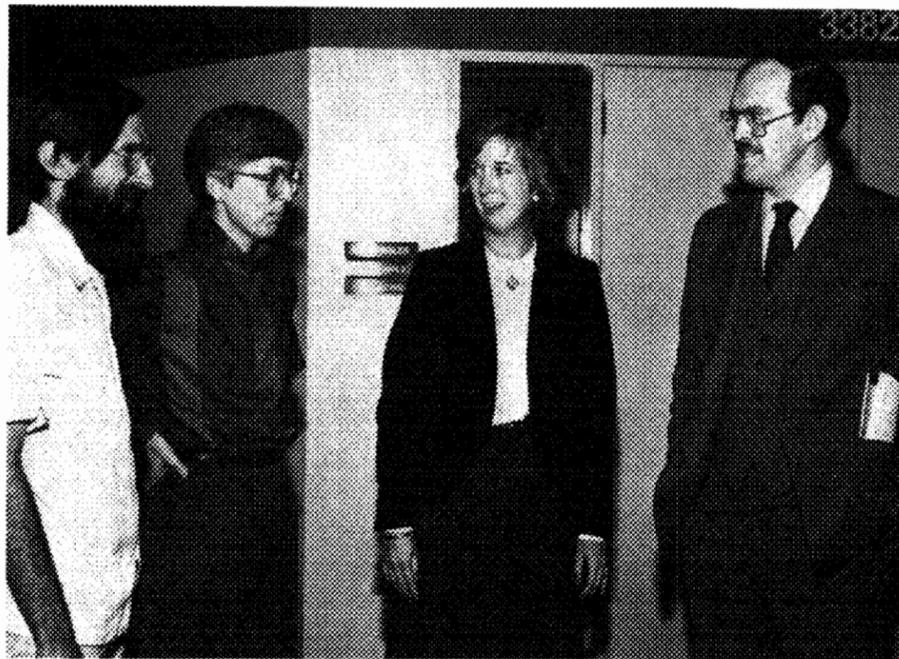
Citing personal experiences in Latin America and Africa, the Administrator emphasized that strategies to include women in project design and implementation are crucial to the achievement of Agency goals. "It is time for AID to include women in all project phases in order to maximize their contributions and to ensure the achievement of development goals in the developing world," McPherson said.

The workshop, the first in a series, was designed to increase practical knowledge of women in development and to help integrate this knowledge into projects from the beginning. The workshops will provide development practitioners with a new set of conceptual perspectives and analytical skills for dealing with women-related concerns in a broad spectrum of development projects. Funded under a grant from AID's Office of Women in Development (WID), the HIID Case Study and Training Project also will generate training materials on the planning and implementation of



Among workshop participants was Michaela Walsh, president of Women's World Banking, New York.

## Workshop Series on WID Issues Begins



Administrator McPherson (right), told women-in-development workshop participants that it is time for AID to include women in all project phases. With McPherson, from left, are workshop trainees Jim Austin and Mary Anderson and Director of AID's Office of Women in Development Sarah Tinsley.

development projects which reflect both women's and men's economic activities and needs.

In her opening remarks, WID Director Sarah Tinsley emphasized that the workshops are to reach a growing number of individuals who oversee the Agency's concern for women-in-development issues. "It is the goal of this workshop," she told the participants, "to demonstrate clearly the roles that Third World women can play in the development process both as beneficiaries and agents of change."

A series of case studies of AID projects are used as the major training tool in the workshops:

- The Development Decentralization I Project in Egypt.
- The Program for Development of

Micro-Enterprises in the Dominican Republic.

- The Village Family Planning/Mother-Child Welfare Project in Indonesia.
- The Arusha Planning and Village Development Project in Tanzania.
- The Rural Enterprises II Project in Peru.
- The Watershed Management Synthesis Project in India.
- The Sericulture/Settlements Project in Thailand.
- The Niger Range and Livestock Project.

In addition, four technical papers were prepared for background information: "Women's Productivity in Agricultural Systems: Considerations for Project Design;" "Technology Transfer: Implications for Women;"

"Small-Scale Enterprise and Women;" as well as a framework for analyzing women's economic and social roles.

The case studies used for workshops describe only the development situations facing decision-makers. They do not analyze or evaluate the situation. In small groups and plenary sessions, the trainers and trainees provide the analysis. This case method of learning is especially effective for development practitioners who enrich the discussions by drawing on their own experiences. Gary Mansavage of the Bureau for Program and Policy Coordination's Office of Planning and Budgeting expressed the consensus when he said, "The Harvard case studies approach provides a particularly productive means, including very active group participation, to get at the program issues of women in development."

Paul O'Farrell of PPC's Office of Policy Development and Program Review said that the workshop demonstrated that "WID is not a woman's issue, *per se*, but an economic-efficiency issue which must be given attention since it affects the outcome of all of AID's projects."

A second workshop was held Nov. 30-Dec. 2 in Easton, MD, for other AID staff. Future workshops are being planned, not only in AID/W, but also in geographic regions for AID missions and for Title XII consortia.



One of the development professionals enriching discussions with his own experiences was Larry Crandall, deputy director of the Asia Bureau's Office of Development Planning.

## Politicking Limited by Hatch Act

With the approach of the 1984 presidential campaigns, AID employees are reminded that the Hatch Act limits the political activities in which they may participate. The guidelines in the table below specify those limitations. They have been issued by the Office of Special Counsel, U.S. Merit Systems Protection Board.

AID employees are covered by the Hatch Act at all times including while on annual leave, sick leave, leave without pay, administrative leave and furlough. Part-time or temporary employees also are covered. Intermittent or occasional employees, such as consultants, are covered only during the 24-hour period of any day in which they are actually employed.

The Hatch Act was passed by

Congress in 1939. It was the first time regulations governing the political activities of federal employees were written into the United States Code. However, political activity of government employees has been a concern of government officials since Thomas Jefferson's administration, when an order was issued that while "it is the right of any officer (federal employee) to give his vote at elections as a qualified citizen . . . it is expected that he will not attempt to influence the votes of others nor take any part in the business of electioneering, that being deemed inconsistent with the spirit of the Constitution. . . ."

There are partially exempted communities where a federal employee may be a candidate or take an active part in a partisan election. A special rule applies to local elections in the District of Columbia and in certain communities of Maryland and Virginia, and in a few designated municipalities in other parts of the country.

Federal employees living in those communities may participate actively

in local partisan campaigns and elections, but only as independent candidates on behalf of or against independents. Employees planning to run for local office or planning to actively support an independent candidate, should first obtain Agency approval to ensure that the special

exemptions apply. Such advice may be obtained from the Office of General Counsel.

The minimum penalty for violating the Hatch Act is suspension without pay for 30 days. The maximum penalty is dismissal.

—Marge Nannes

## Hatch Act Guidelines

### Federal Employees May:

- Register and vote as they choose.
- Assist in voter registration drives.
- Express opinions about candidates and issues.
- Participate in campaigns where none of the candidates represents a political party.
- Contribute money to political organizations or attend political fund raising functions.
- Wear or display political badges, buttons or stickers.
- Attend political rallies and meetings.
- Join political clubs or parties.
- Sign nominating petitions.
- Campaign for or against referendum questions, Constitutional amendments, municipal ordinances

### Federal Employees May Not:

- Be a candidate for public office in partisan elections. (An election is

partisan if any candidate for an elected office is running as a representative of a political party whose presidential candidate received electoral votes in the last presidential election.)

- Campaign for or against a candidate or slate of candidates in partisan elections.
- Make campaign speeches or engage in other campaign activities to elect partisan candidates.
- Collect contributions or sell tickets to political fund raising functions.
- Distribute campaign material in partisan elections.
- Organize or manage political rallies or meetings.
- Hold office in political clubs or parties.
- Circulate nominating petitions.
- Work to register voters for one party only.

**I**s disaster relief consuming a greater portion of development resources? If so, is the impact more than donor organizations with limited resources can cope with? That was this year's theme at the Office of U.S. Foreign Disaster Assistance (OFDA) annual meeting with private voluntary organizations (PVOs) in Reston, VA, Oct. 26-28.

M'hamed Essaafi, the United Nations disaster relief coordinator, indicated that while there is no evidence that the number of hazards is increasing, populations' vulnerability to disasters is growing. He pointed out that as increasing populations crowd into makeshift housing, the potential for damage and personal injury from disaster increases exponentially. According to Essaafi, use of marginal lands also increases the likelihood of flooding and drought.

Representatives of OFDA and more than 35 voluntary and international organizations discussed the question of whether available resources can meet disaster relief needs. In fact, donor organizations are finding it

## Disaster Relief Aid Topic of Conference

difficult to meet the escalating needs of victims of both natural and man-made disasters. Many meeting participants agreed that only by stretching resources to the limit, will they be able to remain responsive in future disasters. "Private voluntary agencies can help . . . by incorporating disaster prevention factors into the development projects they finance," advised Essaafi.

In his keynote remarks, acting Assistant Administrator for AID's Bureau for Program and Policy Coordination Richard Derham outlined one solution to reversing the trend of diminishing resources. Disaster-prone populations must learn to be self-sufficient in responding to disasters. He explained how AID's emphasis on applied training, technology transfer, technical assistance,

and the private sector can help to reduce dependence on outside resources. Derham stressed that resources available to respond to disasters are dwindling and that disaster preparedness should be integrated with the overall development process.

The Philippines, Dominican Republic, and Jamaica were examined as examples of how some countries are increasing their self-sufficiency to cope with disasters. For example, Col. Pagulayan, civil defense administrator of the Philippines, discussed his country's effort toward disaster management self-sufficiency. Pagulayan focused on the key points of his program. They are public information and education, contingency planning, drills, communications and warning capabilities, and organizing disaster

coordinating councils at all levels of government. OFDA suggested that PVOs introduce disaster mitigation and management training into their community development programs.

A final topic addressed during the conference was the issue of who decides when a deteriorating development situation, such as a drought-stricken or displaced population, is declared a disaster. Figuring prominently in the discussion were questions of the population's ability to cope and the government's will to do so. It became clear to participants that disaster relief agencies must join together in a concerted effort to reduce dependency on outside disaster relief, or be faced with needs for disaster relief which cannot be adequately met.

Rep. Don Young (R-AK), reinforced the participants' conclusion that natural disasters frequently offer an opportunity to apply innovative development measures. He also commended PVOs for their outstanding performance in responding to disasters throughout the world.

## Meeting Links Food, Energy & Women

by Deborah R. Purcell

**"I**mplementation of the women-in-development policy is now an Agency-wide effort, not an issue confined to the Office of Women in Development," Administrator McPherson told the first annual meeting of the Association of Women in Development (AWID). Speaking to a diverse audience of 800 assembled at the Washington event's opening banquet on Oct. 13, McPherson stressed the importance of institutionalizing women in development in AID's projects, applied research and overall strategies.

The Administrator cited the Agency's WID training workshops for senior staff, which recently got under way, as a step toward accomplishing this goal. Carried out by the Harvard Institute for International Development, the workshops are to educate staff on women in development and to teach ways that this knowledge can be integrated into project design and implementation. (A report of the first workshop appears on page 4.)

Attended by academics, researchers and development practitioners from both developing and developed countries, the three-day conference at the Capital Hilton focused on food and energy issues as they relate to women, U.S. interests and the developing world. It also commemorated the 10th anniversary of the Percy Amendment to the U.S. Foreign Assistance Act which gave birth to AID's women-in-development program.

In introducing Sen. Charles Percy (R-IL), McPherson commended him for his continued support of women-in-development initiatives. Percy, who is chairman of the Senate Foreign Relations Committee, announced that he plans to hold hearings in the spring on the progress in implementing

Section 113.

Other speakers included Margaret Snyder of the United Nations Voluntary Fund and Jane Knowles of the University of Wisconsin, who is AWID president.

A dominant topic during the meeting was the economic benefits of including women in development. Figuring in these discussions were experts from organizations which included AID and its Canadian counterpart, the U.N. Food and Agricultural Organization, International Labor Organization, the World Bank, Oxfam, the Ford Foundation, Partners of the Americas, Peace Corps and numerous universities.

A comprehensive series of workshops covered topics ranging from food self-sufficiency, to linking policy to implementation in donor programs, to recent research findings in Africa.

AID's Office of Women in Development (WID), involved in both formulating the conference and conducting various workshops, distributed several thousand copies of women-in-development documents, including the new AID policy paper.

The Office of International Training arranged for 14 female participant trainees to attend the conference. These women, now in the United States for long-term academic training, were from Kenya, Tanzania, Malawi, Somalia, Swaziland, Cameroon, the Philippines, Indonesia, Nepal and Yemen. Their areas of study include population and demography, environmental health, agronomy, plant breeding and pathology, soil science, swine nutrition, home economics and nutrition, rural sociology, economics and journalism.

Per Pinstrip-Andersen of the International Food Policy Research Institute presented an in-depth study of the need to improve women's

economic productivity. The study results show that this would increase countries' economic output and provide more buyers and sellers in the world market.

Members of the audience responded with individual accounts of field and project experiences. They discussed the complexity of accurately measuring women's work in the household and community and the need for small technology, credit and income-generating programs.

In another well-attended session, directors of various donors' women-in-development programs spoke on their efforts to translate policy into action. WID Director Sarah Tinsley described how her office is helping AID missions incorporate women-in-development concerns in their projects.

"Implementation of the women-in-development policy must be understood to be an important qualitative aspect of AID's program, one which is crucial to the achievement of Agency goals," the WID director said. She pointed out that her office staff now includes several economists and social scientists and that it has redirected its resources to better assist Agency projects. "This," she explained, "should facilitate the integration of women-in-development concerns into larger, ongoing field activities."

A workshop entitled "Food and Self-Sufficiency" assessed the growing body of research on women in development and the need for researchers and development practitioners to express themselves in "macro policy terms." Discussion also focused on the need for policy-makers to understand how their choices affect the micro—both women and men as well as their families. Among the panelists was Julia Chang Bloch, AID assistant administrator for the Bureau for Food for Peace and Voluntary Assistance.

A round table discussion, chaired by Jean Weidemann, chief of the Board for International Food and Agricultural Development's Institutional and Human Resources Division, identified opportunities and impediments to women-in-development initiatives of the Title XII program. The workshop included former mission Directors Priscilla Boughton and Glenn Patterson; Francille Firebaugh of Ohio State University; Cornelia Butler Flora of Kansas State University; and Ralph Smuckler of Michigan State University. They discussed lessons learned and new approaches, such as potential contributions of women in farming systems research.

Paula Goddard, deputy director of AID's Office of Evaluation, chaired a workshop on career planning in international development.

The AWID conference helped strengthen and expand the wide range of women-in-development constituencies. By providing a forum to discuss practical approaches, obstacles, and theories, it also helped highlight the future of women in development: integration at all levels of development programming.

"No other donor nation has such a comprehensive policy or commitment to this (women-in-development) effort," Administrator McPherson said of AID's program. During the conference, as participants considered the decade of experience with women in development, they seemed very aware of AID's achievements. Implicit in their discussions, too, was knowledge that the success or failure of current women-in-development strategies will profoundly affect the outcome of overall economic development strategies for all donors.

*Purcell is WID's correspondent for Front Lines.*

# Functional Accounts Up 3.3% in FY 1984

**A** continuing resolution containing a 3.3% increase for the functional accounts over fiscal 1983 levels will fund AID programs for the remainder of fiscal 1984. The spending measure was passed by Congress in an unusual Saturday session Nov. 12 and signed by President Reagan on Nov. 14. Besides \$1.35 billion for the functional accounts, the continuing resolution contains \$2.9 billion for the Economic Support Fund (ESF) and \$361.5 million for AID operating expenses.

Funding for most of AID's economic assistance accounts is higher than in fiscal 1983. The most notable increases are in the education (12.5%) and population (13.7%) accounts, American Schools and Hospitals Abroad (50%), and the Trade and Development Program (54.8%).

An exception is the health account, whose funding level decreased by 6.3%. However, AID had proposed an even greater decrease in this account. The amount appropriated is

actually 24% above the requested level. Three line items remained at previous levels. They are energy and selected development activities, the Office of the Science Advisor, and disaster assistance. In the energy and selected development activities, the level appropriated is a \$32 million reduction from the requested level. The table below shows fiscal 1984 and 1983 funding levels.

The continuing resolution also authorizes and appropriates funds for a private sector revolving fund. Up to \$20 million may be used from the functional accounts for the revolving fund in fiscal 1984.

The legislation includes deobligation and reobligation authority. Under the terms of the authority, reobligations are available only for development assistance projects, and are restricted to countries in which the obligation originally was made. An exception are funds used for disaster relief in the Andes region, where aberrational weather over the last year

has battered the economies of three nations.

The continuing resolution also deobligated the Syria pipeline, effectively terminating the AID program in that country—except for certain training programs in the United States. However, provision was made for the deobligated funds to be used to pay claims of U.S. contractors resulting from direct AID or host country contracts. No payments or reimbursements to the Syrian government are permitted.

Of the funds deobligated from the Syria program, up to \$15 million may be used for economic assistance grants for Grenada. Obligation of such money is subject to prior notification of Congress.

Money appropriated for the ESF totals \$2.9 billion—\$46 million under the requested level. Earmarks: \$910 million for Israel, \$750 million for Egypt, \$15 million for Cyprus and \$3 million for activities relating to judicial reform in El Salvador.

The sum appropriated for AID's functional accounts, which is \$4.9 million more than the requested level, also carries some earmarks and certain conditions. For instance, of the \$116 million appropriated for the education account, \$4 million is earmarked for scholarships for disadvantaged South African students. In addition, \$10 million from the functional accounts was earmarked for Botswana.

Up to \$24 million in development assistance and up to \$10 million in ESF may be made available to Haiti, provided that there is continued cooperation in efforts to halt illegal emigration of Haitians to the United States. These funds also are condi-

tioned upon continued efforts to improve human rights in Haiti and cooperation in carrying out the U.S. economic assistance program in Haiti.

Except for development projects carried out by private voluntary organizations, the continuing resolution stipulates that no funds may be obligated for Guatemala.

Of the \$25 million appropriated for disaster assistance, \$10 million is earmarked for southern Italy. Congress did, however, provide that this earmark may be satisfied from funds deobligated from the Syria program. Disaster assistance funds are appropriated on a "no-year" basis, which means that they remain available until spent.

The legislation also requires various reports from the executive branch. One of them, to come from the President, will assess the degree of support of U.S. foreign policy by the government of each foreign assistance recipient country.

Another study, required of the secretaries of the departments of State and Treasury, will report on the economic policies of nations receiving economic assistance.

Another provision requires that assistance should not be provided to any country which the President determines is failing to take adequate steps to prevent narcotics from illegally entering the United States.

Congress also mandated that at least 10% of the funds appropriated for development assistance must be used for activities of economically and socially disadvantaged enterprises, unless the Administrator determines otherwise.

## BILATERAL ASSISTANCE (\$000)

Account	FY 1983	FY 1984
Agricultural, Rural Development and Nutrition	705,000	715,107
Population	211,000	240,000
Health	133,405	125,000
Education and Human Resource Development	103,550	116,477
Energy and Selected Development Activities	140,288	140,288
Science and Technology	10,000	10,000
<b>Total, Functional Assistance</b>	<b>1,303,243</b>	<b>1,346,872</b>
Operating Expenses	353,067	361,533
Sahel Development Fund	93,757	103,000
Foreign Disaster Assistance	25,000	25,000
American Schools and Hospitals Abroad	20,000	30,000
Trade and Development Program	10,500	16,250
Economic Support Fund	2,962,250	2,903,250

## Writing

From page 1, column 2

'your' to draw in the reader."

Murawski also prefers using contractions to achieve a more relaxed and open style. "More effective writing uses short transitions," Murawski told AID staff. For example, he suggests replacing "consequently" with "so," "nevertheless" with "still," and "therefore" with "so."

Of word use, Murawski cautions against "overdressing to impress. Use the everyday word. 'Method' works better than 'methodology.' 'Show' says it better than 'indicate' and 'use' is more snappy than 'utilize.'"

When it comes to legalistic lingo, Murawski is blunt. "Avoid it," he says. "Let the authority of a piece of writing rest on the signature; put it in your language." Examples of legalese: "aforementioned," "heretofore," and "notwithstanding," which, Murawski says, all can be replaced by "the," "until now," and "in spite of," respectively.

The master of plain English also emphasizes using positive words, "unless there is a special reason to caution against something. Be positive. For example, 'It will be ready on

Monday' is better than 'It won't be ready until Monday.'"

Other Murawski tips for improved writing:

- Keep sentences short. For variety, mix long sentences with short ones; but sentences should average 20 words. Sentences not exceeding two typewritten lines are on target. The writer can then try the ear test.



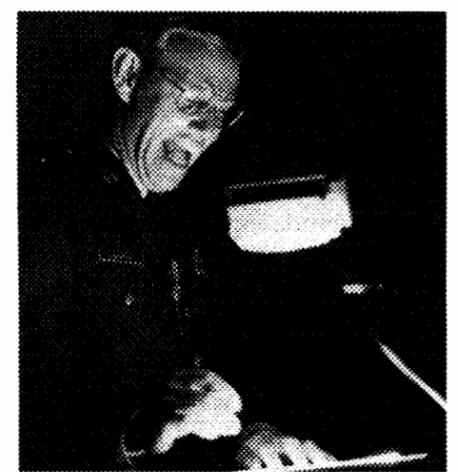
"Air Force cadets are congenitally unable to use semicolons correctly."

Sentences which can't be read in one breath are too long.

- Subordinate minor ideas. Besides clarifying the relationship between ideas, subordination keeps a writer from overusing "and," the weakest of all conjunctions. For example, "Bradley Enterprises uses that system and saves its customers 15%" can be put more effectively as "By using that system, Bradley Enterprises saves its customers 15%."

Murawski also encourages parallel construction. "Look for opportunities to arrange two or more equally important ideas so that they look equal. Parallelism saves words, clarifies ideas and satisfies the urge for symmetry." For example, "By purchasing this equipment, we would reduce errors and expenses" is clearer than "By purchasing this equipment, we would cut down on errors, and expenses in the long run would be reduced."

Murawski has absolutely no patience with semicolons. "I don't let Air Force cadets use semicolons. They are constitutionally and congenitally unable to use them correctly," he says with his characteristic irreverence. On a serious note, however, Murawski urges writers and reviewers to respect each other. "Don't make meaningless changes, it only hurts morale."



"Avoid legalistic lingo. Don't overdress to impress."

All who attended the AID seminar received a booklet entitled *Just Plain English*. It offers tips on avoiding the common pitfalls in government writing. A glossary cites words and phrases that are unnecessary and suggests simpler alternatives.

*Olkhovsky, a writer in the Office of Public Affairs, is acting assistant editor of Front Lines.*



North: "If you get your eyes above the paper work and the procedural frustrations, you will find that AID work can be satisfying."

## PERSONALITY FOCUS

# William Haven North

by Paul Olkhovsky

**W**illiam Haven North is one of those rare people who somehow always manages to look at things in a positive light. Where some might pronounce the glass half-empty, his view is that it is half-full. His is an optimism shaped over more than 30 years in the development trenches—most of it in Africa.

One needs only to talk to North for a few minutes to see that he already is putting that optimism to work in his new job as director of AID's Office of Evaluation (PPC/E). "It's relatively easy to find out why a project or program went wrong. But, what we want to concentrate on is to identify what made a particular program or project work," he says of his new job.

"Having been a history student before coming to AID, I've always been interested in perspective. PPC/E's reorganization integrates the Agency's development information function with the office's ability to analyze the Agency's experience. Our continuing concern is how to best measure the effectiveness of the Agency's programs.

"The people here on the evaluation and information staffs have made substantial progress. A good foundation has been laid for this work, and I see great potential here," North says, his optimism showing again. "I look forward to the time when we have a central location for evaluation and information services instead of being in different buildings. That will make our job easier."

North has three goals. He wants to finish the reorganization that has brought the Evaluation and Studies Division, the Economic and Social Statistics Division, and the Development Information Utilization Service together in one office. Second, he plans on completing the 1984 evaluation agenda soon. And third, he intends to convert AID's conclusions on development experience into more accessible and useful reports and forms.

He also has been thinking about the possibility of starting a quarterly journal which would synthesize evaluations for the Agency's managers and professional staff. "The idea is to make summaries and evaluations more closely tied to people's specific questions and needs," says North.

In the future, he hopes that the office will evolve into a center for development information and evaluation. He would like to create a program that helps missions start their own centers as a valued link with LDCs.

After a two-year tour in the Army, North earned a bachelor of arts degree in history from Wesleyan University in 1949. One year later he had completed graduate studies in European and African history at Columbia University. This, in the 1950s, was not a common topic of study.

But it was this interest in Africa that led to his first assignment in 1953 to Ethiopia for the Technical Cooperation Agency (TCA), an AID predecessor agency. North had arrived in Washington with his wife, Jeanne, and their one-year-old daughter during the Truman Administration with the promise of a civil service management intern job at TCA. But upon arrival, he was told the job had been eliminated because of budget cuts.

"Fortunately, there was an interested, feeling personnel officer who offered a foreign service assignment with TCA if I was willing to leave for an overseas post within six months. Jeanne and I talked it over and decided to take the offer. Just to show you how much things have changed, Ethiopia was one of only two African countries receiving economic assistance from the United States. Africa was covered by one desk within the European Bureau."

North later served with the Foreign Operations Administration. As the foreign assistance program changed to the International Cooperation Administration and then to AID, North was there. "Those were difficult

times for emerging nations. They were trying to rid themselves of their colonial ties, but they were unsure of what to preserve and what to change. 'Africanization' was the word of the day.

North remembers his time in Nigeria in the early 1960s as an exciting period. "This was one of the largest programs that AID has ever undertaken. It was a major investment in university development, teacher education and agriculture. That was the beginning of significant AID involvement in Africa."

Then, between 1966 and 1967, North had what he calls a "refreshing break." He was named the first AID fellow at the Center for International Affairs at Harvard University where he studied development and its relationship to foreign policy.

He was given a new post in 1967, which he calls "one of the most intense, difficult assignments I've ever had." He was named director of the Office of West and Central African Affairs, a position he held through 1970. Nigeria and its civil war dominated the scene.

"It was a period of extraordinarily intense public concern to provide food, medical supplies and their transport to Nigerians on both sides of the conflict." North remembers that the logistical problems in particular were a real challenge. "AID staff in Nigeria showed exceptional patience, competence and dedication to get the job done," he says.

North left AID/W in 1970 to direct the program in Ghana, a post he held for nearly six years. "It was an unusually pleasant and interesting post. Unfortunately, more could have been accomplished in development if the Ghanaian leadership at that time had faced up to the country's economic problems. I understand that now we are making more progress in this respect."

By 1976, Haven North was the deputy assistant administrator for the Africa Bureau. "New programs were started in the Sudan, Somalia, southern Africa and some of the smaller countries. The Sahel program was just beginning—we went from a food crisis operation (during the drought years) to a long-term development program. It was an 8 a.m. until 8 p.m. schedule—and then some—but it was satisfying and a real challenge, with fine people to work with."

Having worked under seven administrations and something like twice that number of administrators, North says he likes the current emphasis on policy reform closely associated with institutional and technological development. North found during the 1960s that with the introduction of land grant university programs and job-related vocational training schools, there were fundamental changes in educational policy, for example, at university and technical schools.

"Science teaching in elementary schools has changed markedly," North says. "These were major policy changes shifting away from the more classical, colonial style of education that had been well-established in African countries before independence. Hundreds of Africans were sent to

American universities as undergraduates. In time, this brought about a basic change in African views of American education and their own requirements for development.

"The difficulty with development," North says, pausing thoughtfully, "especially for those who are not involved in it, but who must approve appropriations for AID every year, is the need for patience. You just won't find instant gratification in development. Many of the institutions we helped establish 15 or 20 years ago are now well integrated into the African development scene.

"If you're involved in African development, you have to take the long view with optimism. I think there are a lot of positive trends. What makes me most hopeful is that the educational base in African countries has increased significantly.

In addition to his job as PPC/E director, North is acting secretary for the Board of the African Development Foundation (ADF) whose members were appointed in October. "The foundation," North explains, "is designed to involve local communities in their own development. The ADF should be single-minded in its effort to help the poorest African communities who are frequently left out of the development process. The idea is to work directly with the local communities rather than through government agencies. Thus the foundation complements the critical role that AID plays.

"I've spent more than half my career living in Africa with my family. My children grew up there. My wife has had her own rich experience there. She was involved with many African voluntary groups, for example. In some ways, I think she was closer to what was really happening in the countries than I was. I had to spend most of my time—probably too much—in administration, whereas she had the opportunity to become closer to people."

Haven North ponders the last 30 years of development and says, "Real progress has been made. A few years ago I was visiting in West Africa and met a former student of an agricultural school that we set up in East Africa in the early 1950s. The fellow was in West Africa to provide technical assistance to other developing countries. Here was an example of someone AID helped who was helping others."

If he had the chance, would he do it all over again? "Sure I had second thoughts," North confesses. "But, it's hard to find a situation where one has an opportunity to be involved in such a broad spectrum of human endeavor—to address basic problems of human need in the world.

"If you get your eyes above the paper work, the procedural frustrations, and you persevere, you will find that AID work can be fruitful and satisfying. Most important, it makes a difference in the quality of life for a great many people." And, that is one good reason why Haven North is an optimist.

*Olkhovsky, a writer in the Office of Public Affairs, is acting assistant editor of Front Lines.*

# Presidential Prizes Go to 12 in AID's SFS

**P**eter W. Askin and Donald S. Brown have been named by President Reagan as the first AID recipients of the Presidential Distinguished Service Award for "sustained extraordinary accomplishment" by a member of the Senior Foreign Service (SFS). The award, which will be given annually to no more than 1% of the SFS members, includes a cash payment of up to \$20,000.

Presidential Meritorious Service Awards for "sustained superior accomplishment," which carry a cash payment of up to \$10,000 and may be awarded to no more than 6% of the members of the SFS, have been presented to 10 AID officers: Edward W. Coy, Owen P. Cylke, Frank B. Kimball, Alexander R. Love, Princeton N. Lyman, William Haven North, Frederick W. Schieck, David Shear, Leonard Yaeger, and William R. McIntyre (posthumously).

## Distinguished Service

Askin holds Minister-Counselor rank and is the director of the Office of Central American and Panamanian Affairs. He joined AID in 1963 and served in Washington, Paraguay, Guatemala and Vietnam. He was director of the mission in El Salvador (1980-82), where he was cited for "representing the best in AID's public service commitment. He has worked in a particularly demanding atmosphere, under intense public scrutiny where the slightest misstep might have been on national TV the following day.

"His contribution goes far beyond physical courage. It includes intellectual excellence and an empathy with the poor, the underdeveloped, and the disadvantaged; the capacity to win the confidence of and influence the thinking of high government officials and the capacity to convert ideas into projects which yield tangible results."

Brown, a Career Minister, was director of the Office of Donor Coordination, Bureau for Program and Policy Coordination when he retired in May 1983. He came to AID's predecessor agency in 1952 as an assistant desk officer on the Iranian and Ethiopian desks, and rose to mission director in Egypt (1976-82), a program which he managed "with great distinction.

"The AID program in Egypt represents the most visible and critical U.S. response to Egyptian expectations of a peace bonus flowing from the Camp David Accords. . . . In carrying out this critically important task, Brown demonstrated that he is an extraordinary manager of people, programs and ideas; a brilliant policy-planner and strategist; a diplomat who can deal on equal terms with and win the personal confidence and respect of senior officials in the Egyptian government and private sector, in the American business community and international financial institutions; and a humanitarian with great sensitivity to the economically disadvantaged. . . ."

## Meritorious Service

The 10 winners of the 1983 Presidential Meritorious Service Awards were cited, in part, as follows.

Coy, a Minister-Counselor, was deputy assistant administrator, Bureau for Latin America and Caribbean, when he retired in 1982. He began his government service as a trainee with AID's predecessor agency in 1954. In 14 years he rose from grade FSS-10 to FSR-1 in 1968. He has been director of AID missions in three Latin American countries where political turmoil has been exacerbated by economic problems and vice versa—Nicaragua, Guatemala and Bolivia. His citation also notes: "He has grappled with natural disasters, changing ideologies, budgetary uncertainties and a constantly shifting cast of characters."

Cylke, a Minister-Counselor and director of the AID mission in India, began his career in AID in 1966 as a management intern. He served in Washington and various posts in Africa and Afghanistan, and from 1979 to 1983 was deputy director of the mission in Egypt. "His superb management and negotiating skills, his combination of creativity and pragmatism, and his ability to elicit maximum performance from the AID staff have been critical factors in the administration of the largest, most complex and politically sensitive development program in the history of the United States," his citation notes.

Kimball, a Career Minister and, since 1982, counselor to the Administrator, has spent his entire career in the service of the federal government. He came to AID from the Department of Agriculture in 1961 and was sent to his first overseas post, Peru, in 1963. He has served in Washington, and has been mission director in Honduras, Bolivia and Bangladesh. His present assignment is the highest post available to an AID career Foreign Service officer. "Kimball is the prototype of a thoughtful, tough-minded, energetic and effective AID officer. . . . He has earned the best which AID can offer," his citation notes.

Love, a Minister-Counselor and deputy assistant administrator for Africa, came to AID as a management intern in 1961. He held various posts in the Asia Bureau in Washington until 1979, when he was assigned to Nairobi as director of the Regional Economic Development Services Office (REDSO). REDSO at Nairobi is the support office for U.S. assistance programs in 19 countries. "From the largest countries in the region to the most remote posts, the assessments of the services of Ray Love are unequivocally outstanding," according to his citation. "From Madagascar, the Seychelles, Mauritius and Comoros, Love and his staff are endorsed for their invaluable AID support, as well as for assisting in the development of the first Indian Ocean strategy statement. . . ."

Lyman, a Career Minister, joined AID as a management intern in 1961.

He has been detailed to the Department of State as deputy assistant secretary for Africa Affairs since 1980. "His nearly 18 years in AID as a specialist on military-economic assistance coordination in the Far East Bureau, as liaison officer in Korea for the AID mission, the Military Advisory Assistance Group, and the U.S. Embassy, as director of AID's Title IX-political development and popular participation office in Washington and as mission director in Ethiopia, Lyman garnered a rare amalgam of experiences, contracts, systems and perspectives which were precisely what he needed at the Department of State."

North, a Career Minister and special assistant to the Administrator, joined AID's predecessor agency in 1952 as assistant Ethiopia desk officer, and has served in Washington, Ethiopia, Nigeria and Ghana. His citation points to his "exceptional record of constant, capable, concerned and creative service to his Agency, his nation, and his specific African constituency. His commitment to development is international and humanistic. Spanning more than 30 years of public service and dedication to constructive, sensible, integrated development activities, North has earned an unqualified reputation for sound judgment, skillful negotiation,

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There are various criteria for selection.

”

superior planning and organizational competence and extraordinary knowledge of development as a process for institutional growth, particularly in its application to his geographic area of expertise—Africa. . . ."

Schieck, a Minister-Counselor and deputy assistant administrator for the Bureau for Program and Policy Coordination (PPC), joined AID in 1965 as a development loan officer in Ecuador. He has served in Bolivia, Chile and Guatemala. "With the election of a new U.S. President in 1980, Schieck was thrust in quick succession into two of the top management positions in AID," his citation reports. "Until a new assistant administrator was selected and confirmed, he managed the Asia Bureau. Following a six-month interregnum, Schieck was named deputy assistant administrator for PPC. In these two key jobs, he provided crucial continuity, sound counsel and operational leadership to the new AID administration. During the transition period, Schieck was the glue that held the Asia Bureau programs and projects together."

Shear, a Career Minister, has been mission director in Senegal since 1979. His entire AID career has been in African affairs. "When he joined the Agency as an overseas intern in Nigeria in 1960, the countries of

Africa were beginning to receive their independence, and AID and the international development community needed people with talent, courage and breadth of vision to assist in solving the unique social, economic and security problems in Africa. From the beginning of his career Shear has met all these needs. His record indicates more than recognition of an experienced and excellently trained professional. His superior education, dedication, capacity for work under pressure, good sense, technical competence and sensitivity to others have consistently earned him commendations and praise."

Yaeger, a Minister-Counselor, joined AID in 1963 and has served in Washington, Vietnam and Peru. "His 20-year career in AID follows the classic pattern of the successful executive. He rose through the ranks and in 1977 became director of the AID mission in Peru—at that time the largest in Latin America. After four years of distinguished performance in that post he was assigned to his present position as deputy assistant administrator for Science and Technology, a post which is central to the efforts of the AID administration to switch its focus from the transfer of resources to the transfer of technology. . . . He is a strong and imaginative leader, dedicated to his job and to the ideals it embodies and, at the same time, a pragmatic and politically acute member of the country team."

McIntyre was a Counselor and deputy director in Lebanon when a bomb explosion at the U.S. Embassy in Beirut in April 1983 ended his distinguished career. From his initial position with AID in 1963 as a television-radio films officer to his final post, McIntyre was unequivocally committed to excellence. "His contributions to the revision of the Congressional Presentation/Congressional Notifications systems provide a significant tribute to his singular professional talent in which the art of public relations, the mastery of management skills, and the intelligence of an able analyst and conceptualizer coalesced to the benefit of the Agency and his government. Whether in Washington, Asia or the Middle East, he identified the problem, determined its root causes, and courageously sought to achieve the solution. He was clearly one of the Agency's most able officers."

Criteria by which winners of both the Presidential Distinguished Service Awards and Presidential Meritorious Service Awards were judged:

- Significant contributions to the national interest in the field of foreign affairs.
- Managerial accomplishments in cooperative efforts with other foreign affairs agencies, other federal agencies, or the private sector.
- Achievements of Agency-wide importance in policy, technical, program or human resource terms.

Nominations for the awards are forwarded by the Administrator to the Interagency Selection Board, which submits its recommendations to the President for final selection.

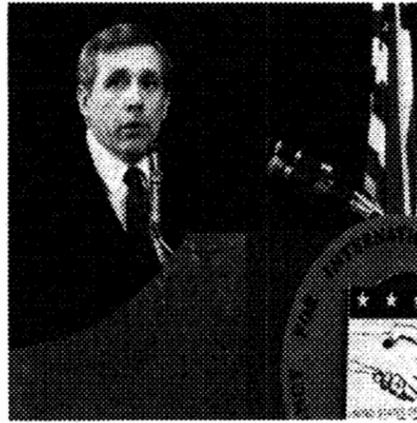
# Wolf: Federal Workers 'Should Be Proud'

**S**tressing that the time has come for members of Congress and the American people to recognize the excellent work of federal employees, Rep. Frank R. Wolf (R-VA) addressed the AID employees at the 1983 Honor Awards Ceremony Dec. 1.

"The Secret Service agent that stopped the bullet meant for the President is a federal employee. A doctor who is working on a cure for cancer at the National Institutes of Health is a federal employee. Those AID personnel who made the supreme sacrifice in Beirut were federal employees. You, too, are federal employees . . . and you should be very proud of it," said Wolf.

On a recent trip to El Salvador, Wolf had the opportunity to see AID's work first-hand. "There were people I saw down there that wouldn't have been making it without the help you in AID are providing," Wolf observed.

Deputy Administrator Jay Morris who presented the awards said, "This



**Rep. Wolf: "You should be very proud of being federal employees."**

is an occasion to provide recognition of outstanding accomplishments of some of our dearest colleagues . . . the recognition of those few is symbolic of the excellence of the many that comprise the AID staff."

The 13th annual ceremony was the first occasion in which the Michael H. B. Adler Memorial Award was presented. Adler, whose career spanned more than 35 years in the U.S. foreign assistance program, died

in April. His widow, Ada Adler, personally presented the award to Ronald E. Olsen of AID's mission in Egypt. She created the prize in her husband's memory to honor junior- and mid-level career Foreign Service employees in the field of administrative management. Administrator McPherson said of Adler at the ceremony, "He lived the ideal of AID. He helped others to help themselves."

The AID mission in Beirut received the Distinguished Unit Citation—a reminder of the April bombing of the U.S. Embassy there. Part of the citation read: "Under extraordinarily demanding and sometimes life-threatening circumstances, the American and Lebanese employees of this mission have designed and carried out programs of relief, rehabilitation, and reconstruction. . . ."

James D. Murphy received an award of \$10,000 and a Special Certificate of Appreciation for Extraordinary Service. Murphy, from the Directorate for Program and Management Services, saved AID more than \$9 million by creating a

new plan for the payment of overseas insurance.

In their Revolution-era uniforms, the Fife and Drum Corps of the 3rd U.S. Infantry created an air of celebration by opening the ceremony with patriotic music and the presentation of the American flag.

In an auditorium filled to capacity, Administrator McPherson said, "This ceremony is a celebration of excellence . . . our most important resource in AID is people."



**Ada Adler presented the award named for her late husband, Michael Adler, to Ronald Olsen, right.**

## HONOR AWARDS

### The Administrator's Distinguished Career Service Award

Donald Brown  
David Shear  
Seig Taubenblatt

### Distinguished Honor Award

Marshall Brown  
James O'Meara  
William Sigler  
Leonard Yaeger

### Unit Citations

*Distinguished Unit Citation*  
Lebanon Mission

*Meritorious Unit Citation*  
Regional Economic Development Services Office, Abidjan  
Project Development Office

Bangladesh Mission  
Controller's Office

### Outstanding Career Achievement Award

Warren Byers  
Ray Cramer  
Ilse de Downing  
William Goodson  
Robert Hinderliter  
John Hoskins

# Employees Recognized at Agency Awards Ceremony

**Ransome Looper Award**  
Thomas Pierce  
Forest Singhoff  
Ernest Wilson

### Superior Honor Award

Richmond Allen  
Russell Anderson  
John Bierke  
Peter Bittner  
John Blackton  
Anthony Boni  
Bruce Bouchard  
Keith Brown  
Steven Carlson  
Rajinder Chanda  
Larry Crandall  
Ronald Curtis  
Anne Dammarell  
Delberta Daveler  
Eleanore Elser  
Donald Finberg  
James Fox  
Nancy Frame  
Gerald Gower  
Joseph Haratani  
Hasan Hasan  
Betty Hirabayashi

Iris Holt  
Henry Johnson  
Michael Jordan  
George Lewis  
David Liner  
Linda Lion  
David Lockhart  
Neal Meriwether  
Robert Morrow  
Gerald L. Nell  
Marianne O'Sullivan  
Benjamin Page  
William Rhodes  
James Riley  
Douglas Sheldon  
Barry Sidman  
Carole Siegel  
Spencer Silberstein  
Stephen Tisa  
Aaron Williams  
Dennis Zvinakis

### Meritorious Honor Award

Gary Adams  
Mark Anderson  
Julio Basualdo  
Oscar Bermillo

Michael Bradley  
Bunyan Bryant  
Laurence Chandler  
Amara Charoenphol  
Chiraphan Chulakasem  
Sheila Cunningham  
Richard Day  
Leslie Dean  
Dalia de Leiva  
Napoleon de Sagun  
Erma Dent  
Patricia Dixon  
Geraldine Donnelly  
Warren Duerbeck  
Patrick Dugan  
Mary Ann Epley  
Cynthia Figuiera  
Hunter Fitzgerald  
Claudio Fortunato  
Jon Gant  
Morgan Gilbert  
Judith Gilmore  
Richard Goldman  
Rudolfo Ricardo Griego  
Antonina Hallas  
Joanne Hale  
M'Hamed Hanafi-Houoiten  
Betty Healy

Alice Helsel  
Francis Herder  
Nereida Hernandez  
James Hester  
Thomas Hobgood  
Alfred Hotvedt  
Jerome Hulehan  
Leslie Dean  
Leonard Jameson  
Nancy Johnson  
Thomas Kerst  
Peter Leifert  
Barry MacDonaid  
Patricio Maldonado  
Noel Marsh  
Patrick McDuffie  
Nancy McKay  
William Meeks  
Conchita Mendoza  
William Miller  
Roma Nedef  
Thomas Nicastro  
Fred Obey  
Robert Parra  
Paula Peak  
Donald Pressley  
Aristobulo Redes Caceres  
Allan Reed  
Mae Price

James Purcell  
Henry Reynolds  
Richard Rhoda  
Robert Rucker  
Carole Scherrer-Palma  
Erwin Seeley  
Monica Sinding  
Kenneth Smith  
Rebecca Smith  
Samuel Taylor  
Randal Thompson  
Kathryn Walsh  
Richard Williams  
Arthur Wong

### Group Awards

Office of Inspector General  
Regional Inspector General  
for Audit, Washington

Philippines Mission  
Data Management Division  
of the Controller's Office

Philippines Mission  
Engineering Division of the  
Office of Capital  
Development

Philippines Mission  
Personnel Division of the  
Executive Office

*Meritorious Award*  
U.S. Mission in Somalia  
Joint Administrative Office  
AID recipients: Gerald Nell  
and Margaret O'Rourke

## OUTSIDE AWARDS

### Association of Government Accountants Award

Recipient: Mark Matthews  
Nominee: Leonard Rogers

### Congressional Award for Exemplary Service to the Public

Nominee: Mary Little

### Excalibur Award

Nominees: James Erickson  
and Paul Krump  
Recipient: Janet Foley

### Federal Environmental Engineer Award

Nominee: Frederick Guymont

### GEICO Public Service Award

Nominee: Dana Lund

### William A. Jump Memorial Award

Recipient: Karen Poe

### Outstanding Handicapped Federal Employees of the Year

Nominee: Denise Decker

## AID COMPETITIVE AWARDS

### Michael H.B. Adler Memorial Award

Ronald E. Olsen

### C. Herbert Rees Memorial Award

Joanne Hale

### Equal Employment Opportunity Award

Jan Barrow  
Edward Vinson

### Management Improvement Award

Linwood Rhodes

### Outstanding Secretaries' Award

Agnes Braddock  
Shirley Truman

## SPECIAL SERVICE AWARDS

### Combined Federal Campaign

Frances Dennis  
Fred Fischer

### Special Certificate of Appreciation

James Murphy

## PERFORMANCE AWARDS

### Safe Driving Certificates of Achievement

Rolando Llamado (eight years)  
James Warren (16 years)  
Lawrence Young (14 years)

### Safe Driving Awards

Mochamad Ading  
Emmanuel Ahwiring  
Martin Akator  
Simon Nkwa Ako  
Daniel Amapanga

Rafael Aralar  
Roberto Arradaza  
Joseph Asor  
Basilio Atherley  
Peter Atinga  
Abdi Mohamed Awad  
Ibrahim Dessouky Azazy  
Felipe Babalon  
Amadou Aliou Badara  
Mario Berrios  
Francisco Bitao  
Leonard Castillo  
Bernard Chikwanda  
Pablo Cisneros

Julio Contreras  
Cecil De Silva  
Tiemoko Diakite  
Djuhajat  
Felix Espinoza  
Kwame Esson  
Virgile Figaro  
Gabriel Folgar  
Sylvester Krenti Fur  
Juan Jose Garcia  
Ghazi Mohamed Ghazi  
Geoffrey Gitungo  
Adama Goita  
R. M. A. Gunawardana  
Fahed Haddad  
Mario Hall  
Rashid Abu Harthieh  
Carlos Herrera  
Bounit El Houssain  
Joaquin Hurtarte  
Laureano Ifurung  
Simplicio Iligan  
Abdul Jamil  
Sami Jamjoum  
(continued on page 10)

## DEPARTMENT OF STATE AWARD

**Award for Heroism**  
Lynn Sheldon

**Safe Driving Awards**  
**From page 9**

Allanson Jansz  
Luis Jaramillo  
Eddiepelo Javato  
William Johnson  
Bonifacio Juliano  
John Karanja  
Yusef Kassir  
Tenemakan Keita  
Peter Khasi  
John Kiplangat  
Felix Kwaasi  
Elson Lefani  
Ramon Lima  
Rolando Llamado  
Jose Loarca  
Roberto Lopez  
Diafar Maiga  
Ma'Ruf Mansjur  
Oscar Marin  
Kenneth Marsh  
Sylvestre Mbarga-Zambo  
Mohsen I. A. El Meligui  
John Ajang Mesumbe  
Gabriel Min  
Abdel Hady Selim Mohamed  
William Mondo  
Samuel Munu  
Philip Muse  
Emmanuel Mwangala  
Jackson Mwasakyeni  
Juma Mwinyi  
Taba Nakir  
Chandan Singh Negi  
Solomon Ngarum  
Anthony Nginya  
Sampson Nyamful  
Hipolito Ocrospoma  
Raphael Omwangu  
Segundo Pardo  
Francisco Petate  
Luis Pazmino  
Sjarif Bin Pulung  
Joseph Quansah  
Emmanuel Quartey  
Jorge Ramos  
Willis Robinson  
Porfirio Rodriguez  
Rafael Rodriguez  
Laureano Rodrin  
Michael Roscoe  
Brimah Saccoh  
Cherif Akid Saieh  
Hosny Mohamed Saieh  
Francisco Salies  
Abimelech Sanchez  
Eutiquio Sandoval  
Monzon Sangara  
Mahmoud Sourour El Sayed  
Zoumana Sidibe  
Anwar Ismail Sidky  
Daniel Silva  
Y. A. Sirisena  
Soekirlian  
Mochamad Soleh  
Salah Said Soleman  
Amrose Spence  
Dodo Subandi  
David Titika  
Addo Hassan Tohow  
Rogeio Toong  
Sekou Traore  
Yacouba Traore  
Samuel Unicorn  
Felix Valbrune  
Eduardo Valle  
Rafael Velarde  
Bonifacio Vergara  
Edison Victoria  
Rodrigo Villalobos  
James Warren  
Alonzo Welch  
Clinton Wilson  
Lawrence Young

John Eriksson  
Michael Hager  
Edgar Harrell  
Harlan Hobgood  
Dwight Johnson  
James Kelly  
Mary Kilgour  
Irwin Levy  
Donor Lion  
Sarah Jane Littlefield  
Terrence McMahon  
Emerson Melaven  
David Merrill  
Richard Meyer  
Thomas Moser  
Thomas Reese  
John Sanbrailo  
Joe Sconce  
Louis Sleeper  
Roy Stacy  
William Stanford  
H. Peters Strong Jr.  
Charles Ward  
Charles Weden Jr.  
Gerald Wein  
William Wheeler  
Ernest Wilson

**Special Achievement Awards**

Gaudioso Abonador  
Negib Mohammed Abubaker  
Despina Ackail  
Manuel Acosta  
Amalia Aguilar  
Justino Acuna  
James Ahn  
Kala Ajwani  
Marsha Albright  
Eika Aparicio  
Jerome Arledge  
Anecita Arnesto  
Deo Arora  
Pratap Arora  
Ali Hugarl Aulagi  
Mary Bailey  
Gloria Bantz  
Julio Basualdo  
Mildred Beasley  
Reginald Bellows  
Blanca Bernat  
Kishori Bhardwaj  
Linda Bisone  
Renate Bouzouita  
Keith Brown  
Marshall Brown  
Mary Brown  
Teresita Buna  
Etna Burgos  
Salif Camara  
Sandra Don Carolis  
Rosario de Castellanos  
Dhruba Dhose Chhetri  
Alaine Colombage  
Ludivina Cruz  
Ralph W. Cummings Jr.  
Isabel Curtis  
Bienvenido Dancel  
Baubacar Daou  
Dalia de Leiva  
Natividad del Monte  
Hector Diez de Medina  
Anna Maria de Troyo  
Virginia de Varela  
Oumar Dia  
Maimouuna Dienapo  
George Dixon  
Patricia Dixon  
Ann Domidion  
Joseph DiNome  
Joseph Dorsey  
Eleanore Elser  
Martin Akpo Esambe  
Garnett Fearon  
Yolanda Fernandez  
Carlos Ferro  
William Fuller  
Carl Gallegos  
Jon Gant  
Luis Garcia  
Morgan Gilbert  
Adama Goita  
Robert Gonsalves  
Willlette Gooding  
Sitan Guindo  
Rogelio Gutierrez  
Nenita de Guzman  
Abdella Nasser Hadi  
Zikatou Halatine  
Fredrik Hansen  
Devika Hapangama  
Mohamed Ali Hassairi  
Sheila Hawkins  
Francis Herder  
Nereida Hernandez  
Donn Hooker  
Robert Jackson  
Viessa Jackson

Sami Jamjoum  
Rudolph Jansz  
Emmalita Jefferson  
Robert Josephson  
Salone Joshi  
Asuncion Juico  
Pierre Kamga  
Dev Ratna Khadgi  
Marilyn Killen  
Patricia Koshel  
Nanik Kotwane  
Florence Nange Kukwa  
Larry Laird  
Dana Lund  
Joyce Maddy  
Diafar Maiga  
Patricio Maldonado  
Felix Marquez  
Elizabeth Martin  
Ruby Martin  
Bernard Masters  
Julia Miller  
Yebga Nyobe Minsang  
Ali Haibeh Mohamed  
Eugene Morris  
Ted Morse  
Rosa Maria Murillo  
Joyce Murray  
Joana Nchong  
Joamba N'doye  
Gerald Neill  
Suzanne Ninio  
Theresa Nain Njah  
Daniel Nkweta  
Mercedes Nunez  
Angelita Obmasca  
Floyd O'Quinn  
Carlota Orellana  
Roberto Pangilinan  
Carmen Panis  
Thelma Patterson  
Luis Pazmino  
Elia Perez  
Gordon Pierson  
Lucio Pumapillo  
James Purceli  
Fuad Qushair  
Shameem Rahman  
Devika Rana  
Robert Rawley  
Miloslav Rechcigl Jr.  
Aristobulo Redes Caceres  
Johan Reinhold  
Henry Reynolds  
Manuel Rizzo  
Heriberto Rodriguez  
Patricia Rodriguez  
Ann Rusnak  
Madho Sahgal  
Farid Salahi  
Laureana Sanchez  
Laigen Sanet  
Vicente San Jose  
Zenaida Santos  
Carole Scherrer-Palma  
Lila Shaw  
Lynn Sheldon  
Zoumana Sidibe  
William Sigler  
Annette de Silva  
Keith Simmons  
Steven Sinding  
Maria Isabel de Slocovich  
Edward Smith  
Frank Smith  
Josefina Stanzioia  
Rosa Stokes  
Germain Tenkui  
Daniel Terrell  
Adama Traore  
Sekou Traore  
Angelita Vengco  
Gulshan Verma  
Naty Wage  
Susan Walls  
Kennedy Wanyonyi  
James Wedberg  
Don Wijesinghe  
Clinton Wilson  
Ruth Wilson  
Bruna Zachrisson

**Merit Pay Awards**

Kwyn Abrahams  
Andrew Akers  
Irvin Asher  
John Austin  
Norma Ayers  
Pamela Baldwin  
Jan Barrow  
Timothy Beaty  
Clifford Bennett  
Richard Billig  
Bruce Birnberg  
Clifford Block  
Richard Blue  
Anthony Boni  
James Bossard

Bruce Bouchard  
Alfred Buck  
James Burke  
Suzanne Buzzard  
Phillip Casteel  
Eric Chetwynd Jr.  
Sarah Clark  
Frederick Cole  
Edmund Conville  
Bette Cook  
Elizabeth Cordaro  
Virginia Corsi  
Morton Darvin  
Oliver Davidson  
Harriett Destler  
Joanne Dockter  
Geraldine Donnelly  
Joan Dudik-Gayoso  
Eugene Dwyer  
Vance Elliott Jr.  
James Erickson  
Hunter Farnham  
Sharlene Febrey  
William Feldman  
Fred Fischer  
James Fox  
Nancy Frame  
Gladys Frazier  
Lloyd Frederick  
Matthew Freedman  
Kenneth Fries  
Gladys Fry  
Tejpal Gill  
Duff Gillespie  
Judith Gilmore  
Catherine Gleason  
Ann Gooch  
James Govan  
Roberta Gray  
Robert Green  
Angella Greene  
H. Paul Greenough  
Peter Hagan  
Harrison Hahn  
William Hainsworth  
John Hardy Jr.  
William Harley Jr.  
Joseph Heffern  
Barbara Hoggard  
Johnnie Holt  
Evelyn Hooker  
Robert Hudec  
Robert Ichord  
Keith Jay  
Gwendolyn Joe  
Yvonne John  
Judith Johnson  
Rhea Johnson  
Willard Johnson  
Jerry Jordan  
Susan Kakesako  
Gerald Kamens  
Michael Kitay  
Ain Kivimae  
Brian Kline  
Timothy Knight  
Mary Kux  
Leo Lamotte  
Linda Leduc  
Wilbert Lewis  
Frances Li  
Stephen Lintner  
Mary Little  
William Livengood  
Lawrence Livesay  
Nicolaas Luykx  
Elizabeth Maguire  
John Malcolm  
James Manley  
Loretta Marshall  
Richard Martin  
Patricia Matheson  
John McCabe  
John McCarthy Jr.  
Robert McClusky  
Caroline McGraw  
Mable Meares  
Anthony Meyer  
Kenneth Milow  
Mary Frances Moore  
Ann Morales  
Herbert Morris  
Mary Mozynski  
William Munroe  
James Murphy  
Norman Nicholson  
Jay Nussbaum  
Kathleen O'Hara  
Marianne O'Sullivan  
Jiriyis Oweis  
James Painter  
Robert Parra  
Willard Pearson Jr.  
Clifford Pease Jr.  
Robert Perkins  
Katherine Piepmeier  
Johni Pittenger  
Karen Poe  
Leonard Pompa  
Marcus Parick  
Shirley Renrick  
Verna Reynolds  
David Rhoad  
Linwood Rhodes  
John Richter

Neal Riden Jr.  
Peter Robinson  
Leonard Rogers  
Judith Ross  
John Rothberg  
Robert Rutter  
Tina Sanghvi  
David Santos  
John Scales  
William Schaufler  
Kyle Schooler  
Frank Scordato  
Howard Sharlach  
James Shelton  
Jerome Sherry  
Jonathan Silverstone  
Gertrude Slifkin  
Catherine Smith  
Jeffrey Spieler  
David Sprague  
Theresa Stephan  
Charles Stephenson  
Benjamin Stevens  
Lawrence Tanner  
Peter Theil  
Margaret Thome  
Herbert Thompson  
Stephen Tisa  
Barbara Turner  
Barbara Upton  
Mary Valentino  
Roxann Vandusen  
Thomas Vapniarek  
Constantine Vardas  
Wolfgang Vonspiegelfeld  
Robert Ward  
David Washburn  
James White  
Earline Wilkinson  
John Wilkinson  
Ralph Williams  
Gary Winter  
Michael Wiseman  
Jerome Woigin  
Robert Wrin  
Earl Yates  
John Yohe  
Marilyn Zak  
Clarence Zuvekas Jr.

**Quality and Meritorious Increases**

**Civil Service**

Walter Abbott Jr.  
Patricia Adams  
Wendy Adams  
Alice Appleman  
Denise Armstrong  
Aubrey Ballard  
Doris Beagle  
Barbara Bennett  
Joan Benson  
Sheila Blackman  
Elizabeth Borcik  
Joyce Brooks  
Susan Brunner  
Yvette Bryan  
Mary Buchanan  
Hermena Butler  
Lorie Byram  
Susan Carbaugh  
Glenn Cauvin  
Geneva Chandler  
Laurence Chandler  
Phyllis Church  
Diane Connelly  
Gaylen Cooper  
Kenneth Corbett  
Robert Corno  
Sheila Cunningham  
Blondell Darby  
Odelphis Davis  
Zoe Defonzo  
Amey Desoto  
Mary Dudick  
Victoria Ellis  
Gregory Evans  
Michael Farbman  
Jane Faurot  
Mary Felcer  
Barbara Felton  
Jodie Flakowicz  
Yvonne Gaines  
Edmond Grant  
Brenda Gray  
Nancy Greaves  
Betty Green  
Doris Hall  
Bessie Harriston  
Anne Hoard  
Eileen Holcomb  
Regina Huggins  
Beverly Johnson  
Katherine Johnson  
Mary Johnson  
Patricia Johnson  
Elizabeth Jones

Kathleen Jordan  
Dorothy Kemp  
Joyce Lafleur  
Dennis Lauer  
Betty Lind  
Neil MacMillan  
Sallie Mahone  
Susan Maitese  
Sylvia Massie  
Sylvia Matthews  
Diannah McDaniel  
Morris McDaniel  
Frankie McLean  
Alice McMillian  
Edna Meek  
John Metelsky  
Doris Moffett  
Jane Mohan  
Elнора Moore  
Lagretta Moore  
Roberta Moore  
Gerald Mulderig  
India Newton  
Frances Nickolou  
Patricia Nyman  
Dolores Ostertag  
Sally Patton  
Doris Peacock  
Vivian Pemberton  
Cecilia Pitas  
Yvonne Price  
Dorothy Quick  
Mary Quinn  
Theresa Rauch  
Ethel Redfearn  
Ruth Reed  
Charline Reeves  
Angenette Reid  
Annie Rives  
Anna Robinson  
Beverly Rockwood  
Carol Roett  
Barbara Rogers  
James Russell  
Barbara Sadler  
Morjean Samuels  
Susan Saragi  
Therelle Scott  
Genease Shivers  
Karen Simpson  
L. M. Smith  
Sandra Sozio  
Terri Stephens  
Jean Stevens  
Terri Sutton  
Shelia Tolliver  
Barbara Truehart  
Cynthia Tucker  
Catherine Valltos  
Tujuana Walker  
Linda White  
Laverne Williams  
Ann Willis  
Ellen Willis  
Ruth Wilson  
Regina Wright  
Irene Wychoff  
Melita Yearwood  
Sharon Yow

**Foreign Service**

Adele Abadir  
Mohamed Abassi  
Yehya Abdulwahed Abdella  
Wahed Abdul  
David Adams  
Mahmoud Ahmed  
Marsha Albright  
Syed Intikhad Ali  
Henner Alvarado  
Suroto Amir  
Joan Amos  
Joseph Anderson III  
Sonia Aranibar  
Esther Araginez  
Betty Ashley  
Gamii Ayoub  
Russel Backus  
Muri Baker  
Stafford Baker  
Emily Baldwin  
Irene Barriga  
Lou Ann Baudrand  
John Becker  
Herbert Bedolfe  
James Beebe  
Charunee Bejrakashem  
Jay Bergman  
Gordon Bertolin  
John Bierke  
Harry Birnholz  
Paul Bisek  
Cameron Bonner  
Sidney Bowers  
Aida Buck  
Cecilia Buhani  
Carlos Cabrera  
Lucie Cantillieris  
Steven Carlson  
Joshua Carpenter  
Monoranjan Chakravorty  
Kamol Chantanumate  
Sonja Charfi

(continued on page 11)

**Senior Foreign Service Performance Pay Awards**

Henry Bassford  
Peter Bloom  
Walter Bollinger  
Priscilla Boughton  
Dennis Brennan  
Albert Brown  
Malcolm Butler  
Edwin Callahan  
Daniel Chaij  
Robert Clark  
Louis Cohen  
Julius Coles  
Frank Correll  
Charles Costello  
Robert Craig  
Richard Dangler  
George Eaton  
Ralph Edwards

**Quality and Meritorious Increases**  
From page 10

Lisa Chiles  
Seydou Cisse  
John Clary  
Marilyn Collins  
Winfield Collins  
A. John Conje  
Gary Cook  
Christopher Crowley  
Vincent Cusumano  
Robert Dakan  
Anne Dammarell  
Alan Davis  
Rosario de Arispe  
Richard Delaney  
Pablo DeRuiz  
David Devin  
Valerie Dickson  
William Douglass  
Lance Downing  
Norma Duerbeck  
Warren Duerbeck  
David Dutavey  
Sunil Dutta  
Gary Eidet  
Elke El Abed  
Chedli Zarg El Ayoun  
Mamoud Gamel El Din  
Mvamvita El-Maamry  
Rodolphe Ellertbeck  
Kurban Essaji  
Frank Fairchild Jr.  
Awatif Farag  
Claudio Fortunato  
John Foster  
Shirlee Foster  
Mirinda Foti  
Renato Freire  
Anthony Funicello  
Tuti Harini Gambiro  
Ernesto Garcia  
Norman Garner  
Philip-Michael Gary  
Leopoldo Garza  
William Gelman  
Alan Getson  
Lori Jo Geylin  
Patricia Gibson  
Christine Given  
Richard Goldman  
Joseph Goodwin  
Edward Greeley  
Marco Guarrero  
Jack Gunther Jr.  
Frederick Guymont  
M'Hamed Hanafi-Houoiten  
Catherine Harrington  
Herminawati Hartanto  
Ronald Harvey  
Gilbert Haycock  
Stephen Haynes  
Nereida Hernandez  
Frederick Holmes  
Lee Dennison Homo  
Brenda Hsu  
Alan Hurdus  
Marvin Hurley  
Gary Imhoff  
Jeannette Isaacs  
Robert Jacobs  
Billy Jadwin  
Vivian Jakubik  
John James  
George Jenkins  
Jon Jensen  
Lance Jepson  
Muriel Johnson  
Robert Jordan  
Mary June  
Veronique Kaboui  
Frederick Kalhammer  
Margareth Kalil  
Cecilia Kapesi  
Mark Karns  
William Kaschak  
Thomas Kerst  
Shahid Hussain Khan  
Wayne King  
David Kitson  
Lawrence Klassen  
Bruno Kosheleff  
Howard Kramer  
Ernest Kuhn  
Bert Kurland  
Arthur Laemmerzahl  
Vera Lafoy  
Peter Leifert  
Barry Lennon  
Patricia Lerner  
George Lewis  
Kanda Lochaya  
Albert Liser  
Barbara Loper  
Gioconda Lopez  
Lanna Lubis  
Lewis Lucke  
Alda de Macedo  
Joyce Maddy  
Val Mahan  
Salah Mahjoub  
Sayed Mahmoud-Abdella

Jeffery Malick  
Raymond Martin  
Sonia Martin  
Edmund Mbwiga  
Nancy Metcalf  
Frank Milier  
Margaret Miller  
Steven Mintz  
Saidi Mkusa  
Mochochonono Mokhutole  
William Mondo  
Maria Elena Mora  
Lorenza Morisset  
Paul Morris  
Charles Mosely  
Barnabas Mosley  
Alice Shim Mura  
Jackson Mwasakyeni  
Patrick McDuffie  
Raymond McGuire  
Edwin McKeithen III  
Fatma Naguib  
Salwa Nashed  
Jean-Marie Ndzomo  
Ahmed Abreha Negashi  
Gary Nelson  
Linda Neuhauser  
Nancy Newman  
Peggy Ngo  
Wayne Nilsestuen  
Amy Nolan  
Justinus Nugraha  
Mercedes Nunez  
Jane Ochoa  
Victoria Ofori  
Patricia Ogowang  
David Oot  
David Painter  
Arthur Patrick  
Jane Peterson  
Beatrice Perez  
Yusaf Pishori  
Wladimiro Ponce  
Walter Popp  
Raymond Potocki  
Cecilia Proano  
Harry Proctor  
Mary Proko  
Stephen Pulaski  
Latifur Rahman  
Louise Ramirez  
Bansilal Rathod  
Lawan Ratanaruang  
Wilhelmina Redera  
Allan Reed  
William Rhodes  
Celeste Robertson  
Roy Robieson  
Randall Roesser  
James Rogan  
Ramon Romano  
Leila Ben Romdane  
Marschal Rothe Jr.  
Karoon Rugvanichje  
Modesta Rulis  
Erhardt Rupprecht Jr.  
Donald Ryder  
Wouter Sahanaya  
Taha Salman  
Tata Sangare  
Susan Schaeffer  
Susan Scharfman  
Joel Schlesinger  
Kenneth Schofield  
Kari Schwartz  
Jacinta Selvaratnam  
Charles Semiono  
Sianne Setiadharna  
Edi Setianto  
Sally Sharp  
Retno Sidarta  
Binta Sidibe  
Spencer Silberstein  
Mark Silverman  
Amir Sjarifuddin  
Dwight Smith  
Rebecca Smith  
Carol Snowden  
Arwani Soeryadi  
Salah Said Soleman  
Helen Soos  
Rawiwan Sribhibhadh  
Toscanellie Stampley  
Benjamin Stoner  
Didi Sudarmadi  
Lydia Tabi  
Mahmoud Tameem  
Winarti Tanuji  
Muchidi Taqwid  
Daniel Terrell  
Marisol Texasos  
Marcia Thall  
J. C. M. Thanarajah  
Richard Thacher  
Wilbur Thomas  
Randal Thompson  
Jack Thrower  
Narintra Tima  
Jose Torrico  
Richard Traore  
Donna Trogler  
Elsa Tulloch  
James Van Den Bos  
Robert Van Horn

Bernai Velarde  
Paul Vitale  
Lyle Weiss  
John Wiles  
Aaron Williams  
Edward Williams  
Ernst Woolley  
Curt Wolters  
Thomas Worrick  
Darma Wright  
Raouf Youssef  
Patricia Zanella  
Saida Zouiten  
Lila Zimmerman  
Robert Zimmerman  
Dennis Zvinakis

**Cash Awards for Civil Service Personnel**

Aldona Affleck  
Dixie Albright  
Gladys Alexander  
Jeanette Allen  
Ruth Allen  
Sallie Alvin  
Friaeza Anderson  
Sandra Anderson  
Helen Andresen  
Jane Anglin  
Alice Appleman  
Sophia Atsalinos  
Martha Aughavin  
Kathleen Babiak  
Jerald Bailey  
Robert Baker  
Denise Banks  
Vivian Bates  
Linda Bean  
Linda Beaner  
Betty Beckett  
Angella Bell  
Joan Benson  
Nora Benton  
Jay Bergman  
Jane Black  
Barbara Blackwell  
Mildred Blakeney  
Thurman Boggs  
Daisy Bolton  
Denise Bolus  
Effie Bowe  
Patricia Bowen  
Elizabeth Bowman  
John Bowman  
Mary Brackeen  
Agnes Braddock  
Mable Braxton  
Serena Britt  
Mary Brock  
Mable Brockington  
John Brown  
Patrick Brown  
Susan Bugg  
William Burns  
Barbara Burriss  
Jeane Burroughs  
Betty Burson  
Sharon Cahill  
Renata Cameron  
Cleta Capoferri  
Betty Carroll  
Betty Case  
Marion Castagna  
Mildred Chance  
Ruth Chapple  
Colomba Chow  
Lorraine Clarke  
Barbara Clary  
Edna Coates  
Peggy Colbert  
Dorothy Colbert-Blake  
Eileen Coleman  
Mary Conley  
Josephine Conway  
Linda Cope  
Daryl Daniels  
Delberta Daveler  
Johnnilyn Davidson  
Charlene Davis  
Clara Davis  
John Davis Jr.  
Regina Davis  
Trenita Davis  
Denise Decker  
Frances Dennis  
Fernando Devoto  
Dennis Diamond  
Douglas Dill  
Raymond Dinkin  
Patricia Dixon  
Wanda Dixon  
Laveta Dockery  
Norma Doig  
Elizabeth Donahue  
Doris Downey  
Mai Liis Doyle  
Mary Dudick  
Catherine Edge

Claree Edwards  
Robert Egge Jr.  
Nancy Ellison  
Catherine Farlow  
Beverly Farrell  
James Feeney  
Sharon Feltmann  
Barbara Felton  
Elicer Fernandez  
Patricia Flower  
Patricia Folk  
Carol Foye  
Joyce Frame  
Etta Franklin  
Normajean Freeland  
Shirley Frierson  
Georgia Fuller  
Joyce Fuller  
Frances Fullwood  
Rosalind Gadson  
Yvonne Gaines  
Robin Galery  
James Gladden  
Della Glenn  
Barbara Gobrecht  
Virginia Goldsborough  
Kerrin Goodspeed  
Catherine Gould  
Sylvia Graves  
Donna Gray  
Colleen Green  
Gloria Greene  
Mary Green  
Susan Hall  
Antonina Hallas  
Gloria Halm  
Lillian Halter  
Mary Harmon  
Harold Hauger  
Mary Hawkins  
Shelia Hayes  
Mary Herbert  
Jeanne Hevesy  
Ronald Hibma  
Norris Hill  
Betty Hirabayashi  
Richard Holland Jr.  
Elouise Hood  
Joyce Hooks  
James Horkan  
Gail Horner  
Gudrun Huden  
Ruth Hughes  
Anne Hunt  
Yvonne Hunt  
Nancy Hutchins  
Janet Ice  
Ceasar Jackson  
Dora Jackson  
Harry Jacobson Jr.  
Juanita Jenkins  
Vernice Johnson  
Wilhelmina Johnson  
George Jones  
Patricia Jones  
Bernadette Joyner  
Thekla Joyner  
Yvonne Keel  
Dorothy Kelley  
Sandra Kelly  
Ann Kennedy  
Omerine Ketch  
Marilyn Killen  
Suzanne Killinger  
Clara Kimbrough  
Joan King  
Rosa King  
Robert Kirkland Jr.  
Mary Kleinjan  
Joan Knobloch  
Kenneth Kornher  
Kathleen Kosar  
Sue Lahr  
Diane Leach  
Gail Lecce  
Roger Leonard  
Doris Leonberger  
Dorothy Lichtenfels  
Yu Chaing Ling  
Anamaria Long  
Erven Long  
Dorothy Lovelace  
Andrew Luck  
Joy Lyles  
Eugenia Maas  
Deborah Mace  
Carla Maged  
Sandra Mah  
Catherine Maher  
Sandra Malone  
Maria Mamlouk  
Jeanne Markunas  
Gladys Martin  
Barbara Mazor  
Inetta McCall  
Sharlee McDonald  
Elizabeth McFowler  
Anna Medley  
Ellen Mehu  
Pauline Merrill  
Josephine Metcalf  
Francis Method  
Lillie Monroe  
Dolores Moore

Phyllis Moore  
Frankie Moran  
Eleanor Morrison  
Loretta Moton-Blair  
Merle Mukai  
Thomas Mundell  
Ida Murdock  
Denise Murray  
Felicia Nanartowicz  
Frank Nathaniel  
Mildred Neidinger  
Yvonne Nelson  
Monica Newman  
Frances Nickoioi  
Charlotte Norwood  
Floyd O'Quinn  
David Ostermeyer  
Virginia Ostrich  
Lillian Outlaw  
Janice Parker  
Paula Peak  
Ernestine Peyton  
Louise Pierce  
Julia Poindexter  
Mae Price  
Theresa Proctor  
Deborah Purcell  
Kevin Rafferty  
Theresa Rauch  
Monica Reed  
Doris Rice  
Melaine Richardson  
Sylvia Robinson  
Frances Rogers  
Barbara Sadler  
James Saunders  
Mary Scopino  
Audrine Scott  
William Selden  
Eugene Semanchick  
Karin Seprtrick  
Tindara Sergi  
Judith Shampain  
Angela Shivers  
Carole Siegel  
Kathleen Simms  
Mary Smale  
Carolyn Smith  
Herbert Smith  
Rhonda Smith  
Richard Solem  
George Stanton  
Betty Stevenson

Marcus Stevenson  
Viola Stewart  
George Stewart  
Patricia Stewart  
Gloria Stoddard  
Dorothy Stoltz  
William Strassberger  
George Strawn  
Hope Sukin-Klauber  
Ray Summerlin  
Mildred Taylor  
William Thom  
Mabel Thomas  
Patricia Thomas  
Barbara Thompkins  
Guinevere Tjossem  
Ronald Toler  
Virginia Toliver  
Margaret Tomlin  
Leon Towell  
Hue Thi Tran  
G. D. Trussell  
Collette Turner  
Katty Twanmo  
Frances Vanech  
Carolyn Venson  
Maria Ventresca  
Helen Walker  
Kathryn Walsh  
Maxine Walton  
Vanessa Washington  
Audrey Waters  
Nancy Weaver  
Alice Wheeler  
Thomas Whitaker  
Kenneth White  
Stephen Whitman  
Ernestine Wical  
Barbara Williams  
Carrie Williams  
Josephine Williams  
Michael Williams  
Voncile Willingham  
Stephen Wilson  
Cynthia Wincek  
Mary Winters  
Norma Wood  
Larvita Woodland  
Piccola Wright  
Elizabeth Yates  
Diana Young  
Marie Young

**GALLON BLOOD DONORS**

**Nine Gallons**  
John Valerio Jr.

**Eight Gallons**  
Jan Miller

**Seven Gallons**  
Oscar Bagley

**Five Gallons**  
William Overton  
Fernando Devoto

**Four Gallons**  
Vivian Bates  
Fred Allen  
Ruth Allen  
Kevin Rafferty

**Three Gallons**  
John Tonner  
Theresa Margina  
John Yohe  
Stephen Horneman  
Susan Saragi  
Thomas Whitaker  
Blair Downing  
Robert Green

**Two Gallons**  
Kathleen Kosar  
Jodie Flakowicz  
Cynthia Ginyard  
Lenora Doores  
Sharon Burton  
Carl Hemmer  
Melita Yearwood

Mary Sullivan  
Phyllis Moore  
Andra Herriott  
Stanley Nevin  
Karmen Gadsen  
Joseph Watkins

**One Gallon**  
Earle G. Lawrence  
Anthony Taylor  
Carol Grigsby  
Regina Davis  
Susan Carbaugh  
Jean Best  
Melva Warren  
Gwen Marcus  
Dennis Weller

**Pheresis Donors**  
Renee Bethea  
Dana Lund  
Nancy McKay  
Jan Miller  
Kevin Rafferty  
Peggy Varney

**Research Donors**  
Carol Grigsby  
Kenneth Fries  
Louanne Douris  
Richard Parsons  
Frank Correll  
Bill Ryan  
Kenneth Smith  
Mark Vincent  
Gerald Kamens

**1983 AWARDS COMMITTEE**

Jay P. Johnson, chairman  
Timothy Bork  
Bette Cook  
Larry Crandall  
Albert Hulliung  
Hariadene Johnson

Dorothy Kemp  
Joe Tucker  
Dona Wolf  
Paula Peak, executive secretary  
Dennis Lauer, staff

**RETIRING**

**Rolland J. Deschambault**, Mali, controller, after 22 years  
**Bernard E. DuPuis**, Nicaragua, program officer, after 21 years  
**Alice S. Helsel**, LAC/DR/EST, secretary stenographer, after 14 years  
**Robert D. Hinderliter**, RIG/A/LA, regional inspector general/audit, after 13 years  
**Jeannette John**, Syria, assistant program officer, after 22 years  
**Bert Kurland**, FSC, project manager, after 3 months  
**Donald P. Riordan**, FSC, general services officer, after 17 years  
**Selig A. Taubenblatt**, NE/PD, director, after 24 years

*Number of years are AID service only.*

**LEAVING**

**Novelene Burns**, M/SER/MO  
**George T. Cosgrove**, FSC  
**Willa G. Crews**, M/SER/MO  
**Tanya Tamara Dekona**, SAA/S&T  
**Daniel B. Denning**, LEG/OD  
**Linda Garland**, M/PM/TD  
**Molly Hageboeck**, PCC/E  
**Robert J. Herrera**, M/SER/IRM  
**Ellen Clifford Irving**, OPA/P  
**Karen Marie McGriff**, COMP/CS/R  
**Ann K. Morales**, S&T/PO  
**Laigen L. Sanet**, M/PM/PMC  
**Barbara A. Skinner**, M/SER/MO

**MOVING UP**

**Walter R. Abbott Jr.**, M/SER/MO, supervisor messenger analyst/demographic specialist  
**Ellen H. Bailly**, ASIA/PD, secretary stenographer  
**Barbara Spedden Beakes**, SCI/OD, clerk typist  
**Sharin D. Boyd**, S&T/H, clerk typist  
**Lolita V. Cheeves**, OPA/NMR, audiovisual production specialist  
**Michael J. Crosswell**, ASIA/DP, financial economist  
**Delberta M. Daveler**, AA/ASIA, secretary stenographer  
**Patricia Kay Davies**, PPC/WID, deputy director  
**Richard Diciurcio**, M/SER/IRM, computer system analyst  
**Calista B. Downey**, LAC/DR, administrative operations assistant  
**Barbara J. Gobrecht**, AA/PPC, secretary stenographer  
**Pamela R. Johnson**, NE/TECH, supervisory social science analyst  
**Betty L. Lind**, M/PM, personnel staffing specialist  
**Lillie May Pearson**, M/SER/MO, clerk typist  
**Joanne H. Rouse**, LAC/DR, clerk typist  
**Georgia Sambunaris**, LAC/CAP, research assistant  
**Karin Seprick**, ASIA/PD, clerk typist  
**Barbara A. Thompkins**, LAC/CAP, secretary stenographer  
**Lenora F. Watlington**, PRE/SDB, general business specialist

**MOVING OUT**

**Charles H. Antholt**, agricultural development officer, Bangladesh, to ASIA/TR  
**Gerrit H. Argento**, rural develop-

# WHERE? IN THE WORLD ARE AID EMPLOYEES

ment adviser, FSC, to trade development officer, Bolivia

**Ralph E. Barnett**, assistant civil engineering officer, ASIA/PD, to FSC  
**Linda C. Brown**, auditor, IG/RIG/A/W, to management auditor, IG/RIG/Nairobi

**Bunyan Bryant**, legal adviser, FSC, to GC/AFR

**John R. Clyne**, regional legal adviser, FSC, to legal adviser, GC/CP

**John V. Dibiase**, foreign assistance inspector, IG/RIG/II/W, to IG/RIG/II/Karachi

**Gilbert D. Dietz**, executive officer, Ghana, to management officer, M/SER/MO

**Raymond P. Dionne**, general business specialist, PRE/SDB, to disaster operations specialist, OFDA/ASP

**Ann M. Domidion**, assistant education development officer, NE/TECH, to human resources development officer, Botswana

**Robert A. Doucette**, assistant contract officer, to contract officer, Philippines

**Mary Ann Epley**, personnel officer, FSC, to assistant personnel officer, M/PM/PO

**Joseph R. Ferri**, auditor, IG/RIG/A/W, to IG/PPP

**Frederick E. Gilbert**, regional development officer, AFR/SWA, to deputy mission director, Tanzania

**Gerald Gerhard Graf**, program officer, Ghana, to assistant program officer, AFR/SWA

**Reyes G. Herrera**, deputy controller, El Salvador, to accountant financial analyst, Honduras

**James C. Hester**, deputy executive officer, to executive officer, Nepal

**Morris S. Hill**, auditor, IG/RIG/A/W, to IG/PPP

**James F. Jackson**, project manager livestock, to assistant agricultural development officer, Mali

**George R. Jenkins**, budget/accounting officer, to controller, Mali

**John S. Johns**, management officer, M/SER/MO, to RDO/Caribbean

**Jay P. Johnson**, regional development officer, AFR/CWA, to AID affairs officer, AA/AFR

**Rodney W. Johnson**, legal adviser, FSC, to GC/NE

**Mark J. Laskin**, public health adviser, RDO/Caribbean, to COMP

**David H. Lockhart**, executive officer, Nepal, to India

**Gloria J. Malinowski**, secretary, to executive assistant, Yemen

**Calvin L. Martin**, agricultural development officer, REDSO/EA, to project manager, AFR/TR

**Gladys Martin**, clerk typist, ASIA/PD/EA, to personnel clerk, M/PM/OS

**Mark S. Matthews**, accountant financial analyst, FSC, to controller, Morocco

**Huey Lee Mays**, health development officer physician, FSC, to assist-

ant health development officer, physician, ASIA/TR

**Richard C. McClure**, deputy controller, to controller, Indonesia

**William A. Meeks**, administrative officer, FSC, to management officer, NE/EMS

**Allen K. Merrill**, deputy project development officer, Dominican Republic, to COMP

**Israel Negron**, budget/accounting officer, to accountant financial analyst, Indonesia

**John R. Oleson**, foreign affairs officer, FSC, to program officer, LAC/DP

**Andrew J. Olsen**, audit manager, IG, to auditor, IG/RIG/A/W

**David A. Oot**, health development officer, Thailand, to assistant population officer, ASIA/TR/PHHR

**Joseph J. Pastic**, general engineering officer, Kenya, to assistant project development officer, Egypt

**Doris J. Peacock**, management assistant, M/SER/MO, to OFDA/OD

**Jerry D. Perry**, auditor, RIG/A/LA, to assistant project development officer, Bangladesh

**Cameron L. Pippitt**, assistant project development officer, Niger, to AFR/PD/SWA

**Raymond J. Potocki**, contract officer, Philippines, to M/SER/CM

**Gordon K. Pronty**, assistant Food for Peace officer, FVA/FFP/II, to FVA/FFP/II/LAC

**James H. Purcell**, assistant program officer, LAC/DP, to program officer, Liberia

**Robert B. Richardson**, supply management officer, ROCAP, to supply management adviser, Egypt

**Bruce M. Rickerson**, congressional liaison officer, LEG/OD, to special assistant, PPC/PDPR

**Donald P. Riordan**, general services officer, Haiti, to FSC

**Fabiola C. Rodman**, secretary, to executive assistant, Costa Rica

**Jose A. Acevedo Rodriguez**, assistant Food for Peace officer, FVA/FFP/II, to FVA/FFP/II/LAC

**Paulyette Rogers-Hunter**, writer-editor, OPA/P, to procurement agent, M/SER/MO

**John C. Rose**, project manager, AFR/RA, to Somalia

**Thomas R. Ross**, assistant education development officer, Dominican Republic, to assistant human resources development officer, AFR/TR

**Robert L. Rucker**, assistant program officer, FSC, to program economist, Indonesia

**Leo L. Ruelas**, general development officer, to project manager, El Salvador

**Shelia E. S. Scott**, secretary stenographer, FVA/PVC, to administrative operations assistant stenographer, PRE/HUD

**Robert D. Sears**, assistant Food for

Peace officer, FVA/FFP/II, to FVA/FFP/II/LAC

**Sally R. Sharp**, assistant program officer, AFR/DP, to program officer, Burundi

**Norman L. Sheldon**, project manager agriculture, to deputy agricultural development officer, Zaire

**James D. Shepperd**, health development officer, physician, FSC, to project manager health development, Africa Regional

**Roxie Ovado Shirk**, clerk stenographer, ASIA/PD, to S&T/MD

**Robert Shoemaker**, project development officer, FSC, to project manager, S&T/MD

**Keith E. Simmons**, project manager, Gambia, to assistant project development officer, AFR/PD/SWA

**Laura L. Slobey**, assistant population officer, Egypt, to population officer, NE/TECH

**Scott Eric Smith**, project development officer, LAC/DR/CEN, to LAC/DR

**Alexander M. Spathopoulos**, budget/accounting officer, Regional Financial Management Center to deputy controller, Philippines

**Howard I. Sternberger**, assistant program officer, FSC, to development coordination officer, PPC

**John R. Swallow**, assistant human resources development officer, AFR/TR, to assistant education development officer, NE/TECH

**John A. Tennant**, deputy project development officer, to project development officer, Philippines

**Wilbur G. Thomas**, agricultural development officer, Niger, to FSC

**Graham C. Thompson**, assistant project development officer, to project development officer, Bangladesh

**Macalan Thompson**, assistant supply management officer, FSC, to M/SER/COM

**Paul B. Thorn**, general engineering adviser, to general engineering officer, Bangladesh

**Shirley A. Truman**, secretary, AA/LAC, to LAC/DP

**Ronald Edward Ullrich**, project manager, FVA/PVC, to assistant Food for Peace officer, FVA/FFP/II

**Jan Van Der Veen**, assistant program economist, PPC/PDPR, to program economist, Bangladesh

**Robert A. Van Horn**, supply management adviser, to deputy specialist management officer, Egypt

**Charles W. Westerlund**, auditor, IG/RIG/A/W, to IG/RIG/Nairobi

**Peggy J. Wilkey**, secretary stenographer, PPC/DC/UNR, to ASIA/PD

**George G. Wood Jr.**, assistant Food for Peace officer, Bangladesh, to FVA/FFP/II

**Thomas J. Worrick**, agricultural economist, Kenya, to assistant agricultural development officer, AFR/TR

**Aram Zakarian**, program analyst, AFR/PD/IPS, to management assistant, M/SER/MO

**James C. Zervas**, auditor, IG/RIG/A/W, to IG/RIG/Karachi

**Fred Lee Zumwalt**, project manager rural development, to project manager, Pakistan

# Foreign Service Promotions Announced

There are 196 people on the 1983 Foreign Service promotion list. Promotions to classes FS-8 through FS-1 were effective Nov. 13. Because members of the Senior Foreign Service (SFS) are commissioned, promotion into and within the SFS requires nomination by the President and confirmation by the Senate. Promotions to Counselor, Minister-Counselor and Career Minister will not be effective until commissioning.

The promotions were recommended by the 1983 selection boards which convened in October. Members FS-2 and below were evaluated in rank order by occupation. SFS and senior threshold (FS-1) officers were evaluated by class. Each selection board was made up of peers, with one public member. The selection boards identified more employees for promotion than the number of promotions that might be authorized. That number is determined by the Administrator, taking into account the number of positions at a particular level in relation to the number of employees at that level; projections of attrition due to resignations, voluntary and mandatory retirements; anticipation of new positions; budget and other considerations.

The following list includes all promotions.

## SENIOR FOREIGN SERVICE

### To Career Minister

Philip Birnbaum  
Irvin D. Coker  
Donor M. Lion  
Leonard Yaeger

Richard Meyer  
Arthur Mudge  
James A. Norris  
Lois C. Richards  
John A. Sanbrallo  
William Sigler  
Gerald H. Zarr

### To Minister-Counselor

Dennis P. Barrett  
Martin Dagata  
Robert Halligan  
Harlan Hobgood  
Mary C. Kligour  
Emerson Melaven

### FS-1 to Counselor

John S. Ballis  
Janet C. Ballantyne  
John Blackton  
Terrence J. Brown  
George Carner  
Richard A. Cobb  
Harold S. Daveler

Garber A. Davidson Jr.  
James Donnelly  
B. Loc Eckersley  
Stanley D. Handelman  
Lawrence R. Hausman  
Pamela B. Hussey  
Michael Jordan  
James Kraus  
Owen J. Lustig  
Roderick MacDonald  
Mark S. Matthews  
William A. Meeks  
Ronald Nicholson  
Carol A. Peasley  
Richard J. Peters  
John Pielemeier  
Robert S. Queener  
John Roberts  
Steven Sinding  
Jesse L. Snyder  
Thomas W. Stukel  
Charles E. Vann  
Ronald Withereff

### FS-2 to FS-1

Thomas Anklewich  
Paul Armstrong  
Frank Bettucci  
Neil Billig  
Paul Bisek  
Charles Brooks  
Bunyan Bryant  
Eugene Chin  
John Coughlin  
Christopher Crowley  
Vincent Cusamano  
Robert Dakan  
Gary Eidet  
Thomas Fallon  
Claudio Fortunato  
Philip Gary  
Richard Goldman  
Lee Homo  
Michael Ireland  
Robert Jordan  
William Kaschak  
Robert Leondevivero  
William Libby  
Frank Miller

Charles Moseley  
Gary Nelson  
Wayne Nilsestuen  
Patrick O'Neill  
David Oot  
Robert Pooley  
Walter Popp  
James Purcell  
Gary Redman  
Marschal Rothe Jr.  
Erhardt Rupperecht  
Samuel Scott Jr.  
Spencer Silberstein  
Steven Singer  
Scott Smith  
Edward Stonebrook  
Daniel Terrell  
Richard Thacher  
Wilbur Thomas  
John Wiles  
Dennis Zvinakis

### FS-3 to FS-2

Mark Anderson  
Bashart Ali  
Roman Alvin  
Grover Atwood  
Michael Baldwin  
Raymond Baum  
Belinda Barrington  
James Beebe  
Edward Birgells  
Dorothy Bowman  
Cynthia Bryant  
Patricia Buckles  
Reginald Chastain Jr.  
Toni Christiansen-Wagner  
Thomas Clarkson Jr.  
Dominic D'Antonio  
Richard Day Jr.  
Dirk Dijkerman  
Harry Dorcus  
Richard Finley  
Donald Fostergrass  
Richard Fraenkel  
Gene George  
Cynthia Giusti  
David Grossman  
John Guisti

Donald Harrison  
Stephen Haynes  
David Heesen  
Thomas Hobgood  
Matthew Horween  
Barbara Howard  
Robert Jacobs  
Joseph Jenkins  
Mark Johnson  
Mary June  
Michael Kenyon  
Thomas King Jr.  
David Kitson  
Kenneth Klomp  
Robert Kramer  
Mark Laskin  
Richard Layton  
Peter Leifert  
Barry MacDonald  
Laura McGhee  
Robert Meriwether  
Israel Negron  
Karen Nurick  
Eilene Oldwine  
Stephen Pulaski  
Joy Riggs-Perla  
Brian Rudert  
Alberto Ruiz-de-Gamboa  
Marian Salay  
Willie Saulters  
Carole Scherrer-Palma  
John Schneider  
Priscilla Schouten  
Dev Sen  
Lynn Sheldon  
Dwight (Al) Smith  
Thomas Stephens  
Benjamin Stoner  
Gordon Straub  
George Taylor II  
Arthur Warman  
William Warren  
Juliana Weissman  
Cecile Williams

### FS-4 to FS-3

Emily Baldwin  
George Barwicke  
David Cowles

Evelyn Gullins  
Wilma Ditter  
Mary Ann Epley  
Rodolfo Griego  
Mary Lew  
Linda Martin  
Robert Ormond  
Barbara Pritchard  
Susan Schaeffer  
Joseph Varley  
Ross Wherry

### FS-5 to FS-4

Alan Davis  
Roosevelt Holt  
Thomas Kerst  
Kristin Loken  
Martha McRae  
Vergilio Perez

### FS-6 to FS-5

Lou Ann Baudrand  
Marilyn Collins  
Dona Dinsdale  
Durlene Hamilton

### FS-7 to FS-6

Juanita Covington  
Molly Halfon  
Betty Healy  
Elizabeth Robertson  
Theresa Vitulano

### FS-8 to FS-7

Linda Crawford  
Lori Geylin  
Conchita Spriggs  
Toscanellie Stampley

### FS-9 to FS-8

Patricia Chaplin

### \*FS(R)-9 to FS(R)-8

Ingrid Aycinena  
Claudia Haynes  
Aida de Macedo Texeira  
*\* Resident hire*

by Marge Nannes

The Agency's Foreign Service career counseling office, focal point of the career development program mandated by the Foreign Service Act of 1980, is now in business in Room 1140, Columbia Plaza (SA-1). All employees FS-1 and below and counselor class officers not in executive assignments are urged to take advantage of its services.

"We'd like FS officers to contact us to discuss their career plans. Those stationed overseas and only

Executives, like all employees, need feedback.

passing through Washington should try to contact us at the beginning of their visit," suggests Charles Rheingans, chief of the career development staff. "A few days' notice will give us a chance to review their files and think about what we can do to enhance their progress in AID. We see ourselves as peer counselor-ombudspersons. We hope to help FS officers better fulfill the Agency's position requirements and at the same time advance toward their career goals."

Career development officers (CDOs), according to Rheingans, are ready to serve FS officers in several ways. They represent FS officers' career development needs and interests in the assignment

## Career Counseling Begins for FSOs

process. A CDO is a voting member of the assignment board. CDOs coordinate with the executive personnel management staff to identify FS officers with potential for executive assignment. They work closely with employees' supervisors and the training division to monitor individual needs and schedule training. They counsel employees with performance problems, especially those identified by the selection and tenure boards. They ensure that employees in surplus categories are considered for shortage categories, and in the future they will help in outplacement.

Executives in the Senior Foreign Service (SFS) also participate in the career development program, with the executive personnel management staff (EPM) as their contact. EPM is available to SFS officers for career counseling and career development advice. It is also responsible, in collaboration with the chief of the recruitment staff, for placement of officers in executive-level positions.

Richard Meyer, EPM chief, explained that communication and information flow are key to providing these services. "Executive placement depends on an intimate knowledge of the positions to be filled as well as the pool of officers available," he says. "One needs to know, for example, the type of program being managed,

the capacity of the host government, and the make-up of the mission or office to which a person is to be assigned. Career counseling and development fit into the scheme as we identify gaps in the backgrounds of officers and in collaboration with the training division and counselors of the overseas branch suggest appropriate training."

Career counseling for senior executives is valuable, Meyer pointed out, "because executives, like all employees, need feedback—both good and bad—on the quality of their performance. An early warning system provides time for remedial action

A program for GS staff also is being developed.

before a situation takes on crisis proportions. Senior counselors act as important channels of communication between senior management and members of the executive corps and the pool of officers ready for executive responsibilities."

A Civil Service career development program for GS employees also is

being developed, but will differ from the FS program.

Jan Barrow, chief of the AID/W division, points out that what GS employees need, and don't have, is a source of professional counseling on career opportunities in AID and how to take advantage of them. "We hope to develop a counseling service that will find areas in the Agency where career opportunities exist, and then steer GS employees toward them through upward mobility programs, career ladders, selective preparatory assignments and training," she explained.

Nannes is AID's Office of Personnel Management correspondent for Front Lines.

## HOW TO USE THE PROGRAM

FS officers who want to participate in AID's career development program should consult the following career development officers:

Backstops 10, 12, 14, 50, 60, 70, 75: Charles Rheingans, Room 1138, SA-1, 632-2944

Backstops 02, 04, 11, 94, 95: Paul Struharik, Room 1136, SA-1, 632-2944

Backstops 03, 05, 06, 07, 08, 15, 20, 21, 25, 72, 85, 92, 93: Hallie Aiken, Room 1136A, SA-1, 632-2944

Executive Level Personnel: Richard Meyer, Room 1434, SA-1, 632-3980



Somalia is suffering severe losses in foreign exchange due to a ban by Saudi Arabia on cattle imports. The ban was imposed because of diseased cattle. Meanwhile, the Somali government is taking emergency measures to vaccinate animals and establish quarantine facilities at export points.

AID will provide longer-term help through a livestock marketing project scheduled for mid-fiscal 1984. Funds from this project will be used, in part, for animal health and quarantine facilities throughout the marketing chain.

Over the past several months, the

AID mission in Tanzania has been approached by several businessmen about the possibility of U.S. assistance in establishing joint ventures with Tanzanian small businessmen.

Recently, the Asian Community Group met with mission staff to discuss possible assistance in developing agribusiness proposals supported by the Tanzanian government.

These proposals have been forwarded to AID/W for discussion and follow-up. Staff from the Africa Bureau's Office of East African Affairs has met with Bureau for Private Enterprise staff and others to discuss possible support.

Such assistance to the private sector is within the range of possibilities permitted under the current sanctions imposed on the Tanzanian government.

—Frank Lavin



Deputy Administrator Morris recently met with Director of the Office of Equal Opportunity Programs (EOP) Ivan Ashley and his staff. The meeting was one of a series of office-level meetings that Morris is conducting throughout the Agency.

Topics discussed at EOP included race and sex discrimination; the perception and expectations of handicapped employees; and the selection, assignment, promotion and retention of Foreign Service employees. Morris also reaffirmed his support and that of Administrator McPherson for the Agency's equal opportunity program as well as for

the dedicated work of EOP staff in carrying out that program.

**EOP and the Committee on Foreign Affairs Disabled** sponsored programs on Oct. 5 and 6 to observe National Employ the Handicapped Week.

The first program featured Armand Bailey and her dog, Hilda. They demonstrated how a dog is trained to assist a hearing-impaired person in everyday living. A "hearing ear dog" is trained to alert the deaf person to sounds of fire alarms, smoke detectors, doorbells, telephones or alarm clocks.

The next day, WMAL radio personality Ed Walker, who hosts the program, "Play It Again Ed," shared his experiences as a blind person working in the broadcast field.

—Voncile Willingham

## AID Assists Turkey after Earthquake

AID responded with more than \$1 million in assistance to the victims of an earthquake which rocked eastern Turkey Oct. 30. The earthquake, which registered 7.1 on the Richter scale, left more than 1,200 dead and 33,000 homeless. Also, 30,000 livestock were killed.

Snow, landslides, and freezing rain have hampered reaching remote villages with relief supplies. The Office of U.S. Foreign Disaster Assistance

## AID BRIEFS

(OFDA) reports that the most urgent need is for shelter.

Initial U.S. supplies include 1,000 tents, 15,000 wool blankets and 2,000 water containers. OFDA also dispatched a four-person disaster assistance team, which includes a sanitary engineer.

International relief organizations and at least 14 other nations also responded with disaster teams, emergency supplies, and needed funds.

## Radios Given to Colombia by Motorola

The Motorola Corp. donated 12 portable two-way radios to the reconstruction effort in Popayan, Colombia. Popayan was severely damaged in a March 31 earthquake which measured 5.5 on the Richter scale. Motorola Vice President C. Travis Marshall presented the radios to Colombian Ambassador Alvaro Gomez at a Nov. 3 meeting with Administrator McPherson.

Besides extensive damage and an estimated 300 deaths, the earthquake destroyed the region's telephone system. Motorola's contribution of the radios will help provide needed temporary communications during the reconstruction effort.

Deputy Administrator Morris coordinated the private sector contribution in response to a request from the Colombian government given to the AID mission in Bogota.

## International Award Goes to Erickson

The Agency's malaria expert, James Erickson of the Bureau for Science and Technology's Office of Health, was honored at the Second International Conference on Malaria and Babesiosis in September. He was presented a "meritorious plaque" and cited for "outstanding contribution on behalf of USAID toward organization, development, and implementation of research programs for worldwide control of human malaria."

The conference, held at Annecy, France, was attended by scientists from over 60 countries. The meeting focused on the latest advances in developing a vaccine against human malaria.

## Books Sold

The 1983 Bookfair exceeded all expectations. Gross receipts of \$70,000 were the highest in the event's history. "I am . . . grateful to (those) whose work made for such an outstanding success," said chairman Marlen Neumann.

The Association of American Foreign Service Women (AAFSW) sponsors the annual event.

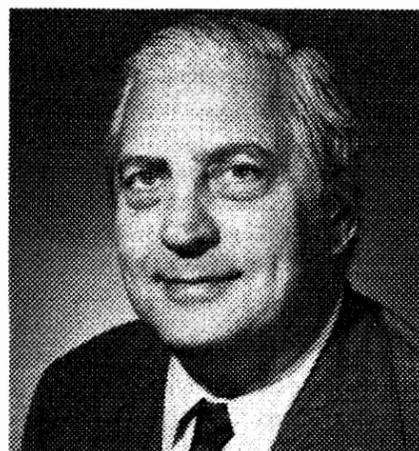
## Fry Named General Counsel

AID's new General Counsel Howard M. Fry, describes his new job as the "most challenging legal job the government can offer." Appointed Nov. 8, Fry leaves his legal practice in Reading, PA.

A 1953 Yale graduate in European and English history, Fry received a law degree from Harvard University in 1957. Since then he has practiced law in Berks County, Pennsylvania.

In addition, Fry has had business experience in textile manufacturing, paper coding, banking, and a commuter airline. Besides a year in the Netherlands involving manufacturing, Fry has toured much of the Caribbean. Fry has been involved with a number of civic groups.

"The job of General Counsel," Fry says, "is fascinating legally because



Howard M. Fry

of the range of issues concerning international trade, development, and contracting with which AID is involved."

## Narcotics Control Talks Held

Three State Department bureaus sponsored a European and Southwest Asia narcotics coordinators conference in Madrid, Spain, Oct. 11-12. Joseph A. Esposito, special assistant to Assistant Administrator of the Asia Bureau Charles W. Greenleaf Jr., represented AID.

Attorney General William French Smith gave the keynote address and participated in other sessions. Representatives from Washington and more

than two dozen embassies attended.

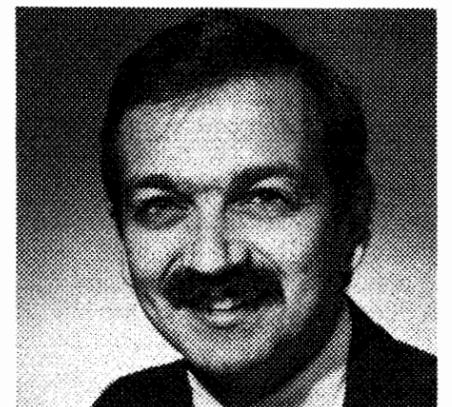
Esposito served on a panel, "Elements of a Narcotics Control Strategy." He discussed AID's role in opium reduction and the Agency's narcotics policy determination paper, which Administrator McPherson released in August 1982. AID's new development project in the poppy-growing areas of the Gadoon-Amazai region of Pakistan also was discussed at the conference.

## Senate Confirms Donatelli

The Senate confirmed Frank J. Donatelli as assistant administrator of the Africa Bureau Nov. 9. Before coming to AID in June of this year, Donatelli worked for the Washington, DC, law firm of Patton, Boggs, and Blow on a wide range of administrative and legislative matters including energy, housing, and communications.

Donatelli is a member of the bar in both the District of Columbia and Virginia. He was also a director of the National Corporation for Housing Partnerships, a private corporation whose goal is to expand the supply of lower- and middle-income housing. Recently, Donatelli was a director and vice chairman of the Legal Services Corp.

He received his law degree from



Frank J. Donatelli

American University in 1976 and a bachelor of arts in political science and international relations at the University of Pittsburgh in 1971.



An AID team is assessing Burma's agricultural research and extension efforts and determining priorities for U.S. assistance, especially

for maize and oilseed crops.

During this one-month study, the team is reviewing: research policies; the structure and management of research; the link between research institutions, extension agencies and farmers; budget allocations; the adequacy of manpower and facilities; the status of basic research programs, such as soil and water management and crop protection; and the status of other related support systems such as data collection and analysis.

It will suggest ways to strengthen Burma's agricultural research capacity and present, with the Burmese government, recommendations for action, including development of a Project Identification Document (PID).

**The United States and Bangladesh** have signed an amendment to a P.L. 480 Title III agreement to provide \$65 million of commodities to Bangladesh for fiscal 1984. Department of Agriculture Secretary John R. Block and Bangladesh Foreign Minister A.R. Shams-Ud-Doha signed it in Washington in late October.

This amendment provides U.S. wheat, rice, vegetable oil, and cotton. It is part of a three-year program which includes nearly \$200 million of commodities.

The signing took place during the visit of General H.M. Ershad, chief martial law administrator of Bangladesh. General Ershad met with President Reagan, participated in several events in Washington, and visited a rural electrification cooperative in Texas.

**A recent AID evaluation says that** the social marketing program accounts for 68% of condoms and 21% of oral contraceptives distributed in Bangladesh.

Further, sales have risen by 25% over the past year. Distribution totals are expected to increase significantly with the introduction of a new, low-dose oral contraceptive.

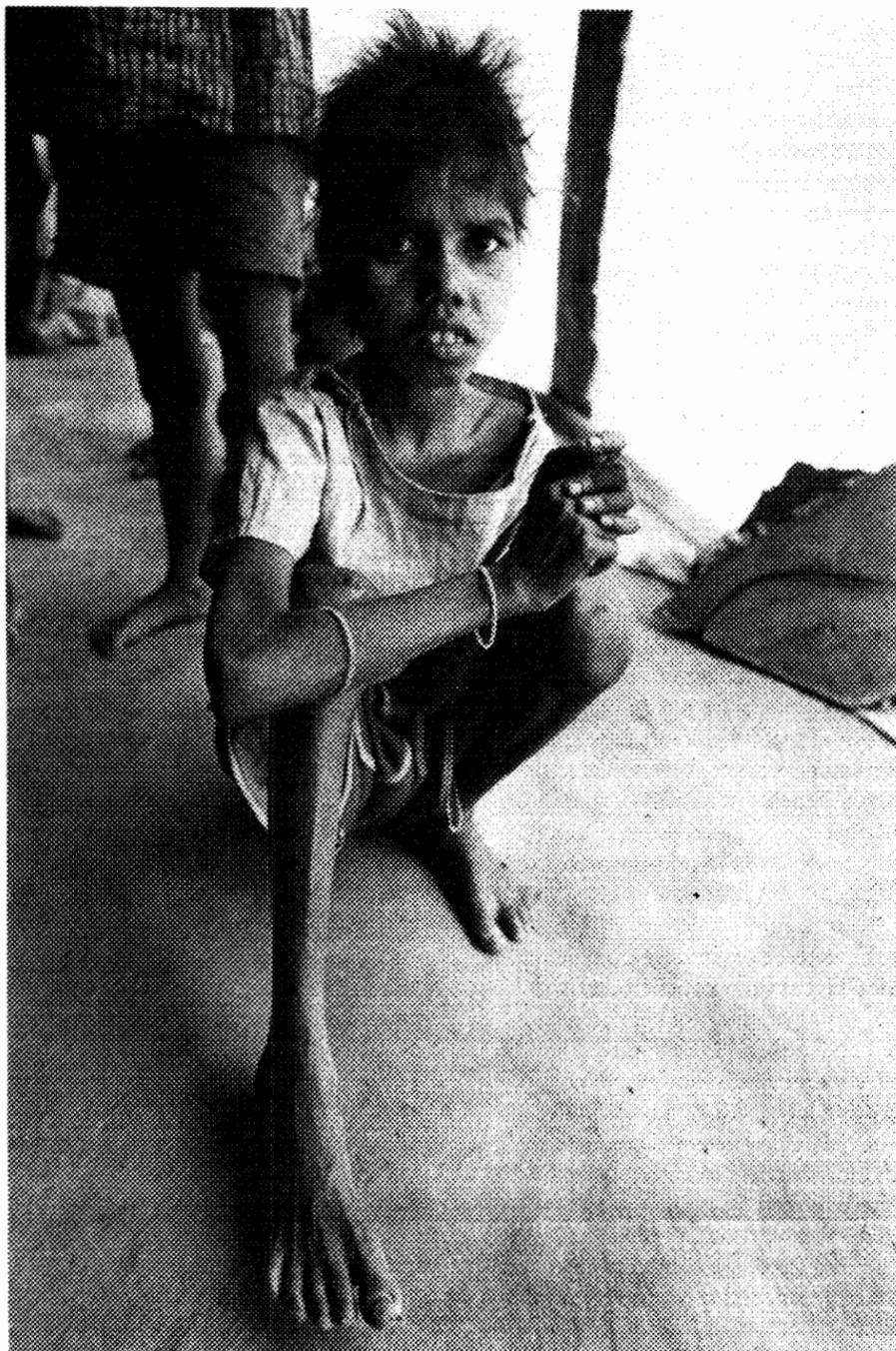
The cost effectiveness of the social marketing program, calculated in couple-years of protection, has improved from \$2.86 in 1976 to \$1.66 in 1982.

The recent growth of the program comes partly from using rural medical practitioners to distribute oral contraceptives and from using mobile film units for appeals in rural areas.

**The successful Contraceptive Retail Sales (CRS) Project** recently was registered as a private "limited" company in Nepal. The project is now managed by trained Nepalese.

Westinghouse Health Systems began developing the AID-funded project in 1976. The CRS project responded to Nepal's high population growth rate, which the government has called "the most serious single threat to Nepal's overall national development."

The project has provided enough



**Bangladesh's hungry will benefit from an amendment to a P.L. 480 Title III agreement recently signed between the United States and Bangladesh. The amendment provides \$65 million of commodities in fiscal 1984.**

contraceptives to protect 16,000 couples for five years. It accounts for 16% of oral contraceptives and 43% of condoms sold in Nepal.

It also has developed a contraceptive sales network of 8,000 private shops and pharmacies in 66 of Nepal's 75 districts. In 1978 there were only 100 such shops, which operated in five districts.

The formula for success has been to sell the product in the marketplace, close to the consumer; provide accompanying consumer information; and offer a reasonably priced product.

Starting next month, the company will launch a market test to sell one million packets of oral rehydration salts through the same retail sales network. The company will be aided by United Nations funding.

**The AID mission in Sri Lanka** has given a grant to Save the Children Federation (SAVE) to help refugee families in Sri Lanka. It is the mission's first private voluntary organization (PVO) grant for rehabilitation purposes.

Refugee camps were set up after this past summer's communal unrest, which left thousands homeless. Most refugees have left the camps but some "hard core" homeless and unemployed remain. This grant will benefit them.

The grant provides \$136,150 to help 250 families. SAVE will use the money to assist with housing, employ-

ment, and education. It will work with displaced families and their communities to improve the chances of the homeless being accepted back by their neighbors. It will provide grants and technical assistance to rebuild or replace damaged homes, helping families resettle in their original homes, when possible.

SAVE will give grants to self-employed people who lost their livelihoods. These grants will help them re-establish their trade. SAVE will work with adults to help them return to old jobs or find new ones. It also will see that children return to school and will encourage them to remain.

This grant is the latest in a series of disaster relief assistance the United States has provided in the form of commodities, cash, and P.L. 480. American and Sri Lankan PVOs have played an important role in this assistance.

**Dr. Padam Singh of the India Planning Commission** recently briefed AID/W officials on the preliminary results of a study of India's school feeding program.

The study covered nationwide activities supported by Indian resources or P.L. 480 Title II food provided by CARE. It found that the program significantly affects enrollment and retention rates.

It also found that the impact of school feeding on enrollment and

retention is much higher for girls than boys. This is especially important because of the correlation between female literacy and lower fertility.

Another major finding was that CARE, the Indian government, and state governments have had moderate success in directing such programs to deprived areas. However, there is considerable room for improvement.

Dr. Singh said the study, designed and funded by AID, may influence the priorities of India's seventh five-year plan, now being drafted.

The method used in the study also offers lessons for evaluating school programs in other countries.

**An AID-funded village development program** in the Solomon Islands is carrying out over 100 self-help sub-projects in crop diversification and marketing, income generation, primary health care, and sanitation.

The program is administered under a grant to International Human Assistance Programs (IHAP). AID funds of \$500,000 were matched by cash and in-kind contributions from the host country and IHAP.

The program benefits over 48,000 people. More than 5,000 people in 24 villages, for example, now have potable water. About 3,000 rural villagers have benefited from increased agricultural output and income.

Training was given to rural women, school dropouts and community development workers. Income-generating projects were successfully completed in blockmaking, masonry and other construction activities, which resulted in cash income and bartering opportunities in the rural sector.

—Joseph A. Esposito



The Bureau for Latin America and the Caribbean (LAC) sponsored a Private Sector and Project Development Officers'

Workshop Oct. 31-Nov. 4 in Washington for both LAC field and Washington staff. Most of the region's missions were represented.

Major topics of discussion: government policies and the business climate in Latin America; investment promotion, with case examples of Mexico and Puerto Rico highlighted; and export development, using Jamaica and Costa Rica as particular examples. Other areas covered were agribusiness, small business development, employment problems and the Caribbean Basin Initiative and its implementation.

The last two days involved discussions on project development and review issues, Economic Support Fund and other non-project assistance, and project monitoring, reporting and AID/W backstopping requirements.

The workshop concluded with a group evaluation of the event and a review of conclusions on various topics discussed during the week.



In this entrepreneurial age, when bottom-up development is becoming more important, small enterprises offer effective opportunities for Third World men and women to overcome poverty and increase incomes.

This was one of several significant lessons to emerge from the small enterprise development workshop held recently in Washington, DC. FVA's Office of Private and Voluntary Cooperation (PVC) conducted the two-day seminar. Participants included representatives of 30 private voluntary organizations (PVOs), universities, and private firms. They joined AID staff from the field and Washington to review lessons learned from small enterprise experiences and to recommend future actions.

A highlight of the workshop was the presentation of a new method to measure the costs and benefits of small enterprise projects. Developed by Peter Kilby, an economist at Wesleyan University, this method uses data collected in recent AID evaluations. Using this technique, Kilby found that project benefits exceeded costs in the PVO projects he examined. Specifically, the small enterprise projects assisted by PVOs showed higher benefit-cost ratios than other earlier studies have shown for larger firms. Consequently, small enterprise development may represent a way to reach poorer and remote areas with a nation's resources.

Kilby also stated that PVOs may

have suffered from an "allergy to numbers" when analyzing small enterprise accomplishments. Instead of focusing on numbers, analyses have concentrated more on social and political benefits. He argued that unless economic benefits of a project at least equal its economic costs, PVOs face difficulty in justifying their projects to major donors. Because Kilby's analysis suggests that PVO small enterprise projects can, indeed, be cost effective, PVOs will be able to legitimately use benefit-cost analysis to demonstrate the economic returns in their projects. This analysis will complement measures of social and political benefits more often emphasized.

Although everyone agrees there is a need for evaluating small enterprise development, measuring the benefits is not easy. Data are often limited. Control groups are not available. The informal sector seldom keeps records. Researchers do not always agree on which benefits should be counted or attributed to a given project. Loans may be diverted to non-business uses. Prices are never constant.

Kilby's analysis determined that small enterprises in developing countries have several key characteristics. For instance, they are usually owner-run and center on the family. They have a limited division of labor, use existing labor skills and raw materials. They also have low production risks and low barriers to entry, except where limited by capital and knowledge. Furthermore, they have a high rate of failure, are subject to intense competition, and have limited formal management organization, technology or specialization. They usually employ



**Bloch: "Workshop papers also helped refute commonly held misconceptions about PVOs."**

under 10 people and have investments ranging from a few hundred to a few thousand dollars.

In view of these characteristics, a workshop conclusion was that there are many ways that PVOs can help entrepreneurs. These include credit, training, extension, institution building and technical assistance. The value of this assistance to the local projects varies greatly with the circumstances, environment, local leadership, national policies and the political processes. As a result, PVOs can be particularly helpful because they can work in a variety of places and at different levels of society.

For example, PVOs seem to have a comparative advantage in networking entrepreneurs and helping them obtain information on markets and supplies. PVOs can help maneuver around bureaucratic red tape and get access to commercial credit. Small firms in developing countries usually need this network to overcome isolation and actively participate in the marketplace.

In addition, studies indicated that many successful projects have no technical assistance component. Experience suggests entrepreneurs often get more value from managerial assistance or industry-specific training than they do from high technological innovations.

In welcoming remarks to workshop participants, Julia Chang Bloch, assistant administrator for the Bureau for Food for Peace and Voluntary Assistance (FVA), called the session both an end and a beginning. "It is the end of several years of collaborative efforts by FVA, the Bureau for Science and Technology, the Bureau for Program and Policy Coordination's Office of Evaluation, and PVOs to systematically evaluate the work in this sector," Bloch said. "It is also the beginning of an opportunity to apply lessons to future small enterprise projects." Bloch said the workshop papers also helped refute commonly held misconceptions about PVOs—that they are merely "do-gooders" who are anti-business and cannot help promote profit-making activities.

Jeffery Ashe of ACCION/AITEC concluded the two-day workshop by commenting that small enterprise development is "the largest untapped market on earth." Inasmuch as small enterprise is anticipated to be a growth area in the development business, he called on AID and other agencies to invest in this sector.

Questions about the workshop and its findings should be addressed to FVA/PVC, Room 247, SA-8.

—Lori Forman



Deobligation-reobligation authority was included in the Supplemental Appropriations Act of 1983. This authority, initially covering

July 30-Sept. 30, has been cited by Administrator McPherson as an extremely important tool in clearing the Agency's portfolio of projects whose performance is poor or whose purpose no longer coincides with Agency priorities.

The authority allows the Agency to deobligate one-year or annual funds obligated in prior years and retain them for one year, rather than turning them back to the Treasury. Funds deobligated under this authority must be reobligated within 12 months of the date of deobligation. Otherwise, they go back to the Treasury.

In giving AID this authority, Congress specified that deobligated funds could only be reobligated in either the country of deobligation or in support of relief efforts in the Andes. Weather in Ecuador, Bolivia and Peru has been adversely affected by the El Nino Pacific Ocean current. The result has been drought and heavy flooding, which have caused heavy losses in agricultural production and infrastructure.

Congress further specified that it

should be kept informed of both reobligation and deobligation. This congressional notification process requires a 15-day waiting period so that the proposed action can be reviewed.

Since deobligation-reobligation authority was granted, AID deobligated almost \$113 million in fiscal 1983. Of this sum, Egypt accounted for some \$103.2 million, while the balance came from projects in 21 other countries and bureaus. An additional \$61.3 million of deobligated funds will be used in support of Andean relief efforts. Of this amount, \$27.9 million represents funds deobligated by missions and bureaus before Congress enacted the authority. Subsequent enactment allowed the funds to be used for emergency needs in the Andes.

To date, reobligations have occurred only in Ecuador, Bolivia and Peru. Meanwhile, other missions and bureaus are in the process of finalizing plans for reobligation of their funds.

The authority was extended into the continuing resolution funding AID for the balance of fiscal 1984. Deobligations have taken place in only four country programs and have been relatively minor, with the exception of a \$42.9 million deobligation in the Syria program.

Some \$23 million from the Syria deobligation will be used to round out the \$90 million of assistance AID

intends to provide for Andean relief. The balance will be held against possible further Andean relief requirements.

—John L. Wilkinson

## FROM WID

The Office of Women in Development (PPC/WID), with several AID missions, recently sponsored seven LDC women from four nations to attend the Sept. 30-Oct. 12 workshop of the Center for Entrepreneurship Development (CED) in Ahmedabad, India. The workshop was sponsored by the Bureau for Science and Technology's Office of Multisectoral Development for people involved in entrepreneurial or small enterprise development from host countries and AID missions. Attended by approximately 25 people from six nations, the workshop aimed to identify, develop, and train new private sector entrepreneurs. The emphasis was on small production enterprises.

The participation of female entrepreneurs in the workshop was seen as particularly important. Although LDC women have substantial economic roles, their involvement in development plans and their potential contributions to national economies would be greatly enhanced, if their access to employment and income-earning opportunities were

improved. Accordingly, in its effort to encourage new enterprises, CED has specifically targeted women. Already 27 female entrepreneurs have been trained and 15 have begun production enterprises which employ over 60 people. Expansion plans call for employment of an additional 35 people.

During the 10-day workshop, participants were exposed to various entrepreneurs and enterprises—including those specifically initiated by women. These enterprises had been produced through CED or local institutions involved with CED.

AID's Bureau for Private Enterprise has indicated interest in funding in-country, follow-up activities to develop institutional capacities so that entrepreneurial work can grow. CED staff and resources also will be available to planners or institutions to design an entrepreneurial development model.

The AID-funded participants included decision-makers, managers, and women involved in small business enterprises. Among them were the chairperson of a soft drink bottling company in Pakistan, a Tunisian official in the Ministry of National Economy in charge of the Handicraft and Small Enterprises Department and an Indonesian director of an oleoresin industry.

—Deborah R. Purcell

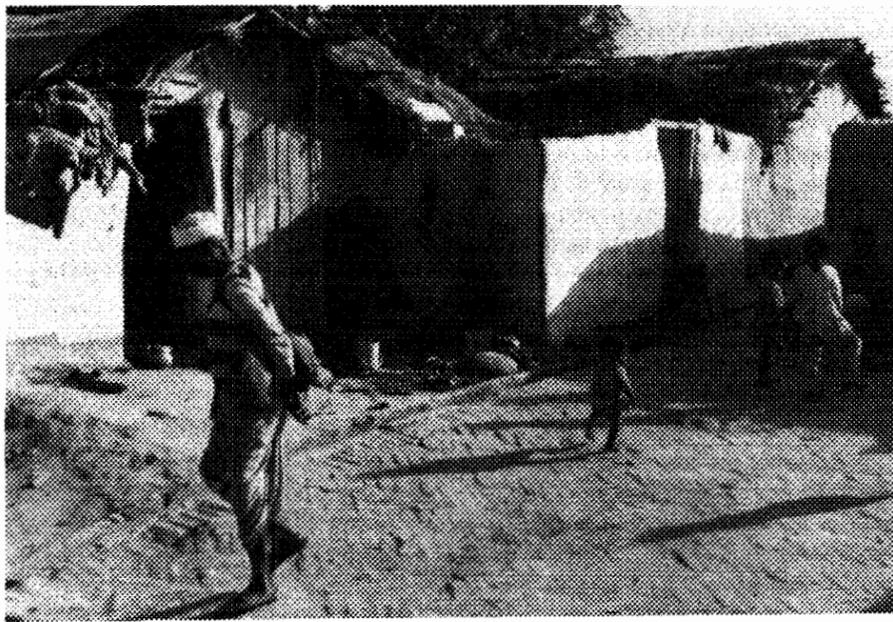
**PRE**

Twenty-two U.S. firms participated in an AID-sponsored U.S. pavilion at the Technology for the People Trade Fair in Manila, the Philippines, in November. More than 30 countries participated in this year's event—the third of its kind.

The U.S. pavilion introduced U.S. small business to Filipino and other Asian entrepreneurs. In selecting which firms would participate, priority was given to those whose technology can use local raw materials and labor.

Funded by AID's bureaus for Private Enterprise (PRE) and Asia, the purpose of the fair was to link technologies and products of U.S. small businesses to the development priorities of the Philippines. Supplementary funds came from the Overseas Private Investment Corp. (OPIC) and the Small Business Administration (SBA). SBA funds offered assistance to U.S. firms to participate in the exhibition. OPIC will offer financial assistance to firms attempting to close business arrangements following the exhibition.

Unlike export trade fairs, this event set the stage for joint ventures and long-term business arrangements between U.S. and Filipino entrepreneurs. They found products, technical processes, and support services which fit their capital resources, labor requirements, production capacity, and social development goals. Business relationships that result from the exhibition generate jobs in the



The challenge of PRE/H's India program is to get the country's only private housing finance institution to funnel increasingly more capital to progressively poorer families.

Philippines, while helping U.S. technology compete more effectively in the Asian marketplace.

The U.S. pavilion presented technologies and products important to development. They were selected in cooperation with the AID mission in Manila and the Chamber of Commerce of the Philippines. Featured were technologies and products which can

“The fair set the stage for joint ventures.”

be used to strengthen small business and the export industry. These included food processing, low-cost housing construction, agroindustry, agroforestry, aquaculture, metal shaping/forming, and renewable energy (primarily biomass).

Before the exhibition opened, exhibitors were briefed on various financing mechanisms available to their prospective clients. During the exhibition, seminars were conducted for both U.S. and indigenous firms on what is needed to work together and complete business arrangements.

This effort is part of a long-term AID project in which U.S. small businesses exhibiting within the pavilion work with AID to find ways in which small business technology and expertise can be integrated more fully into both commercial markets and development strategies.

PRE's Office of Business Relations managed AID's participation. Results of the exhibition will be evaluated to determine whether development technology exhibitions are an effective tool to facilitate exchange of appropriate technology between U.S. small businesses and indigenous firms.

## HOUSING

The shelter need in India is as sobering as the population and its rate of growth. A conservative estimate is 14.5 million housing units needed to meet minimum public health and safety standards. Due to the scale of the problem and the already over-extended public housing institutions, AID's Office of Housing and Urban Programs (PRE/H) has focused its

resources on spurring the private sector housing finance system.

In 1981 a shelter program involving \$30 million in housing guaranty (HG) authorizations over three years and grant funds for technical assistance and training was approved. The HG funds are converted to rupees and used by the Housing Development Finance Corp. (HDFC), a privately owned housing finance institution chartered in 1977. HDFC's objective is to provide long-term finance to increasingly more families (especially low-income), associations, and corporate bodies for construction, purchase, and ownership of houses in urban and rural India. The longer-term goal is to support the development of a national system of housing finance by transferring short-term savings into long-term housing investment.

HDFC will use the rupees provided by the HG loan to finance new approaches whereby affordable shelter

“The shelter need is as sobering as the population growth rate.”

can be built and sold without subsidy. Consistent with AID policy that HGs finance only housing appropriate for below-median-income families, the funds will support construction of at least 6,000 units at a per unit cost of not more than \$6,000. Most of the housing units, however, will cost substantially less.

The challenge of PRE/H's India program is to get India's first and only private housing finance institution to funnel increasingly more of its capital to progressively poorer families. The HDFC sincerely wants to expand its market far below the middle class. But because it is a private institution, it must realize a profit.

Equally important to the HG component of this program is technical assistance and training. Training is being handled by the Institute for Financial Education, which trains savings and loan professionals in the United States and abroad. Two professionals from the institute will travel to India to determine precise

training needs. They then will prepare training material, which two Indians will review. The actual training sessions will be conducted in Bombay and Bangalore, India. About 200 Indian housing finance professionals will receive a week of training.

HDFC and PRE/H have identified inadequate delegation of authority as one of HDFC's problems. HDFC is anxious to correct this situation so that senior staff has more time to concentrate on issues that are crucial to increasing the organization's role in low-cost shelter. These issues include ways to increase deposits, marketing strategy to attract lenders, legislative barriers, and housing standards.

PRE/H is optimistic that its approach in India can be a model for AID shelter assistance in large countries with well-established private sectors.

—Peter Feiden



Methods to improve Egyptian agricultural research and production have been explored in a preliminary report prepared by an American-

Egyptian team of consultants led by E.T. York. York is chairman of the Board for International Food and Agricultural Development and chancellor emeritus of the State University of Florida.

Following an on-site assessment earlier this year, the team of consultants, academics and Egyptian officials from the ministries of agriculture and irrigation made the following recommendations for increased efficiency in Egyptian agriculture:

- Establish a high-level council to be headed by the Ministry of Agriculture to oversee coordination of agricultural research, with possible collaboration of selected U.S. scientists. Council members would be drawn from universities and research organizations.
- Further integrate research, extension and production campaigns under one organization—the Agricultural Research Center of the Ministry of Agriculture. (Egyptian President Mubarak ordered this reorganization Jan. 19, 1983.)
- Designate seven existing research-experiment facilities as regional centers through which the work of all institutes and experiment stations could be coordinated in order to launch extension programs.
- Initiate at least five major production campaigns to transfer tested and improved technology to small farms. Much of the improved technology in Egypt already has been adapted and tested under farm conditions as part of AID projects.

The final report will be ready by the end of December.

Sam Freiberg of the World Bank also participated in the assessment since the bank is considering financing part of the program, once it is approved.

—Suzanne Majors



Employee safety and health take many forms. As previously reported, word processor and computer video display terminals do not pose a radiation hazard to employees using them. Having established their safety, it is important to make working at these terminals as comfortable as possible and to minimize user fatigue.

With this in mind, the Resources Management Division of the Bureau for Management's Office of Management Operations looked for new chairs for word processing and computer work stations. Recently, the Agency received a shipment of "ergonomically designed" chairs.

"Ergonomics" applies knowledge of body fatigue and stress to functional design. The new chairs can be adjusted to suit individual needs. The seat may be raised, lowered or inclined. Similar adjustments can be made to the back.

The result is a chair which is comfortable and provides support for proper posture. The new chairs also fit in aesthetically with the other work station furniture. It is hoped that their use will enhance the comfort, health and productivity of everyone who works with office automation equipment.

—David McMakin



"I strongly believe that AID's present development assistance programs in agriculture are properly oriented toward helping to build and

strengthen the self-sustaining research and education institutions in developing countries, which are vital to ultimately winning the war on hunger," said E. T. York in testimony before the House of Representatives Agriculture Committee. York, who is chairman of the Board for International Food and Agricultural Development (BIFAD), was one of four others who testified Oct. 25 on what AID, BIFAD, and other government agencies are doing to help prevent world hunger.

Noting that prolonged food aid can act as a disincentive to increasing

food production in food-deficit countries, York told the committee that U.S. goals should be to help developing countries help themselves to find long-term solutions to hunger.

He cited India as an example of how institution building can help increase food production. India has become essentially self-sufficient in production of major food grains. It is generally believed, he told the committee, that the foundation for India's success was built over 30 years ago when U.S. land grant colleges, with AID support, began helping develop a network of land grant-like colleges in India.

Newly appointed BIFAD member Paul Findley praised BIFAD and York for BIFAD's programs with AID to promote development assistance activities.

John Campbell, dean of the College of Agriculture at the University of Illinois, in his testimony, emphasized

the important implications of germplasm development for plant and animal production. Germplasm should be accessible, he told the committee, and markets should be developed for U.S. germplasm exports. The University of Illinois at Urbana-Champaign, in cooperation with the U.S. Department of Agriculture (USDA), has the largest collection of soybean germplasm in the world, Campbell said.

In addition, Campbell said that AID should support more centrally funded research and that the development of scientists, faculty and students abroad should be emphasized even more than it currently is.

Also testifying was Sherwood Berg, president of South Dakota State University, who said that he is pleased with the AID-universities partnership. Berg said that the AID matching strengthening grant awarded to his university has made the faculty and staff more aware of and proficient in

dealing with developing countries' problems.

Joan Wallace, administrator for USDA's Office of International Cooperation and Development (OICD), told the committee that the partnership between U.S. land grant institutions and USDA has helped the American farmer become the most productive in the world. OICD's function is to oversee and coordinate policies and programs of USDA abroad.

Wallace noted that the Title XII legislation has been very important for USDA and AID, especially for formal and informal training of students in the United States and developing countries. She added that USDA plans to continue its relationship with AID and the university community in providing international technical assistance.

—Mary Lester

## FORESTRY



Twenty-five participants from African countries attended an AID-supported training course, "Agroforestry Research for Development,"

last month under the auspices of the International Council for Research in Agroforestry (ICRAF) in Kenya.

The course is the first of three funded from a grant as part of the Agroforestry Research and Training Cooperative Agreement through the Bureau for Science and Technology's Office of Forestry and Natural Resources (S&T/FNR). The three-week courses focus on agroforestry practices and systems and on methods for assessing land use problems and evaluating agroforestry potential.

**The world must increase its tree planting fivefold over the next 10 years and international donors should increase their support accordingly.** These were among the major draft recommendations issued by the International Symposium on Strategies and Designs for Afforestation, Reforestation and Tree Planting. S&T/FNR's William Feldman represented AID at the symposium, which was held in the Netherlands.

The group recommended an immediate "worldwide, bold program" to create new and adapted agricultural, agroforestry and forest management systems.

International support, the symposium declared, should concentrate on:

- Rehabilitation of watersheds and polluted sites.
- Land management systems ensuring that forest losses do not outstrip forestation efforts.
- Multipurpose plantations for fuel and other products.
- Industrial plantations of fast-growing species for pulpwood and timber plantations for domestic and export markets.

## HEALTH

The world's poor people must learn to use oral rehydration therapy (ORT) for diarrhea the same way they now take aspirin for a headache. So says PRITECH, the contractor group operating the Office of Health's Technology for Primary Health Care Project.

PRITECH has formed a task force to promote ORT as a relatively simple, cost-effective technology that will have a major impact on infant and child mortality in most developing countries. Its approach is technical and managerial. It will help countries determine their child mortality and ORT status, their options, their management and training strategies and their financial constraints.

Under the leadership of Dr. Jon Rohde of Management Sciences for Health, the task force is composed of six additional experts, two from Johns Hopkins, two from the University of

Maryland, one from Harvard and one from the University of Alabama.

All have worked on the problem of diarrheal disease with the World Health Organization, UNICEF or the World Bank and plan to coordinate regularly with these organizations.

In many countries PRITECH hopes to include a strong public media and public education component in its ORT activities.

"People really do respond to such things," Rohde says. "In the remotest places people know they should take an aspirin for a headache. Aspirin is cheap and available. We have to put ORT on the same level, and I think that over the next decade or two we can do it."

Besides staff from Management Sciences for Health (the prime contractor) and Johns Hopkins University, the PRITECH technical team includes experts from the Academy for International Development, with

assistance from a broad range of individual consultants.

## AGRICULTURE

The International Potato Institute (CIP), Lima, Peru, has announced publication of a French-language handbook for potato production in Central Africa. The handbook, *Manuel de la culture de la pomme de terre en Afrique Centrale*, is the first of its kind for Central Africa. The 82-page, illustrated book was developed during CIP training given in Burundi, Rwanda and Zaire.

Mission agricultural development officers can get a limited number of copies of the handbook from Programme Régional d'Amélioration de la Culture de la Pomme de Terre en Afrique Centrale, B.P. 73, Ruhengeri, Rwanda.

**NIFTAL recently signed an agreement with Thailand's Department of Agriculture to establish a regional biological nitrogen fixation (BNF) center in Bangkok.** S&T's Office of Agriculture (S&T/AGR) funds NIFTAL, a research project to improve BNF in tropical leguminous crops.

The regional center—the Southeast Asia BNF Resource Center—will help national institutions develop effective BNF programs. Main support will cover *Rhizobium/legume* symbiosis research, but will include forms of BNF usable in tropical farming systems. The new center will provide publications and extension materials designed to link BNF research with crop production.

AID missions can request details on regional BNF activities from Douglas Beck, Rhizobium Laboratory, Soil Microbiology Branch, Division of Soil Science, Department of Agriculture, Phaholyothin Rd., Bangkok, Bangkok 10900, Thailand.

Agricultural development officers who want news of NIFTAL activities can request the *BNF Bulletin* from the Communications Section, NIFTAL Project, P.O. Box O, Paia, HI 96779.

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**This Salvadoran mother is learning that oral rehydration therapy is uncomplicated. The contractor operating the Office of Health's Technology for Primary Health Care Project aims to help people realize that ORT for diarrheal disease is as simple as taking aspirin for a headache.**



Limitations of distribution facilities often hinder flow of fertilizers to farmers.

Limitations of transportation systems and other distribution facilities, often hinder the flow of fertilizers to farmers. "And people often forget that more than half the cost of a sack of fertilizer is added in the distribution system," says John Malcolm, S&T/AGR fertilizer specialist.

The International Fertilizer Development Center (IFDC) has organized a three-week fertilizer distribution and handling training program for India and Indonesia. The Feb. 20-March 9 program will deal with distribution, packaging, handling and warehousing. Field travel will give participants an opportunity to observe fertilizer operations in India, Singapore and Indonesia.

Details are available from the training coordinator, IFDC, P.O. Box 2040, Muscle Shoals, AL 35662.

## FROM MD

The Regional and Rural Development Division of S&T's Office of Multisectoral Development (S&T/MD) and the Africa Bureau will embark on a common theme research project that will concentrate on African rural and urban dynamics. Some highlights of the research:

- Weak agricultural rural-urban linkages and consequential increases in import dependency. For example, the shift in urban food consumption patterns toward rice and wheat is increasingly at odds with rural cropping patterns of maize, sorghum and millet.
- Strong rural-urban dependencies that lead to rapid resource consumption, degradation and depletion. Fuelwood is a prime example.
- Migration patterns and their impact on agriculture and the environment, as well as on rural income levels, land acquisition and ownership patterns.

The research will aim to help the Africa Bureau and its missions analyze rural-urban problems and come up

with solutions acceptable to African governments. The joint program, scheduled to begin Jan. 1, will be funded initially for 18 months.

An expert on rural-urban dynamics, Professor Richie Sanders of Indiana University, will be located in the Special Development Programs Division, Office of Technical Resources, Africa Bureau.

For additional information contact Bob J. Walter, S&T/MD/RRD, Room 620, SA-18, 235-8860, or Mark Ward, AFR/TR/SDP, 2480NS, 632-8168.

## ENERGY

Developing countries must spend \$130 billion a year over the next decade to cope with higher energy costs, the World Bank says in its recently published report, "The Energy Transition in Developing Countries." The bank is planning to step up its lending in the energy sector to one-fourth of its total lending through 1987.

The report says the real price of energy is five times higher than a decade ago and estimates that it will increase further over the next 10 years despite recent short-term declines. The bank reports that the demand for energy is expected to grow 4.5% a year in developing countries between now and 1995. LDCs now consume about 20% of the world's commercial energy; and as their economies continue to grow, that figure will grow to 25% by 1995, the report predicts.

Failure to invest substantially in greater domestic production of energy will add to the existing financial strains on developing countries, according to the report. This also could have devastating effects on the environment of countries where most people depend on traditional fuels such as wood. In most of the 18 countries for which the bank has completed energy assessments, "it is estimated that the consumption of wood fuels is greatly

outstripping sustainable production, sometimes by a factor of three or four."

Furthermore, the cost of importing oil will continue to rise in the importing countries since absolute volume of imports will grow even if the share of petroleum imports in total commercial consumption declines, as expected, from 44% in 1980 to 28% in 1995. The gap must be filled, the bank says, principally through sharp increases in production of indigenous natural gas and hydropower, as well as through demand management in oil-using sectors.

The bank concludes that to adjust to high energy prices, developing countries must:

- Increase the efficiency of energy use through rational pricing and other measures of demand management.
- Expand and diversify investments to develop indigenous sources of energy where these are cheaper than imported energy.
- Strengthen the institutional and management capability in their energy sectors.

These conclusions are similar to those AID reached in its draft energy strategy.

## NUTRITION

Since its inception last year, Project SUSTAIN has completed several fact-finding visits in Latin America and the Caribbean, and one in Asia. It also has followed up with a number of technical assistance missions. The acronym SUSTAIN stands for Sharing U.S. Technology to Aid in the Improvement of Nutrition. It is a joint effort by U.S. food companies and AID to upgrade food processing companies in developing countries.

The steering group for the project is made up of 10 U.S. company representatives from the level of vice president and representatives from S&T and the Bureau for Private Enterprise. The project is backstopped and managed by S&T's Office of Nutrition. The steering group held its fifth

meeting in Washington during the second week of December.

A recent Project SUSTAIN technical assistance mission was a week-long workshop in Jamaica on "Packaging For Consumer Appeal." Over 40 people participated in the mid-October meeting. The project provided two people to conduct the course.

Other technical assistance requests: food canning and thermal processing in Jamaica, manufacturing tomato paste in Peru, bread baking and poultry processing in El Salvador, the production of quick-cooking cereals in Panama, and managing processing equipment in Costa Rica.

Project SUSTAIN reached into Asia with a late October reconnaissance team visit to Sri Lanka, which sparked interest in technical assistance support. Project staff are also in communication with a company in Pakistan requesting help in making biscuits. Following contacts in Kenya last August, a local manufacturers association requested a two-day technology seminar on what's new in preservation, processing and packaging.

Interest among U.S. companies in Project SUSTAIN continues to run high. Under the terms of the project, funding is shared. Salaries of U.S. private company consultants are paid by the company. International travel is provided by AID. But in-country local currency costs for per diem and logistical support are borne by the host country requesting the technical assistance.

The emphasis of the project is on preventing food losses, ensuring food safety, promoting quality control, and enhancing the nutritional value of food products.

Requests for technical assistance come from specific host country companies via AID missions. The U.S. companies, including well known names such as Gerber, General Mills, Pillsbury, and Kellogg, have expressed satisfaction with their experience under the project.



Project SUSTAIN will benefit food processing companies such as this tomato processing firm in El Salvador. The project taps the expertise of the U.S. private sector to help LDC food processing companies upgrade the nutritional value of their products.