

# ANSWERS TO YOUR QUESTIONS

**Q:** Automation is a key factor in streamlining work flow. Why, then, in most bureaus are systems administrators (SAs GS 12-14) acting as figureheads with program operations assistants (GS 4-7) doing the majority of system administrator functions?

**A:** Wouldn't it be more reasonable to make the positions GS 7-11 career ladders, to provide continuity and allow for training for new SAs as others move on in career paths?

**A:** The systems administrator and program operations assistant positions are relatively new in the federal government. We believe that these are very important positions because they assure the proper use of the large investment AID has made in automation. We agree that we need to review the classification of the positions to determine how best to handle this situation.

**Q:** Will "early retirement" options be offered as part of the Agency's plan to reduce staff?

**A:** Early retirement options (also known as "early out") allow all GS employees in an organization affected by a reduction-in-force (RIF) to exercise the retirement option if they meet the eligibility requirements (20 years of service and age 50—or 25 years of service at any age). OPM must approve such an option prior to a RIF. AID is not planning a RIF. Therefore, we will not be requesting approval from OPM for "early out" authority. However, GS employees serving in "D" positions (positions to be abolished) may retire early if they meet the eligibility requirements.

**Q:** Has the Merit Promotion System for GS personnel been abolished?

Recently a vacant, continuing position in my bureau was filled from outside the bureau by a person in a continuing position while I, in a deleted position without any duties for nine months, was not given the opportunity even to be interviewed although at least three other bureau employees in continuing, viable positions, no more qualified than I, were interviewed. Please comment.

**A:** We have allowed reassignments within bureaus and between bureaus when both bureaus agree. Where promotions are involved, we have been carefully reviewing all requests to assure that there are no available qualified employees currently in deleted positions that could be assigned to that position. Staff in deleted positions are to be provided duties to perform. Just because an individual is not in a permanent position does not mean that he or she is not required to perform assigned duties.

**Q:** When is the IDI program likely to be reactivated?

**A:** We will review the IDI program as we achieve operating expense savings and position reductions. It would be unfair to recruit IDI staff for positions that did not exist. When the situation improves, we will review it. We expect to reinstate a professional entry program at some point in the future.

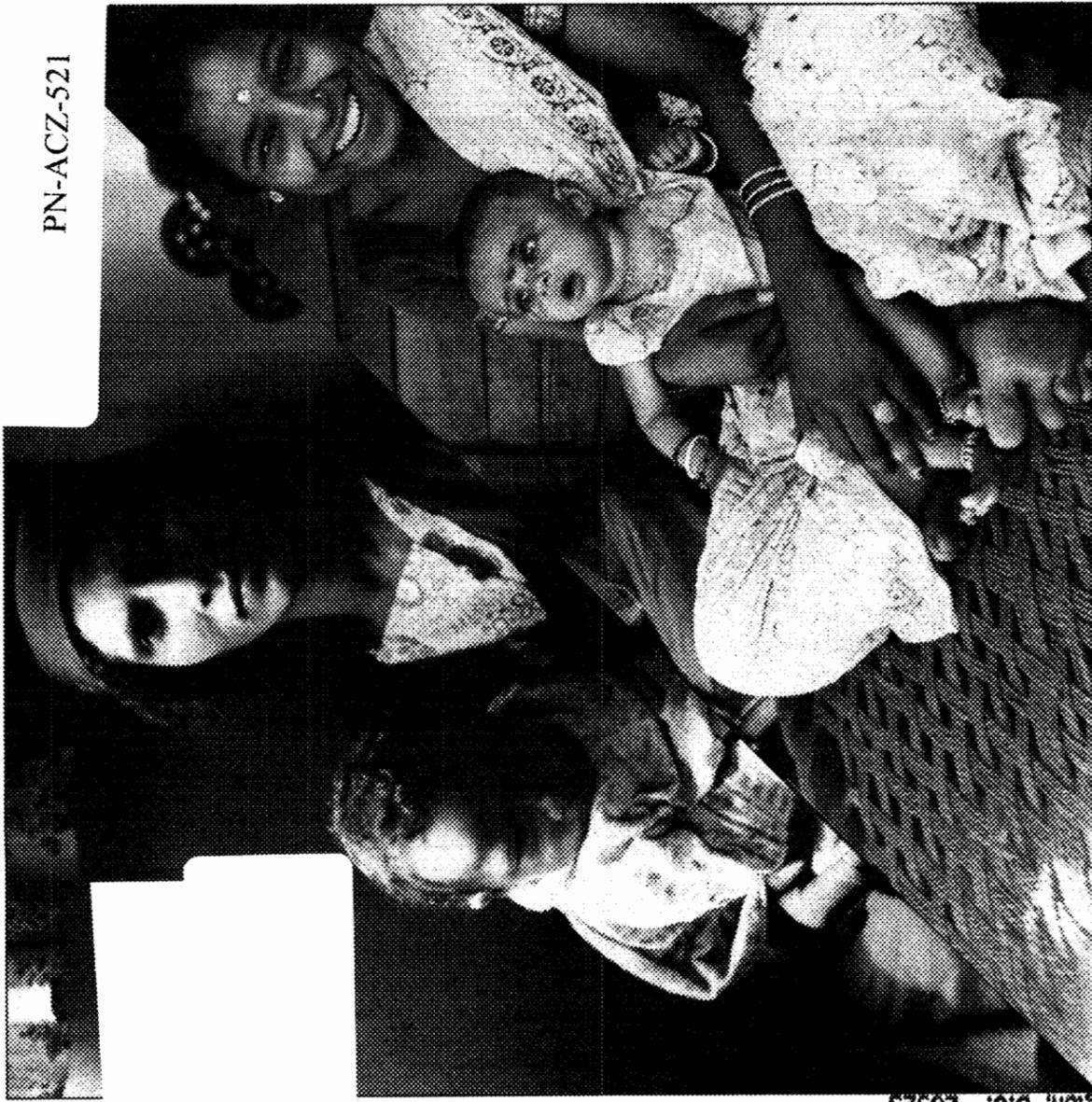
**Q:** ASIA/PD office was singled out as doing an excellent job on the "Asia Experiment." However, last year several of the ASIA/PD officers working on the Asia Experiment received very low EER's from the selection panel. Why? This is not consistent!

**A:** On June 30, 1984, there were 23 FS and GS employees on board in ASIA/PD. Eleven received outstanding and nine received superior ratings last year; 87% of the staff, therefore, received outstanding or superior ratings. The remaining three were rated satisfactory. Further, seven of the 14 GS/GM employees were given cash awards or step increases.

**Q:** Why is AID continuing to hire foreign service personnel from outside when qualified GS personnel in deleted positions are not being allowed to convert to the Foreign Service?

**A:** We continued to hire a few foreign service staff immediately after we imposed the freeze because we had made commitments to some individuals that we could not rescind. Over half of those hired were auditors. As I have said before, conversions from GS to FS can be made in FS backstops where we have a shortage, if the individual is qualified, available for worldwide overseas duty and can pass the foreign service physical.

Employees with questions should send them to Editor, Front Lines, AID, room 4889, Washington, D.C. 20523.



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the front lines of a long twilight struggle for freedom

John F. Kennedy

PN-ACZ-521

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

AUGUST 1985

## MERGER FORMS ANE

### AID & Live Aid Strike Accord

## Agency Helps Stem Deforestation Effects

## House Approves Funding

by Clark Wurzberger

The House of Representatives on July 11 authorized by voice vote a \$12.6 billion foreign assistance package for fiscal years 1986 and 1987. The Senate passed its version of a foreign aid authorization for fiscal 1986 totaling \$12.825 billion in May.

Funding levels authorized by the House and Senate are significantly below the Administration's request of \$13.242 billion for fiscal 1986 (not including supplementals).

Regarding AID's functional Development Assistance (DA) accounts, the levels originally reported by the House Foreign Affairs Committee (HFAC) were altered during floor debate with the adoption of an amendment, sponsored by Committee Chairman Dante Fascell (D-Fla.), cutting all accounts by 3%. Funds for Israel and Egypt were excluded from these cuts.

The Agriculture account was cut from a request level of \$792.35 million to \$767 million. Population was raised to \$309.8 million from a requested \$250 million, and the Health account was raised from a request of \$146.4 million to \$216 million. The Child Survival Fund was authorized \$48 million even though the Administration did not make a separate request for this activity. The Selected Development Activities Account was reduced from a request of \$223.07 million to \$215.93 million.

With regard to the Economic Support Fund (ESF), the House bill authorizes a total of \$3.78 billion, a significant reduction from the Administration's request of \$4.02 billion. For the Middle East the House ESF authorization includes \$1.2 billion for Israel (cash transfer) and \$815 million for Egypt (cash transfer is authorized if linked to economic reforms).

Other ESF earmarks are for a tied aid credit for export program—\$50 million in 1986, \$100 million by 1987; Lebanon—\$2.5 million (\$10 million requested); Cyprus—\$15 million (an additional \$250 million is authorized for Cyprus if an agreement is reached by Greek and Turkish Cypriots that achieves substantial progress toward peace); the Philippines—\$155 million (an increase of \$60 million over the Administration's request, with a corresponding cut of \$75 million in military aid); the non-communist resistance in Cambodia—\$5 million; regional programs in Southern Africa—\$40 million; Tunisia—\$20 million; literacy programs in Haiti—\$1 million; strengthening of Peru's judicial system—\$1 million; El Salvador—\$195 million for each of fiscal years

(continued on page 7)

## AID & Live Aid Strike Accord

Live Aid and AID agreed on July 23 to join in a mutual effort to improve the flow of food aid and emergency assistance to famine-stricken Africa.

Bob Geldof and other representatives of Live Aid met with AID Administrator Peter McPherson and Deputy Administrator Jay F. Morris to discuss common concerns regarding logistics, supplies and food delivery in Africa.

McPherson said that Live Aid and AID "will begin immediately to work together to facilitate delivery of emergency food and other supplies." The joint effort also will work, where applicable, to further long-term development activities leading to Africa's self-reliance. These include training, education, research and natural resource conservation projects.

Administrator McPherson commended Live Aid for focusing global attention on hunger in Africa and on the need for long-term development to make Africa self-reliant.

A report on the Live Aid concert for famine relief is on page 6.



Bob Geldof, Irish rock singer, (from left) confers with Deputy Administrator Jay F. Morris and Administrator Peter McPherson about the logistics of supplying food to the African famine victims.

## Project to Help Stem Deforestation Effects

To help stem the effects of deforestation, AID is providing \$80 million to India for a National Forestry project.

Signed by Administrator Peter McPherson and Ambassador K. Shankar Bajpai of India on June 26, the project is designed to increase production of timber, fuelwood, fodder and other forest products. It also aims to increase incomes and provide employment for the rural poor in four Indian states.

Increased population and the

demands of a growing economy have reduced forests in India. Deforestation results in higher prices for forest products and curtails income growth, particularly among the rural poor for whom fuelwood, small timber, fodder for livestock and other forest products are essential.

Deforestation also has increased top soil erosion and water run-off and turned vast acreage into wasteland.

Farm forestry, the main element



India's Ambassador K. Shankar Bajpai talks (from left) with Administrator Peter McPherson and James Norris, deputy assistant administrator of the Bureau for Asia and the Near East, following the signing of an \$80 million National Forestry project for India.

of the new project, can be practiced on small plots of land around households and on land unsuitable for other agriculture. Programs to promote tree planting on government land near villages can increase incomes of the rural poor by giving the landless access to these resources. A side benefit for the poor majority will be lower prices for poles, small timber, fuelwood and tree fodder.

In the late 1970s, the Indian government embarked on large-scale, innovative programs of social forestry to provide rural communities with incentives to grow trees on government and private land near their villages.

AID, the World Bank and other donors have actively supported these programs at the state level. Last year, two billion seedlings were planted in India.

It is estimated, however, that 10 billion seedlings per year need to be planted during the next decade to close the gap between consumption and production. To achieve this goal, Prime Minister Rajiv Gandhi recently announced a mandate under which India would increase tree planting activities to this level to reforest 13 million acres of wasteland each year. He also created a new Ministry of Environment and Forests.

The World Bank is expected to contribute \$165 million to the \$330 million project. The balance of \$85 million will come from the Indian government and the four participating state governments of Uttar Pradesh, Rajasthan, Gujarat and Himachal Pradesh.

# Oral Rehydration Meeting Scheduled



Planning now is under way for the second International Conference on Oral Rehydration Therapy (ICORT II), scheduled for Dec. 10-13. The conference will stress recent advances and ways to improve dissemination of ORT.

**P**lanning for the second International Conference on Oral Rehydration Therapy (ICORT II) is well under way. More than 90 countries are expected to be represented at this international meeting, which will focus on implementing ORT programs.

The conference, to be held in Washington, D.C., Dec. 10-13, will be sponsored by AID in cooperation with the International Center for Diarrhoeal Disease Research, Bangladesh (ICDDR/B), the U.N. Children's Fund (UNICEF), the U.N. Development Programme (UNDP), the World Bank, and the World Health Organization.

ICORT II will offer participants an innovative format designed to stimulate a maximum exchange of information. Seventy-two selected health professionals involved in carrying out ORT programs will participate in the two-day pre-conference workshops and will focus on six topic areas.

After the Tuesday evening official kick-off, a half-day plenary session is planned during which conference attendees will be updated on recent advances in ORT by Dr. Norbert Hirschhorn, Dr. Jon Rohde, Dr. Richard Feachem and Dr. Leonardo Mata.

Two sessions on each topic have been scheduled to allow everyone access to at least four out of the six topic areas. Simultaneous translation will be available in French, Spanish, Arabic and English. A Thursday evening session is reserved to provide technical information on ORT to physicians and other interested health personnel.

While there is no fee, registration is required. For registration material or information, write to Linda Ladislaus, ICORT II Conference Staff, Creative Associates, Inc., 3201 New Mexico Ave., N.W., Suite 270, Washington, D.C. 20016, or telephone Atoussa Davis at (202) 966-5804.

# Housing Organizations Honor Administrator

**A**dministrator Peter McPherson recently received an award from 10 U.S. housing organizations at a luncheon in the Rayburn House Office Building.

In making the presentation, Charles Dean, president of the Cooperative Housing Foundation, acknowledged McPherson's support "for providing home ownership opportunities for poor people in developing countries."

He pointed out that AID has supported the development of shelter programs for low income people throughout the developing world during the past 20 years. Under the guidance of McPherson, Dean said programs have emphasized the role of the private sector.

The shelter activities funded by AID include the upgrading of existing squatter settlements in rural villages through self-help projects. AID requires repayment of the full

amount of housing loans so that initial funding can be recovered and reused by local housing agencies.

In accepting the award, McPherson complimented the Cooperative Housing Foundation on its 20 years of assisting in the development of self-help and cooperative housing overseas.

The 10 organizations that presented the award to McPherson include the Cooperative Housing Foundation, National Association of Realtors, National Cooperative Bank, National Association of Housing and Redevelopment Officials, National Association of Housing Cooperatives, National Association of Home Builders, U.S. League of Savings Institutions, Housing Assistance Council, National Housing Conference and the National Council of Savings Institutions.

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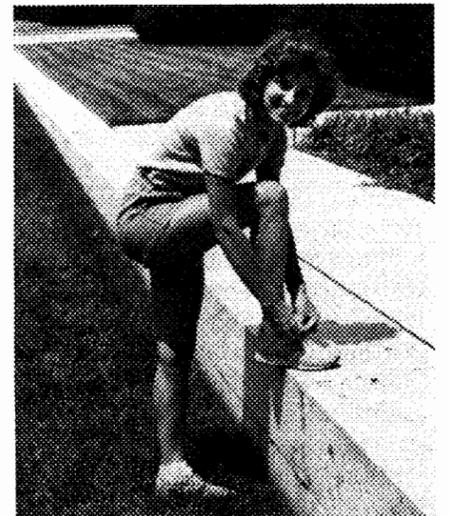
Assistant Administrator for External Affairs: Kate Semerad  
Director of Publications: Judy Van Rest  
Editor: Dolores Weiss  
Assistant Editor: Suzanne Chase  
Bureau Editor: Lindsey Stokes  
Photographer: Clyde F. McNair  
Staff Assistant: Mary Felder  
Intern: Ken Kaliski

Correspondents: AFR: William Small  
ANE: Mary Beth Allen, Judy Wills  
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Cover Photo: Jordan and India represent the diversity of cultures and programs now part of the new Bureau for Asia and the Near East. Story on page 10.



Personality Focus: Nancy Frame—Page 5

**F**inal candidates for the Third Annual Presidential World Without Hunger Awards were selected recently by 12 judges, including representatives from Congress, the development community and the entertainment industry.

The July 16 meeting was hosted by AID, sponsor of the annual awards program.

In his welcoming remarks, Administrator Peter McPherson stressed the Agency's commitment to long-term solutions to the world hunger problem and the importance of the nominees' efforts in educating the public on this issue.

"The problem of world hunger is a central focus of this Agency," said McPherson. "I am pleased that world attention now has been drawn to solving this complex problem. Through the demonstrated commitment of those honored by nomination for these awards and the millions more who have become involved as a result of the current African crisis, I am convinced that we can accomplish a 'Green Revolution' in Africa similar to that in Asia."

Following the Administrator's remarks, Tom Keehn, board member of the End Hunger Network (EHN), a private and voluntary organization representing 115 hunger organizations nationwide, expressed his appreciation to the judges for their interest and willingness to assist in the selection process. The nominations process was coordinated for AID by the End Hunger

## Candidates Chosen for Hunger Awards



AID drew on the expertise of a distinguished group of judges in making candidate selections from those nominated for the annual Presidential World Without Hunger Awards. The President will choose the award winners from those selected as finalists.

Network.

"This year we were very fortunate to have an unusual number of outstanding candidates," commented Raisa Scriabine, deputy assistant administrator, Bureau for External Affairs, who co-chaired the meeting with Joe McMahon, EHN board member. "We were fortunate also to be able to draw on the expertise of a very distinguished group of judges in making recommendations for winners."

Judges included Daniel

Amstutz, under secretary for International Affairs and Commodity Programs, U.S. Department of Agriculture; Ambassador Walter Carrington, director, Department of International Affairs, Howard University; John Costello, executive director, Helen Keller International; Rep. Benjamin Gilman (R-N.Y.); Mike Love, entertainer; C. Payne Lucas, executive director, Africare; Joe McMahon, EHN; Cliff Robertson, actor; John Scali, senior correspondent, ABC News; Stan Scott,

vice president and director of corporate affairs, Phillip Morris Inc.; John Thomas, Institute for International Development, Harvard University; and Margita White, communications and government relations consultant.

Gilman and Lucas were among the 1984 award recipients.

The panel evaluated 85 nominations for the awards in categories of outstanding individual achievement, government/legislative, celebrity, private and voluntary organization/cooperative, educator/scientist and corporate. Voting was by secret ballot, and judges were asked to rank their top three choices in each category.

Serving as advisers to the judges were Howard Minners, AID science advisor; Beth Hogan, Bureau for Food for Peace and Voluntary Assistance; and Keehn.

The judges' recommendations were submitted to Administrator McPherson. Final selection of the winners will be made by the President.

The Presidential Awards program was initiated to honor American citizens and institutions that have made outstanding contributions to ending world hunger and increasing public understanding of the issue.

Awards are presented each year in a Washington, D.C. ceremony that coincides with the international observance of World Food Day, Oct. 16.

—Suzanne Chase

## Foresters View Future With Optimism

**D**espite the setbacks posed by deforestation, expanding human population and diminishing resources, the ninth World Forestry Conference looked to the future with optimism.

At the conference, held in Mexico City July 1-10, the *Manifesto of Mexico* was presented. The document pointed out, "It is possible to conquer poverty, overcome the shortage of forest products prevailing in large regions of the world and reverse the process of forest destruction through the sustained use, development and care of our forests."

Reasons for such optimism stem from the growing awareness among policymakers of the environmental, social and economic values of forests and the rapid advances in forestry research, according to Carl Gallegos, AID's chief forester in the Office of Forestry, Environment and Natural Resources, Bureau for Science and Technology (S&T/FNR).

Such advances depend on:

- Finding and preserving new tree species and strains before they become extinct through deforestation;
- Selection and breeding of superior strains for tree farming (silviculture);

- Advances in managing commercial tree plantations for sustained yield; and

- The rapid advances in biotechnology which will give developing countries the ability to develop quickly and easily superior strains of indigenous trees of economic value.

Tom Ledigg of the U.S. Forest Service Pacific Southwest Forest and Range Experiment Station in Berkeley, Calif., painted an optimistic picture for tissue culture and vegetative propagation. He said that several dozen forest tree species found in developing countries can be propagated through tissue culture and the technology now can be transferred to developing countries.

Genetic engineering "is advancing at such a pace that we will soon be at a stage when it can be transferred (to developing countries)," according to Gallegos. Genetic engineering is used to combine superior traits of two different species to create a new species, more valuable than either of the two originals, he explained.

The conference brought together over 2,200 participants from 105 nations and bilateral and multi-lateral organizations. Because most

of the participants were high ranking officials, according to Gallegos, the conference results are expected to have a significant impact. "Decision makers were made aware of the need for forestry, the utility of the forest and what happens if the forests are gone," said Gallegos.

Both Gallegos and John Sullivan, AID's director of S&T/FNR, agreed that one benefit of the conference for AID was the number of high-level contacts made. Sullivan said that through these contacts, cooperation and international communication were established among the donor countries.

Before the conference, the World Bank, World Resources Institute and UNDP/FAO sponsored a study in which AID played a leading development role to establish the priorities for development programs for tropical forests. This resulted in conferees approving five action programs, including forestry and land use (the interface between forestry and agriculture), forest-based industrial development, fuelwood and energy, conservation of tropical forest ecosystems and institution development.

Gallegos said that these programs will, for the first time,

"provide a solid basis for cooperation among donors for concerted action in the tropics."

Throughout the discussions, participants were challenged to find ways to increase productivity while maintaining natural ecosystems, to involve rural populations in decision making and to minimize adverse social impacts on rural communities.

Foresters were urged to recognize that forestry can no longer be isolated from other disciplines, noted Gallegos. The destruction of tropical ecosystems can be reversed, but foresters must work with biologists, agronomists, sociologists and urban planners, among others, to address the many obstacles impeding successful forestry and preservation of biological diversity.

Administrator Peter McPherson, in a prepared statement presented at the conference by the U.S. delegation, stated, "We in AID recognize the important inter-relationships among forestry, agriculture, energy, watershed management and other sectors to build a sustainable natural resource base in developing countries as a foundation for economic and social progress."

—Ken Kaliski

## IN MEMORIAM

Jose Baca

**J**ose R. Baca, retired foreign service officer, died March 18 of cancer in Albuquerque, N.M. He was 57.

His 12-year career with AID included assignments in Nicaragua, Costa Rica, Bolivia, Colombia and Peru.

Baca is survived by his wife Mary Jane and five children. Condolences may be sent to the family in care of his daughter, Michelle Baca, 400 Maple S.E., Apt. 303, Albuquerque, N.M. 87106.

Norman Ball

**N**orman H. Ball, 78, retired foreign service auditor, died at his home in Thousand Palms, Calif., June 26.

Ball joined AID in 1957 after he retired from the U.S. Air Force. His 14 years with the Agency included assignments in Vietnam, India, Thailand and Egypt.

He is survived by his wife Sophie and three children. Expressions of sympathy may be sent to Sophie Ball, 32-531 Merion Drive, Thousand Palms, Calif. 92276.

Ray Davis

**R**ay E. Davis, 83, former agriculture adviser for AID, died June 17 in Little Rock, Ark.

Davis began his career with the Department of Agriculture in 1935 and spent his last 13 years before retirement in 1965 with AID. Overseas assignments included the Philippines, Iraq, Pakistan, Ghana and Somalia.

He is survived by his wife Geneva Faye Gateley.

Henry Palmer

**A**ID retiree Henry U. Palmer, 69, died June 2 in Easton, Pa. after a long illness.

Palmer joined the Agency in 1966 as a transportation specialist after his retirement as a military officer. During his 15 years with AID, Palmer served at posts in Vietnam and Laos. He retired from the Agency in 1981.

He is survived by his wife Carroll and one son. Condolences may be sent to Mrs. Palmer, 5 Kendon Drive, Easton, Pa. 18042.

William Sheppard

**W**illiam J. Sheppard, who helped establish AID, died May 3 at the medical clinic in Yosemite National Park, Calif. He was 68.

Sheppard entered the foreign service in 1948. He served as assistant to Secretary of State Dean Acheson and as director of Far Eastern Operations for the International Cooperation Administration. In 1961, he assisted in organizing AID.

Survivors include his wife Ruth of Hayward, Calif., and two children.

# AID BRIEFS



Despite the setbacks caused by heavy rains in the Sudan, food aid is reaching people in drought-stricken areas. With Dutch assistance, the Sudanese quickly repaired the washed-out bridge pictured above. In addition, AID is shipping 10 locomotives to replace those damaged or in need of repair. U.S. food and other assistance to the Sudan totals more than \$278 million for fiscal 1985.

## Bookfair Needs Donations

**B**ooks in all categories are urgently needed for Bookfair '85, reports Meryl Steigman, chairman of the annual October event sponsored by the Association of American Foreign Service Women (AAFSW).

"We are especially short of books about crime, urban affairs, ecology and environment, gardening, crafts, music, philosophy, history and political development in all areas," Steigman notes. Foreign language books, particularly in languages other than those of Western Europe, also are in short supply.

Art from overseas is needed to supplement two "extraordinary"

## OBC Holding Workshop

**T**he Overseas Briefing Center, in collaboration with the Family Liaison Office and the Association of American Foreign Service Women, will hold a workshop on "Understanding Regulations, Allowances and Finances (RAF) in the Foreign Service Context," Sept. 11-13.

The session will be held from 9 a.m. to 4 p.m. in the Overseas Briefing Center, located in the Foreign Service Institute.

Although designed primarily for spouses, employees are welcome and encouraged to attend. While there is no charge for the seminar, space is limited.

To register or for information, call 235-8784.

donations from the U.S. Embassies in Thailand and Pakistan. Both posts held fund-raising events exclusively to purchase art for Bookfair, said Art Corner Director Dolly Barger, and "the proceeds were spent with impeccable taste, resulting in one of the best collections ever assembled."

The bookroom is located in room 1524 of the State Department. For home pick-up, call Barbara Huso at 223-5796.

## Peace Corps Seeks 'Firsts'

**P**ace Corps wants to locate the 864 volunteers who were the "first" to serve overseas in 1961 and 1962, to take part in its 25th anniversary celebration. Director Loret Ruppe plans to honor these volunteers in a special event in September 1986.

These "firsts" served in Ghana, Chile, Colombia, Pakistan, Nigeria, Malaysia, India, Tanzania, the Philippines, St. Lucia, Sierra Leone and Thailand.

If you served in the Peace Corps during 1961 or 1962, contact the Peace Corps as soon as possible with information on the country and dates of service, current address and phone number.

You may write to: Phyllis Draper/Director's Office, Peace Corps, Washington, D.C. 20526, or call the toll free number: 800-424-8580, extension 288.

## Blood Drive

**T**he American Red Cross Bloodmobile will visit the State Department on Aug. 21 and 22. Red Cross officials hope for donations of over 75 units of blood.

All AID employees who donate will receive free refreshments and four hours paid administrative leave. For information, contact Dorothy Collins at 632-2283 or Dana Lund at 653-6298.

## IRS Raises \$

**A** 60-day drive among Internal Revenue Service (IRS) employees raised over \$227,000 to aid the famine victims in Africa.

In May, a check was presented to American Red Cross Vice President for International Relief Ruth Linvill by IRS Commissioner Roscoe Egger.



Administrator McPherson accepts a certificate from high school senior Ariel Bailey, who acted as AID Administrator for the day. Ariel was elected to the post as part of the American Legion Auxiliary's Girls Nation Week, a training course in the workings of the federal government. After McPherson explained his role as Administrator, Ariel sat in on a meeting and was given a tour of AID facilities.

## PERSONALITY FOCUS

**Nancy Frame**

by Dolores Weiss

**C**hallenge—a cause to shrink back or a reason to forge ahead. . . . While some people find it difficult to face challenges every day, Nancy Frame seeks them out.

From the time she ventured forth from Brookings, South Dakota, to visit the United Nations with a number of other high school students, international affairs has fascinated her, and perhaps one of Frame's first challenges was to find a way to integrate her interest with a career.

Working as a lawyer at AID, she has melded her international interests with a job she finds challenging and stimulating.

As assistant general counsel for employee and public affairs, Frame's job covers a wide spectrum of subjects. "The bulk of my time is spent in the personnel management area," she explains. "AID's personnel system is more complex than that in most government agencies because we have both foreign service and civil service employees. Not only do we have to deal with two sets of rules and procedures, but we have to deal with unique problems because almost half the work force is located overseas in about 70 countries.

"When I first came to this office, the Foreign Service Act of 1980 had just been passed. Much of my time was spent interpreting and helping develop policies and regulations. In fact, we are still doing that."

Frame's office also gets involved with the Equal Employment Opportunity Program, labor relations, ethics for government employees, management operations and Freedom of Information and Privacy Act matters.

When Frame was growing up, foreign students made Brookings their home as part of an International Farm Youth Exchange program. Although she attended a one-room school through the eighth grade, her education included experiences shared by students from South America, India and Europe.

With international relations in mind, she decided to major in foreign languages and minor in political science at South Dakota State University. As Frame studied in her small hometown, she determinedly kept her sights on the world.

"I had a very inspiring French teacher who kept me on the right track," Frame says. Her chance to immerse herself in international relations came when she was awarded a Fulbright Fellowship. Studying political science in France at the Institut d'Etudes Politiques "was an eye-opening experience, especially for someone who had lived all her life in a small mid-western community."

Following her year in France, Frame decided to come to Washington, D.C. to obtain a master's degree. With a fellowship to study at Georgetown University's Graduate School of Government, she confidently returned to her love of international relations. "One of my better professors was Jeane Kirkpatrick," she recalls. "She was teaching a seminar on comparative French politics, and, of course, I found it fascinating."

It was at Georgetown that Frame met her future husband David. He was also getting his degree in international relations, and after their graduation, they decided to get married. "I taught French in a Fairfax County high school while David went on to obtain his doctorate." When he completed his degree, he supported her—she returned to Georgetown to attend law school.

An announcement on a bulletin board attracted Frame to AID. The Agency "has an internship for law students who have finished their second year," she explains. "I thought working for AID would be interesting because it combined my interest and background in international affairs and law."

She found the work challenging and, at the end of her internship in 1976, she accepted a full-time position with the Agency. "There are some advantages of working as a lawyer in government," Frame points out. "Almost immediately you get a great deal of responsibility—the sink or swim method of learning."

Her first few years were particularly interesting because "I became involved in a number of interesting legal disputes resulting from the termination of the AID program in Indochina."

Her work during the first five years in the general counsel's office involved mostly contracts and procurement. Frame also worked with the reimbursable development program. "It was a new initiative and a very exciting program," she recalls. "My first



"I like to make physical activity as big a part of my life as I can."



Nancy Frame: "A very satisfying aspect of my job is advising employees in the areas of ethics and possible conflicts of interest."

TDY (temporary duty assignment) was to Nigeria to negotiate an agreement with the Nigerian government. They agreed to pay AID \$50 million to provide for the training of Nigerian students in the United States. I felt very fortunate—my first year in the Agency, my first trip to Africa."

Frame notes that the agreement she drafted is still part of a continuing training program.

Since then, Frame has taken several TDYs, including one to Morocco where she negotiated a host country contract entirely in French. She says she enjoyed the challenge because "I was finally able to use my French," a skill she maintains by occasionally taking refresher courses at noon. She adds, "Being a woman did not create a problem. The only difficulty was that, as with most host country negotiations, the process was exceedingly lengthy. The Moroccan lawyer insisted on going over the agreement line by line and word for word."

"A very satisfying aspect of my present job is advising employees most frequently in the areas of ethics and possible conflicts of interest. When people come into the government from the private sector, they often are surprised to discover that government employees are held to such high standards of conduct. So I spend a good deal of the time answering questions."

Frame finds that there are so many people to talk with and so much work every day that needs her attention. "I'm not completely in control of my own time." But when more time is available, she says, "I would like to do more to increase employees' awareness of potential conflicts of interest." To reach that goal, she is now teaching a session on ethics as part of

the Agency's course for managers and supervisors.

"One of the interesting things about being a government attorney is that you aren't limited simply to giving legal advice—there is an opportunity to develop policy," Frame explains. "In all my jobs I've been involved with policy as well as law."

Another aspect of her job she finds appealing is meeting and working with people in all the areas that influence an employee's career. "Although my office represents the Agency when an employee has a grievance, the part of my job which I enjoy the most is helping employees understand the rules and regulations and occasionally intervening to assist an employee when the bureaucratic system appears to be too arbitrary," she says.

Frame believes AID is a very good place to work. "The employees are competent and dedicated. The people who come here are particularly interested in the development of the Third World, so you get a special type of person who is attracted to that specific mission."

Also, "This current administration has been very concerned about the management of the work force and very supportive in helping the Office of Personnel and my office in making changes to improve the system and the status of employees," she continues.

Although not directly related to international affairs, she finds working in personnel management very interesting. "I've learned a lot about how large organizations are managed both from a personnel and a resources point of view. Simply put, without the people, the Agency's important mission would not be accomplished," Frame emphasizes.

(continued on page 17)

# Stars Focus Attention on Famine Relief

**F**or 17 hours in July, the world joined together in a bond of humanitarian concern for famine victims in Africa.

Live Aid, the international rock concert for African relief, did more than raise \$40 million in donations; it applied state-of-the-art tech-

nology to reach an audience of one and a half billion people. It was the largest media event ever to focus on the issue of hunger and the necessity for long-term solutions.

Held on July 13 at John F. Kennedy Stadium in Philadelphia and Wembley Stadium in London, the simultaneous live television broadcast was transmitted by 16 satellites to 150 countries, reaching about 85% of the world's television audience.



Stars from USA for Africa and Live Aid joined in an emotional finale, singing "We Are the World."

Deputy Administrator Jay F. Morris was on-site in Philadelphia as the official U.S. government representative. Morris praised Live Aid for "galvanizing world attention on Africa's problems and ensuring further progress in long-term development that will lead to

the goal we all seek—food self-reliance for Africa."

The largest rock concert in history was conceived by Bob Geldof, an Irish rock singer for the Boomtown Rats. Geldof initiated the "rock for famine" movement when he organized Band Aid, a group of top British rock musicians, who donated their time to the cause. "Do They Know It's Christmas" was recorded last November and,

thus far, has raised more than \$10 million for famine relief.

Inspired by their counterparts overseas, 46 American recording stars gathered for an all-night session in January to record their own contribution to the relief effort. The result was USA for Africa's "We Are the World," one of the fastest selling single records in the history of the U.S. music industry. Through the sale of the record, related products and promotional tie-ins, the USA for Africa Foundation may generate more than \$200 million for African relief by the end of this year.

The Live Aid Foundation, set up to distribute proceeds from the concerts and headed by Band Aid Foundation President Kevin Jenden, intends to work closely with AID and private relief agencies to channel funds where there is the most need.

"Live Aid was a happening worth having," summarized Morris. "It provided a unique opportunity to draw the world together in a cooperative effort to respond to the famine in Africa."

Performing in the U.S. concert before an audience of 90,000 were such pop stars as Madonna, Lionel Ritchie, Tina Turner, Mick Jagger, Bob Dylan, Joan Baez and the Beach Boys. In England, the star attractions, drawing a crowd of 72,000, included David Bowie, Phil Collins, Paul McCartney, Julian Lennon, the Boomtown Rats and a for-the-concert-only reunion of the WHO.

The concerts were sponsored by Chevrolet, Eastman Kodak Co., PepsiCola USA and AT&T. AT&T set up and donated the telephone network to receive pledges. World-wide Sports and Entertainment, Inc., which produced the 1984 Olympic Games, handled production of the show.

—Suzanne Chase



Actor Jack Nicholson opened the show. Other MCs included Timothy Hutton, Chevy Chase and Bette Midler.



Ashford and Simpson: "It's great to be part of an event that can do so much good."



# Tandems Provide Challenge for Agency

To understand how tandem couples view their careers, Front Lines interviewed Monica Sinding, chief of the Mediterranean and Near East Development Office of the Bureau for Asia and the Near East's Project Development Office; Steve Sinding, Agency director of population; Carol Steele, Liberia desk officer; John Steele, executive director of the Bureau for Management's Executive Management Staff; and Larry Hausman, director of the Africa Bureau's Project Development Office. Helen Soos, wife of Larry Hausman, was at the 1985 World Conference of the U.N. Decade for Women at the time of these interviews. She is presently detailed to the National Security Council's African Affairs division.

by Lindsey Stokes

A recent foreign service (FS) phenomenon—tandem couples—will probably affect the careers of all FS members in the years ahead.

A tandem couple is one spouse in the AID Foreign Service and the other working for AID (FS or Civil Service), another foreign service agency or an international organization.

The number of tandems has increased steadily since 1970 when a restrictive policy was changed to allow married women and women with dependents to join or remain in the Foreign Service, according to Marilyn Zak, vice president of the Women's Action Organization.

As of 1984 there were 74 tandem



Monica Sinding

couples in AID, representing 18% of the professional FS work force. These couples present a variety of problems for both themselves and the Agency—but they offer some benefits, too.

"Being part of a tandem couple makes the assignment process more difficult. The Agency has limited posts," says Monica Sinding. "To try to find two jobs in the same place, at the same time, that are the appropriate jobs for two persons in terms of level is certainly an added burden on the system.

"My husband Steve and I have the added complication of operating in two separate systems. The EPAP (Executive Personnel Assignment Panel) system is for senior managers and the open assignment process is for all others.

"Steve is being considered for

some EPAP assignments which will be decided in November. For me, the bidding process will take place in September. I need to know enough about what EPAP is thinking so that we can end up in the same country."

Although assignments aren't scheduled at exactly the same time, according to Judy Ross, chief of recruitment, spouses are considered when EPAP assignments are made.

"The assignment process is further complicated when tandem couples occupy the same backstop position," Zak says. Most try to keep their careers separate.

"In the Philippines, Steve was chief of health, population and nutrition, and I worked in capital development," Monica Sinding says. "It was easy for me to work on projects that were not in his area and avoid a situation where an officer who worked for him would have to work with me and find him- or herself caught between the two of us.

"But sometimes that's going to happen. If he is in mission management, and I am an office director or a deputy, that situation will arise. We'll be as professional as we can about it, and even though we have no problems working together—being both critical and supportive of one another—some people still will feel uncomfortable about the situation."

Carol and John Steele have kept their careers separate. "Our jobs are very different—that has made it easier for us to find tandem assignments and avoid possible conflicts," Carol says.

Career precedence is a problem for couples when conflicting career opportunities arise. "If one spouse is offered an opportunity for career advancement overseas, the other spouse may find that his/her optimal next assignment is not available at that post," says Zak.

"It becomes increasingly difficult to coordinate overseas assignments as both members of the couple become more senior," says Larry Hausman. "My wife and I are both very committed to what we are doing at AID. Eventually, it may come down to one person foregoing a greater opportunity to accommodate the other."

"It's not likely that both of us could charge ahead on full steam with the goal of becoming mission directors, for instance, and still try to maintain any sort of normal

family life," Carol Steele adds. "We'll examine the opportunities as they arise to see where the adjustments are going to be made. Compromises will be necessary."

Many FS women find their advancement limited by spouses who may be more senior or who have advanced through the system more rapidly," says Ross.

"We've been flexible and that's essential for any tandem couple," Monica Sinding explains. "For instance, when AID pulled Steve back to Washington from the Philippines in 1983, I stayed until I finished the project paper I was working on.



Steve Sinding

I took an assignment in Washington that was inappropriate for me—with no guarantee that it would lead to a supervisory position."

Another problem related to career advancement is the need to take leave without pay or accept a temporary separation to accommodate a spouse.

"There's going to be a time when both members of a couple are mission director material. The system can't accommodate that kind of arrangement and keep them in the same place at the same time," Monica Sinding says. "The couple is going to have to accept separate assignments, take leave without pay, or agree that even though both of them are good enough to be mission directors, they can't aspire to that."

"We may be in a situation where we'll have a gap in assignments. It's hard—especially on the kids," Larry Hausman adds. "Do I take one child with me and have Helen keep the other with her? It's an agonizing choice to make and a real dilemma."

"I can anticipate a time when Steve may have to go out a year ahead of me, or the reverse, and I think we have to be willing to do that," Monica Sinding says. "I wouldn't like it, but if we aren't willing to be flexible, we're being unreasonable. It's a small agency and there are limited opportunities. You just can't push other people

out of the way to accommodate tandems."

In some instances, non-tandems may feel that they have not been placed in a position because of the need to make a tandem assignment.

"If anything, I think AID has leaned over backwards to accommodate the tandems in the Agency," John Steele says. "But people have to be reasonable. The Agency cannot and should not diminish opportunities for non-tandems."

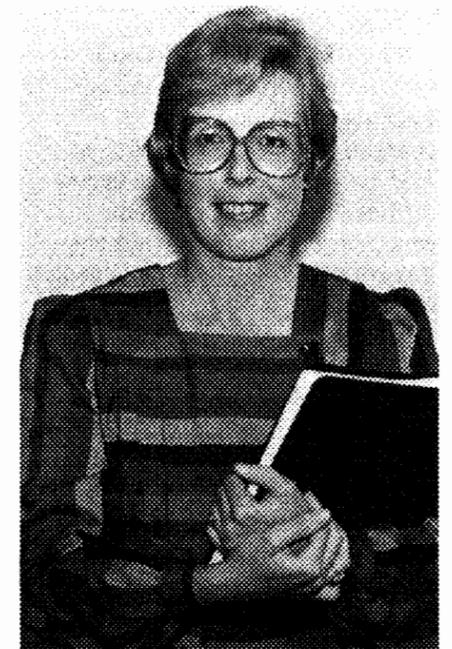
There are both advantages and disadvantages to being a tandem couple. "I think the peer group review process in the Foreign Service is a fairly ingrown system. In general, there's a sense that female members of the tandem couple are held back," Monica Sinding says.

As women become more career oriented, the tandem couple arrangement may become a desirable option for couples interested in international careers.

"There's a great awareness of some of the benefits of having tandem couples at post," Carol Steele says. "For instance, the cost of maintaining a tandem family overseas is far less than maintaining two non-tandem families overseas. Aside from the salary and some allowances, you're getting two for one."

Tandems can benefit the Agency in other ways. "We have many cases in which IDIs (International Development Interns) have left the Agency after one overseas tour because their spouses discovered that they didn't like that way of life," Steve Sinding says.

How to handle situations in which a non-foreign service spouse gets fed up with being a dependent and doesn't want to go overseas anymore is at least as big a problem for AID as the tandem couple issue.



Carol Steele

"There are many highly skilled spouses who have difficulty finding appropriate jobs in some posts," Carol Steele says. "From that point of view, the tandem couple ap-

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## AID'S IMPACT IN THE FIELD

## Joint Enterprise Helps Honduran Farmers

"AID cannot create development alone, but it can contribute to the identification of opportunities and assist others to seize the initiative," says Lewis Reade, deputy assistant administrator of the Bureau for Private Enterprise. He points out that the Guanchias Limitada project "shows how a multinational corporation and small farmers from the interior of Honduras can both benefit in a common enterprise."

In 1968, the Standard Fruit and Steamship Company, a U.S.-based multinational agribusiness firm, needed bananas, and Guanchias Ltd., a banana producing cooperative in north central Honduras, needed a market for its fruit. It was the beginning of a mutually beneficial relationship.

Standard realized that setting up its own operation in Honduras would be too expensive. Supplying assistance to independent banana growers seemed a more viable plan—one which would provide higher return for a lower risk.

Honduran agriculture historically had been dominated by banana production and foreign agribusiness firms. While people were employed, the demand for land was low. After a strike in 1954 in which many workers were laid off, demand for land increased. People wanted land to farm so they could support their families.

In 1962, the Honduran government passed an agrarian reform

law to make land available to the poor. But implementation was slow. At that time, Guanchias was only a group of small farmers and laid-off banana laborers.

After three years of struggling to obtain land through legal channels, the group took over land that was public and available according to the 1962 law.

Although the beginning years were difficult, the farmers were given title to land and Guanchias was formed.

The cooperative soon abandoned government-advised corn cultivation and began to grow plantain. Although the government withheld support, Guanchias' efforts succeeded, profits were made and the idea of branching out into banana cultivation was explored.

Guanchias applied to the independent growers' program set up by Standard. The timing was right. A steady supply of bananas and a lowered investment risk met Standard's needs. The promise of financial security through guaranteed purchase and credit assistance fulfilled Guanchias' needs.

Armando Fuentes, a founding member of Guanchias, explained one reason for the group's progress. "We were hungry. Our children were hungry. All we wanted was a piece of land to grow crops on. We just wanted to look out for our children," he said.

Guanchias has always identified its individual members' well-being with the long-term viability of the cooperative. Members receive

wages three times the national average plus a share of the profits.

In addition, with Standard's guidance, Guanchias has built 123 modern cement-block houses for its members with sanitation services, electricity and potable water. It has funded literacy programs, primary education and a medical clinic. The co-op even runs a carpentry shop and an electrical-mechanical shop. The living standards of its members are well above average.

The cooperative has matured dramatically since its beginning. Guanchias has become a major local employer, has expanded into other minor crops and livestock, has an equity of over five million lempiras (\$2.5 million) and is a full bargaining partner with Standard. In 1981 the co-op produced over 1.4 million boxes of quality bananas.

This success is due to the internal spirit of Guanchias and the external support of Standard.

Guanchias' members have been determined to escape the oppressive poverty that traps so many peasants. Members put the cooperative before the individual by reinvesting earnings in operating capital. Leadership has been democratic and effective. Guanchias' members have learned that by pooling labor, energy and talents, a group often can be more effective than individuals.

The external support from Standard has been vital. At first co-op members had only a rudimentary sense of agronomy and profit-making. But early on, Standard trained the co-op members in business administration and provided much of the initial infrastructure needed to run the venture.

Because Standard provided an

assured market, Guanchias was able to concentrate on improving production and developing administrative controls. The ability of Standard, a large and diversified company, to absorb market risks that could bankrupt a smaller organization also has been important to Guanchias' success.

Standard has benefited too:

- The costs of the independent growers program were far less than the investment costs of a large-scale plantation.
- Standard was assured a supply of quality bananas.
- The uncertainty often associated with investments in Third World countries was reduced.
- Standard acquired a good public image as a result of its innovative involvement with the independent growers.

The social and financial objectives of the two have been well served as have the human, institutional and economic development of Honduras. Standard and Guanchias have demonstrated that success is possible with linkages between multinationals and cooperatives in developing countries.

A copy of the report, *AID Special Study No. 22, GUANCHIAS LIMITADA: A Case Study of an Agrarian Reform Cooperative and its Long-Term Relationship with a Multinational Firm in Honduras, (March 1985), PN-AAL-046*, by Carolyn M. McCommon, may be obtained from the Editor of ARDA, AID Document and Information Handling Facility, 7222 47th Street—Suite 100, Chevy Chase, Md. 20815. Comments on the report may be sent to: AID, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C. 20523.

## Tandems

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proach definitely boosts morale. It may make it easier to fill positions in hardship posts."

For some tandem couples there is the added complication of young children. "We feel very strongly about having our kids with us," Monica Sinding says. "We're not willing to look at posts that don't have high schools. That is an added constraint and pretty much limits us to five or six of the bigger posts."

"Things have always worked out," Steve Sinding says. "We've found the Agency to be very responsive to the fact that although tandems present a problem, they also present an opportunity."

"I hope the Agency continues to work on this issue because the alternative of depending on people who don't have employed spouses is not going to work either," he adds. "We've learned over the last 15-20 years that the kind of officers we would like to recruit, of either sex, tend to marry people who also

have career ambitions. If we want to continue to get the kind of officers that we need, then we're going to have to figure out a way for their spouses to pursue careers."

John Steele points out that the biggest problems arise in handling supervisory roles at senior management levels when both a husband



John Steele

and wife rise to higher levels in a mission. He says there will have to be more clearly defined guidelines on supervision. He also encourages better coordination with other foreign affairs agencies on tandem assignments and more creative use of additional assignment possibilities, such as international organizations.

Ross says that tandems have to be flexible. "In the future maybe young tandems will be the only ones willing to go overseas while their careers are just starting and there are fewer conflicts."

"Some gut-wrenching decisions have to be made. And, just because you're senior doesn't mean that you should have the first crack at the good opportunities," says Larry Hausman. "We share a common interest which is a major part of our lives. There is no 'typical' tandem couple. For us, we have to think about ourselves as a team, a family team."

"Some people have had a rough time and feel that they've been harmed by the system," says Carol Steele. "But as far as a well-defined career ladder is concerned, it's a



Larry Hausman

bit of a crapshoot for both tandems and non-tandems. Upward movement still involves being available for the right assignment at the right time."

Stokes is a senior writer/editor in the Bureau for External Affairs.

## BUREAU OF THE MONTH

**Merger Forms ANE**

by Dolores Weiss

**C**hange is perhaps the only constant in today's world. And, as the world changes, so does AID. Whereas most people in the Agency understand that the AID of today is different from that of 20 years ago, fewer know that the big change now affecting the staff of the former Bureaus of Asia and the Near East is nothing new.

In the late 1960s, the Vietnam Office split off from NESAs (the Bureau for the Near East and South Asia) and became a separate bureau because of its extensive program. Later, it was eliminated completely. NESAs, itself, went through numerous name changes and for several years was called the Asia Bureau. In 1975, NESAs was separated into the Near East and Asia Bureaus.

Nevertheless, any change can cause concern and when the present merger was proposed in January, most people asked "Why?" Many said the merger would be unworkable, because the bureau would cover an area from Portugal to the South Pacific and include the enormous programs of Egypt and Pakistan.

However, the whispers in the halls have been replaced by discussions in meetings. Since May when the merger took effect, the staffs of the former "A" and "NE" have been cooperating and making "ANE" a working reality.

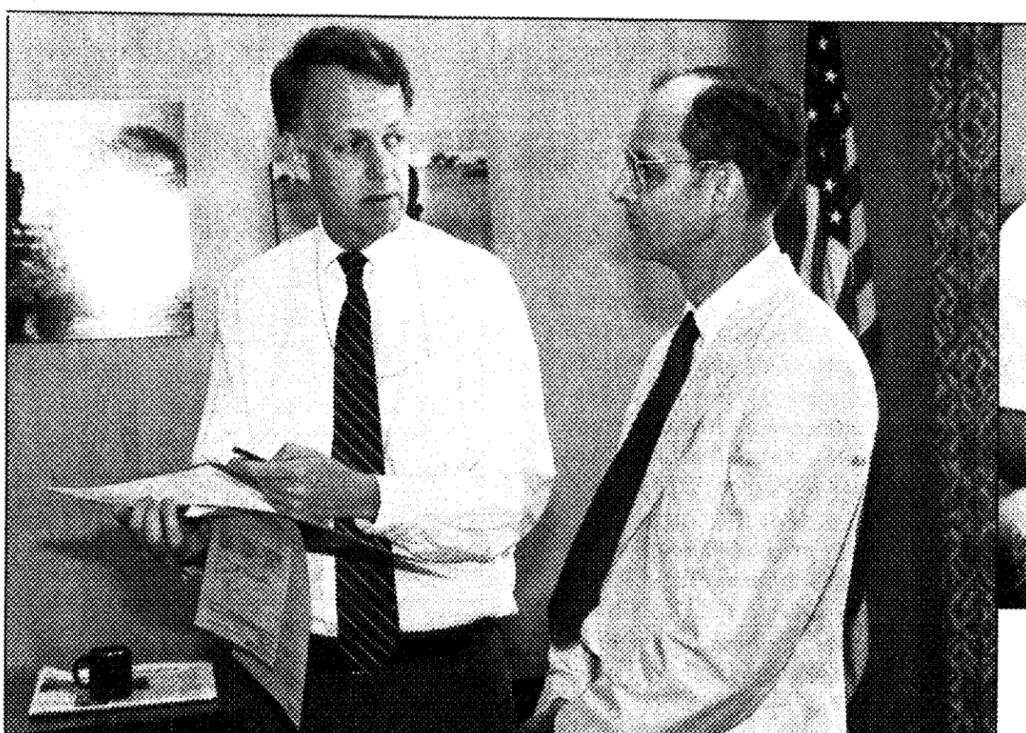
"The key to pulling this off is in the hands of my two deputies and staff," says Charlie Greenleaf, assistant administrator of the Bureau for Asia and the Near East (ANE). "We don't know all the implications (of the merger), but we've become convinced we can do it because of the very solid group of people working in the bureau."

"Everyone has a positive attitude, and we have dedicated people who have vowed to make the merger work," adds Bob Bell, deputy assistant administrator who had been with the Near East Bureau for almost six years. He sees the merger as a "tremendous way of integrating expertise and staff to create solutions for development problems."

**Merger's Purpose**

However, Greenleaf admits that the main motivation for the merger was the mandated cut in operating expenses. After management realized the need for additional economizing and for cutting back on slots, a committee that included Jim Norris held numerous meetings to find the best method of achieving the cuts. Norris was then counselor for the Agency and is now deputy assistant administrator for the new bureau. Committee members agreed that a merger of Asia and the Near East would save money and would work.

Norris says, "The merger is a way to reduce operating expenses. We are accommodating ourselves to financial reality and minimizing the negative impact on our program." The committee determined that if the number of necessary reductions of personnel had been made in the separate bureaus, "the result would have impaired the ability of the two bureaus to continue operating effectively. It is believed that through the combina-



At the start of the day, Assistant Administrator Charlie Greenleaf (left) confers with Jim Norris, one of his two deputies.

tion, the management units will be large enough and there will be enough depth for the bureau to be effective.

"When you look at all the bureaus, the numbers now are comparable in terms of the portfolios, countries, projects and funding levels," continues Norris.

Since the decision was made, numerous groups have been meeting and spending hours deciding which cuts would be made in what office and who would be located where.

Also, approaches used in project development, technical resources and backstopping were different in the two bureaus but now are being integrated. Bell notes that the differences are being sorted out and a consensus on operating roles will be agreed upon.

Greenleaf emphasizes, "The proposals that are being enacted have come out of a collaborative process from the people who are running the bureau. We picked our leadership from the existing team so there is a point of continuity within the change."

One member of that team is

Peter Bloom, director of the Project Development Office. "We generally are adopting the Asia model for project documentation and approvals. Therefore, the Project Development Office will chair the project committee meetings and process projects for executive-level approval. However," Bloom emphasizes, "we will be working very closely with the Technical Resources Office. What will make this work is people. We'll be working together using our own skills and benefiting from different skills of more people. As we get comfortable as colleagues, the system will work even better."

**Management Challenge**

"The ANE Bureau is an enormous management challenge," says Joseph Esposito, the bureau's executive secretary and Greenleaf's senior adviser. "Nevertheless, we expect to run our large, diverse portfolio effectively and efficiently."

"Charlie and I are proud that in three years we never had a paper overdue in the Asia Bureau. People, whether in the government or among the general public, deserve prompt and useful responses to their inquiries. We are continuing this commitment in the new bureau."

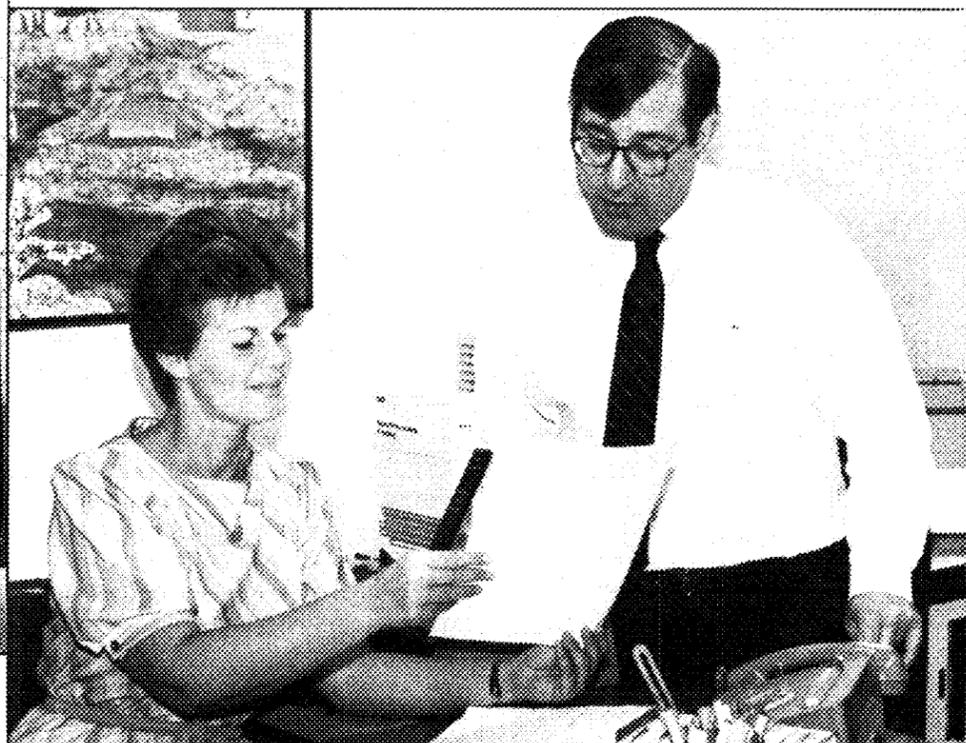
Though there will be some changes in the management of the bureau, Greenleaf's style will remain the same. "I plan to get to know the new members of my staff. I will continue to make a very strong effort to spend a lot of time with the staff and to meet with mission directors."

He acknowledges that he won't be able to spend his time exactly as before—"the staff and portfolios are much larger and the issues are different." For example, as assistant administrator of the former Asia Bureau, Greenleaf chaired the project review approval meetings. But now he will rely on his deputies to perform that job and chair the meetings only occasionally.

Also, "I'll need to invest more



While space for the Office of Technical Resources is being modularized, Shirley Holmes travels by shuttle each day between State and Rosslyn.



Mary Dudick and Joe Esposito review some of the paperwork that must be signed by the assistant administrator.



## ANE Merger

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although Asia relies more on irrigation, and the Near East is sustained by dryland farming. Priscilla Boughton, director of the Office of South Asia, points to other projects as being particularly important to the AID program, including the irrigation and water management in India, the agricultural credit programs and fertilizer distribution in Bangladesh, and the Agriculture University project in Pakistan along with agriculture research in the three countries.

Health, particularly diarrheal disease control, immunizations and nutrition; water and sewage management; education and training, especially for women; rapid population growth; and efficient energy use remain development concerns throughout most of the areas now being handled by ANE.

The broad objectives for the Near East and Asia regions echo the strategy of the Agency which is to promote economic stability and help create the conditions for sustained growth. At the same time, meeting the basic human needs of the poor is a focus that is integrated into the assistance programs of both areas. From Morocco to Indonesia, mission personnel are involved in promoting open markets and private sector initiatives, establishing favorable policy environments, strengthening local institutions and developing technology to meet the needs of the poor.

Barbara Turner, deputy director of the Office of Technical Resources, says that the merger has strengthened the bureau's technical skills resources. For instance, "NE was without a nutrition officer and

Asia had no expert for water and waste water management. The merger filled these vacancies. Opportunities for the technical staff for assignment in the field also has been expanded." She adds that the bureau now can attract more skilled people and offer them wider exposure.

"The challenge is going to be providing the service to do the job and meeting our responsibilities with the reduction of personnel," says Jerry Jordan, director of the Office of the Executive Management Staff. "We will have to be located close to each other or devise a very effective method of communication."

Jordan has been with the Agency for 23 years and this is the first time she has been in on the creation of a new bureau. She points out that the merger "has affected a lot of employees and there still are a lot of concerns to be worked out." Although some people face moving in and out of offices a couple of times before the reorganization is complete, Jordan finds that morale is high. She says, "Eventually, employees will find their functions the same although responsibilities may increase."

### Minority Business

Although the merger has resulted in an overall decrease of positions, one of the new full-time positions created shows the commitment of the bureau to carry out the Gray Amendment.

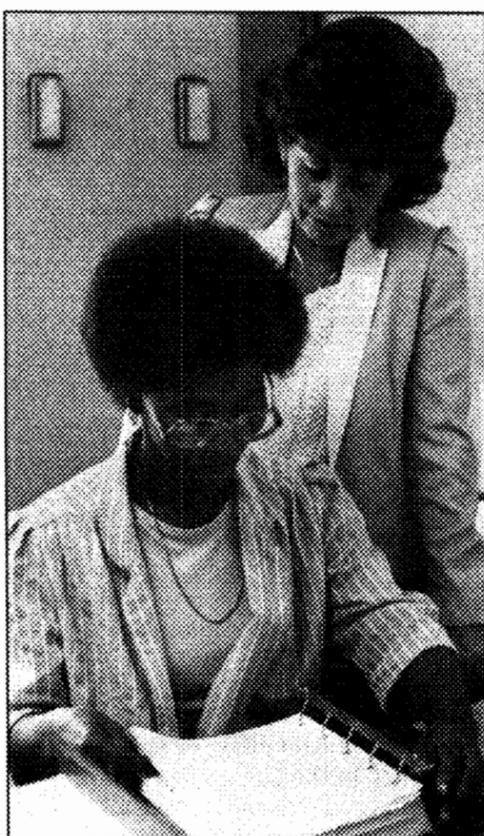
Dotty Kemp, acting minority business coordinator for ANE, explains, "I focus on the Early Alert System of targeting the design stage of projects and work directly with the missions and target groups, which include minority businesses, minority-controlled private and voluntary organizations, and historically black colleges and universities."

The job requires that Kemp keep in touch with minority firms and organizations that have expressed an interest in working with AID, as well as with missions to let them know which businesses are able to fulfill their needs.

She says, "There is strong support for this program that is providing better services and saving time and money. There is a universe of extremely competent minority-owned firms, and I'm happy to say that we are attracting many of these firms to work with AID."

With 10 years of experience in both the Far East and Near East, Jerry Kamens provides some continuity in his position as director of the Office of Mid East, Europe and North Africa. "I like change. But I don't think this office's relations with our individual missions has changed at all. Washington plays a useful role in getting funds, dealing with Congress, defending programs in the State Department and helping to improve projects."

Kamens notes that Washington and the missions have different constituencies and must make com-



Jerry Jordan (standing), director of the Executive Management Staff, and Gaylen Cooper check authorization papers.

promises so programs will succeed. "For this reason, there has been a gradual delegation of responsibility to the field over the last couple of years," he says.

Another person who says he is not directly influenced by the merger is Bill Nance, Thailand desk officer. In his 14 years with AID, he has worked in both the Near East and Asia and is optimistic that the merger will work out well. He notes, though, "the largeness of it is something that has to be handled carefully. There will be a period of 'settling.'"

Nance says, "The objectives of the 'Asia Experiment'—granting more authority to missions, cutting down on paperwork in Washington, and avoiding redundancy in the review process by limiting the number of persons who actually review projects—have been working well. He points out one result this year has been that the Country Development Strategy Statement review and specific project approval reviews have been concentrated into one week.

David Merrill, who became director of the Office of East Asian Affairs in January 1984, says, "The East Asia Office is perhaps the least affected by the merger because it was reorganized 18 months ago." Actually, the office was created from two smaller offices—the Philippines, Thailand and Burma Affairs Office combined with the Indonesia, South Pacific and ASEAN Office. He adds, "The logic of combining the East Asia desks has set the general pattern for the organization of geographic offices in ANE."

Although his responsibilities have not changed, his operating style may be affected. "With a bigger swath of geographic areas for everyone, it's a necessity to delegate more," Merrill explains.

"Our basic job is to support the missions and mission director. We also serve as an intermediary to portray Washington's views to the mission and the mission's to Washington."

Tish Butler's experience as a former Lebanon desk officer gives her an advantage in her new position as the Bangladesh desk officer—she already knows the Near East staff. However, she says her responsibilities to the Bangladesh mission have not changed as a result of the merger. As a desk officer, Butler has to be familiar with all program and personnel activity at the mission. She is a liaison between Washington and the mission and "must keep the front office informed."

Equally important is the coordinating function she performs. Butler provides oversight and coordination and sees that actions requested by the mission get accomplished.

One of the projects that requires coordination is the Fertilizer Distribution Improvement II project. Initiated in 1984, it will build on earlier efforts to increase fertilizer use, improve the marketing system, provide adequate supplies and increase storage facilities. The government of Bangladesh has removed restrictions on private sector fertilizer retailers, eliminated price controls and closed many government-controlled fertilizer sales centers. She explains that further difficult policy reforms must be negotiated.

Because of the loss of personnel, she feels that professional staff may have to devote more time to work formerly completed by support staff.

### Increased Work Load

An increased work load is apparent in the Office of the Executive Secretariat, according to Del Davis and Paulette Claiborne, whose responsibilities include routing all bureau correspondence.

Davis says, "Before the merger I was saying, 'Wow, is this going to work?' Since the merger, I'm still saying, 'Wow, is this going to work?'" She does believe the situation will improve when the "dust settles" and people learn the system.

Claiborne agrees that there is more paperwork and a heavier work load, but thinks "things will become standardized and efficiency will improve."

Even though additional changes still need to be made, the staff is not located together and ANE now stretches from Portugal to Fiji, Greenleaf points out, "The bureau continues to run very effectively. The staff has done a spectacular job of jelling the process. Thanks to everyone working together, we are off to a good start and now we just have to keep it up."

Weiss is editor of Front Lines. Suzanne Chase and Ken Kaliski helped interview personnel for this article.



Barry Sidman (left) and Lynn Rogers review the plans for the new location of the Office of Development Planning.

## Bureau Promoting Access to Policies



The Bureau for Program and Policy Coordination (PPC) is accelerating its efforts to provide AID personnel with readily accessible policy guidance and practical examples of success in implementing Agency programs and policies.

Case studies showing the implementation and development of five projects which have applied AID policies successfully will be incorporated into Handbook 1 (Policy Handbook). The five initial studies are: Family Planning Social Marketing in Bangladesh; Rural Roads Maintenance and Rehabilitation in the Dominican Republic; Small Farmer Production in Egypt; Provincial Area Development in Indonesia; and Rural Health Services in Senegal.

Four additional case studies also are being prepared. These include: Fertilizer Distribution Improvement in Bangladesh; Legislative Training in the Dominican Republic; Small Business Associations in Jamaica; and Private Sector Family Planning in Kenya.

PPC encourages missions to submit additional examples of projects which successfully use Agency policies.

To increase field access to Agency policy guidance, previous guidance cables sent to missions by the Administrator will be inserted into Handbook 1.

These will include messages on: Population Assistance Through Non-Governmental Organizations; AID's Policy and Program Guidance on Humid Tropical Forests; Program Sector Assistance Guidance; and Guidelines on Terms of AID.

The policy papers, "Private Enterprise Development," "Cooperative Development" and "International Disaster Assistance" were distributed in June.

A policy paper on trade will be circulated soon for final senior staff review, and a policy determination on land tenure is under technical review.

—Richard Shepherd

### WID ISSUES INFLUENCE AGENCY PROJECT PLANNING

The concept of women in development has emerged over the past four years as a new and legitimate area of concern for project planners. This heightened awareness has led development professionals at all levels to seek a more flexible means of carrying out Agency women in development policies.

In response to the shift from the concept to the mechanics of implementing women in development policies, the Office of Women in Development (WID) in the Bureau for Program and Policy Coordination (PPC) is now offering selected AID missions practical, project-oriented technical assistance.

Through a two-year project, "Improving Productivity, Incomes and Opportunities for Women," missions can use an extended technical assistance program specifically designed to integrate women in development concerns in country strategies.

The project, to be carried out by the Washington-based International Center for Research on Women (ICRW), offers an ongoing and collaborative program that

aims to enhance women's economic contribution to development efforts.

ICRW will work directly with individual missions to tailor strategies that will improve women's participation in mission activities. The new technical assistance project builds on work carried out by ICRW under the recently completed four-year "Women's Socio-Economic Participation project."

Primary areas of focus in the new project include credit and extension for small enterprises, low-income housing and agricultural development projects. Other technical assistance includes the development of project-related information and educational programs.

In addition, the project will continue to use and disseminate information from other AID/WID activities through Washington-based seminars and briefings. Technical assistance will be limited to six to nine missions through field visits by the ICRW teams. Priority will be given to those missions that foresee an ongoing need for technical assistance.

Since 1980, ICRW has provided technical assistance to 19 missions, primarily in Latin America and the Caribbean. A recent evaluation of the earlier ICRW projects concluded that technical assistance helped local organizations and missions design new strategies for reaching women.

The early WID technical assistance efforts broke new ground for integrating women into the development process. Strategies for different stages of entry into the project development cycle also emerged. These efforts served as a testing ground for helping missions determine how to identify gender concerns and assess the cost/benefit of various strategies.

An important outcome of the earlier projects was that bottlenecks in missions carrying out WID efforts were identified and eliminated in most cases. For ex-

ample, the Solanda housing project in Ecuador was successfully modified by an ICRW technical assistance team at an early stage to include women more effectively. Over 40% of the targeted housing project recipients were women. By reducing the loan interest rate and offering more flexible credit, the low-income women and their families were able to participate in the urban housing project.

In the Dominican Republic, ICRW was involved in a vocational training project for poor women. The organization assisted in the design and analysis of a baseline survey of employment and training needs for barrio women that led to a training and placement program.

In India, the ICRW technical assistance team helped design a project to enhance managerial and technical abilities of public and private sector firms supporting employment and income-generation programs for low-income women.

Under the new ICRW project, lessons learned from past efforts have been applied to new efforts and shared with Agency personnel and the development community through recent seminars, briefings and project reports. This, in turn, has directed WID toward more pragmatic and realistic alternatives. As a result, WID will focus on mainstream efforts and not be limited to women-specific projects.

The purpose of the ICRW technical assistance project is to create a flexible mechanism to accommodate needs in diverse regions in a manner that fulfills AID's mandate to integrate gender concerns into Agency activities. PPC/WID expects the project to improve technical assistance and promote long-term, collaborative relationships with individual missions.

Missions interested in seeking technical assistance under this project are urged to contact PPC/WID directly.

—Deborah R. Purcell

## Committee Testimonies Stress Agency Issues



Before adjourning for the August recess, two House Committees heard testimony on important development issues concerning AID.

John Ericsson, deputy assistant administrator of the Bureau for Science and Technology, testified on AID's programs to conserve biological diversity before the House Foreign Affairs Committee's Subcommittee on Human Rights and International Organizations.

The hearing focused on AID's efforts, through its development assistance programs, to maintain adequate diversity of wildlife, crops and forest species in developing countries. Rep. Edward Feighan (D-Ohio) expressed his support for the Agency's biological diversity activities and suggested that U.S. corporations be considered as possible sources of additional support.

The House Select Committee on Hunger heard testimony from a panel of seven witnesses, including members of Congress, on the link between population growth and hunger in developing countries.

Rep. James Scheuer (D-N.Y.) testified that to reduce population growth, the United States must make significant improvements in the status and role of women in less developed countries through improving their access to education, jobs, credit and child health services with a strong family planning component.

Rep. John Porter (R-Ill.) also voiced his strong support for voluntary family planning and said that he was convinced that no U.S. funds have been used to support forced or coerced abortion in U.S. sponsored population programs.

—Clark Wurzberger

## Cooper Union Honors Kimm



Peter Kimm, deputy assistant administrator for the Office of Housing and Urban Programs in the Bureau for Private Enterprise, recently was awarded the Gano Dunn Award by the Cooper Union in New York City. It is the highest honor that the college awards its graduates for outstanding professional achievement in science and engineering.

Kimm's award was one of three presented at the college's 125th anniversary celebration.

A 1958 honors graduate of the Cooper Union, Kimm earned a

degree in civil engineering. He joined AID in 1966 as the deputy director of what is now the Office of Housing and Urban Programs. Kimm was promoted to director in 1973 and to deputy assistant administrator in 1984.

Before joining AID, Kimm had 15 years private sector experience in housing finance and construction in the United States and Latin America. He specializes in national urban and shelter policy and housing finance in the developing world, and has written and spoken extensively on these subjects.

**S** You are an expert in your field. Your competence leads you to a promotion which carries a supervisory function. You may find yourself inheriting a staff whose morale is low and motivation is lacking.

Supervisors and managers are inherently responsible for keeping relations between themselves and employees healthy and productive. Good communication and sound human relations practices play a key role in achieving a team effort.

Helping employees solve work-related or personal problems that interfere with effective performance, developing team spirit, distributing awards and helping employees develop goals are all part of the job of being an effective supervisor.

As a supervisor, you are responsible for addressing these issues with sensitivity and concern. What do you do?

Attend "Supervisor's Role in Personnel Management," a course offering supervisors an opportunity to meet, share and discuss common goals with fellow supervisors.

### **"The course serves as a barometer for personnel management on how well the personnel system is serving the needs of supervisors."**

"Supervisors are an integral part of the Agency's management team because they implement policies formed by management officials," explains Jan Barrow, associate director, Civil Service Personnel. "As the Agency decreases in size, managers and supervisors must get the best work possible from employees."

Barrow stresses that people are different. "If you are aware, you can use that to your advantage. A supervisor cannot be effective unless he or she knows the strengths and weaknesses of people."

During the course, participants discuss the results of the Myers-Briggs exercise which focuses on personality types and how personalities influence management style.

The Myers-Briggs exercise is an icebreaker for the participants. It is used as a sharing and learning experience as well as an opportunity to get to know each other's personality types.

"It's frightening how revealing the exercise is about personalities," says John Steele, management officer. "I learned how I can interact better with my colleagues. One personality type is not better than the other, but different, and knowing the difference should help me interact more effectively with employees."

The course serves as a barometer for personnel management on how well the personnel system is

## **Supervisors Course Stresses Team Effort**

serving the needs of supervisors. The director of personnel management meets with participants at the end of the course to hear about their specific concerns regarding human resource management.

The participants also have an opportunity to talk to experts. For example, John Speicher, career development officer, who reads over 500 Employee Evaluation Reports (EERs) a year, discusses how to write effective narratives in his session on Foreign Service (FS) Evaluation and Assignment Process.

Anne Weiss, a consultant at STATE/MED, discusses the Employee Assistance Program (EAP). Weiss' approach and examples of case studies were one of the course highlights for one supervisor who said, "Now that I learned about EAP, I can contact skilled people to advise me in

dealing with serious problems."

The course, which focuses on how the civil service and foreign service systems operate and interrelate, also examines the supervisor's responsibility in motivating and coaching the employee.

Ken Prussner, deputy agriculture development officer, says that this training is crucial for AID supervisors. "AID faces what developing country organizations face; that is, technical officers are promoted to supervisory positions based on technical competence and then must learn to supervise," he notes.

Paul Thorn, general engineering officer, says the course is "one of the best AID courses I've taken. It is a good exchange, and there's an understanding of employees' concerns. It shows how one can address these concerns within the system."

All AID/W personnel in supervisory positions are required to take this course. Personnel who have not taken the course, which is offered every other month, should contact the Executive Management Staff Office to register.

—Maggie Boyajian

### **GS CAREER COUNSELING SERVICE AVAILABLE**

All GS employees are encouraged to contact the Civil Service Person-

nel Division's Career Counseling Unit to help plan their career strategy.

"We're here to help people help themselves," explains Mary-Rita Zelecke, chief counselor and originator of the service. "The counseling is individually oriented. Discussions include training opportunities, rotation, detailing to another office in AID or other government agencies, even jobs in the private sector—whatever issues are appropriate.

"We also act as liaison to the State Department Consultation Service for psychological/emotional problems, alcoholism and drug abuse and family counseling."

For GS employees interested in obtaining information on jobs outside AID, employment announcements for the metropolitan area are available in the Career Counseling Unit's Resource Center. Material on interviewing and resume writing, as well as articles on career development, also are available on request.

The Career Counseling Unit is located in room 1128, Columbia Plaza (SA-1), 632-3942/3/4 or 632-2970.

### **EMPLOYEES SELECTED FOR LONG-TERM TRAINING**

It's that time of year again when AID, as part of its executive and professional development program, sends officers back to school for long-term training. The 17 selected for the 1985-86 academic year have already begun or will start studying soon at the Foreign Service Institute or universities of their choice.

Bradshaw Langmaid of the Bureau for Asia and the Near East is participating in the Senior Seminar at the Foreign Service Institute. Four officers are enrolled in economic commercial studies programs, including Pamela Baldwin of the Bureau of Science and Technology, Steven Freundlich of the Bureau for Asia and the Near East, Stanley Stalla of the Jordan mission and Winfield Collins of the Cameroon mission.

Long-term training participants are:

- Adrienne Allison, Bureau for Science and Technology, studying public administration at Harvard's John F. Kennedy School of Government;
- Stafford Baker, mission in Botswana, studying management in Stanford University's Sloan Program;
- Beatrice Beyer, Bureau for Africa, studying economic development at Johns Hopkins University's School for Advanced and International Studies;
- Norman Cohen, Bureau for Africa, studying executive

- development at the Industrial College of the Armed Forces;
- Larry Crandall, Bureau for Asia and the Near East, studying executive development at the National War College;
- George Flores, mission in the Philippines, studying management and rural development at the Asian Institute of Management;
- Wayne King, Bureau for Africa, studying public policy and management at Princeton University's Woodrow Wilson School;
- W. Wayne McKeel, Office of Financial Management, studying institutional change and development at American University;
- David Nelson, mission in India, studying management and economics at Syracuse University's Maxwell School;
- Amy Nolan, REDSO/W, studying public administration at the Massachusetts Institute of Technology;
- David Piet, mission in Indonesia, studying public health at the University of North Carolina's School of Public Health; and
- Paul Thorn, Bureau for Asia and the Near East, studying international development and economics at Georgetown University.

### **AID EMPLOYEES VOLUNTEER**

An AID/Washington notice May 23 asked for volunteers to serve in Ethiopia for two to three months on temporary assignment. Over 40 officers responded almost immediately, and 19 were selected.

By mid-June, three volunteers were at work in various parts of Ethiopia including William Granger of the Bureau for Management, Donald Anderson of the Bureau for Science and Technology and Larry Heilman of the Ouagadougou mission. David Atwood of the Bureau for Science and Technology arrived in Addis Ababa in mid-July.

The other volunteers will be reporting for emergency duty during the next several months.

### **ADDITIONAL LANGUAGES ADDED TO TENURING LIST**

Foreign service career candidates may now meet the language requirement for tenuring in 95 languages.

To qualify, candidates must score a two or better on the Foreign Service Institute's proficiency test in both speaking and reading.

Participants may choose French, Spanish, Portuguese, Italian or one of 32 other languages ranging from Afrikaans to Yoruba. They may also qualify for tenuring with only a speaking score of two or better in one of 59 languages such as Baule and Wescos.

The list of foreign languages used for tenuring purposes was expanded to give a broader base for career candidates to qualify for tenure.

—Marge Nannes

# IG Warns Against Accepting Gratuities

**S** Although an employee who accepts small gratuities may think "no one is going to influence me with a lunch or gift," he/she is completely ignoring the perceptions and repercussions which may occur when the acceptance of this gratuity becomes known.

The Office of Inspector General (IG) has realized that there may be a lack of understanding among AID employees of the necessity to observe strictly Agency and government regulations in regards to accepting gratuities and avoiding the appearance of a conflict of interest.

Gratuities are often thought to include only large gifts or money given in exchange for favors, but, in fact, may include small gifts and meals. Recent investigations have suggested that regulations are routinely violated by some Agency employees.

Exceptions to these rules exist, but government-wide regulations narrowly define the circumstances under which an employee may accept a gift or gratuity. Recently, severe disciplinary action, including termination and suspension, has been proposed against AID

employees for accepting gratuities. When such incidents come to the attention of the public, they reflect negatively on government employees, in general, and on AID, in particular.

IG's contacts with AID employees suggest that one reason for a lack of concern about acceptance of gifts, travel or expensive meals offered by contractors or suppliers is that employees often focus only on their own incorruptibility, rather than how their actions may appear to others.

An individual may be subject to negative evaluations of his judgment, objectivity and integrity. This may have a negative impact on opportunities for advancement, or even on continued employment. In addition, the employee may feel obligated to the supplier or contractor.

Another consequence of accepting gratuities occurs when the action becomes known to the employee's co-workers who may see it as setting a precedent and may use it to justify relaxing their own standards of conduct. Possible negative effects on the Agency may include diminished public confidence, loss of good will in Congress and charges of unfairness

from those doing business or attempting to do business with the Agency.

It may seem harmless to accept a gratuity. However, there are serious, unpleasant consequences, not the least of which is having to endure a prolonged investigation. Problems may be avoided by becoming familiar with regulations and following them.

"Ethical and Other Conduct and Responsibilities of Employees," in AID Handbook 24, provides legal guidance to all employees on the acceptance of gifts, entertainment

and favors. If an employee is unsure about how to proceed in a particular situation, he or she should discuss it with a supervisor and/or IG.

—John Cogdill

Help combat fraud, waste and abuse. Use the AID Inspector General hotline to report theft or misuse of AID resources. (703) 235-3525 or P.O. Box 9664, Arlington Post Office, Rosslyn Station, VA 22209.

## Africa Bureau Loans Assist Entrepreneurs

**A** A \$48 million Kenya Rural Private Enterprise Development Fund to provide loans and business advisory services to rural agribusiness is only one example of the accelerating pace of AID's private enterprise development in Africa.

Kenya's new two-pronged country strategy emphasizes reducing government support and promoting private sector initiatives. Senegal's country strategy, for example, focuses almost exclusively on identifying and reducing obstacles to private sector economic growth.

Liberia, Togo and Rwanda also have projects under way that provide loans and business advice to small entrepreneurs. By 1987,

to identify policy and regulatory restrictions on the growth of private enterprise, favorable and unfavorable features of the business environment and those areas offering the best prospects for investment.

The assessments focus on expanding indigenous private sector activity and promoting foreign investment. According to Bud Munson, associate assistant administrator for Private Enterprise Development in Africa, "These surveys will provide missions with specific information for policy dialogue with the host government and for follow-up work in identifying economic sector and particular business project opportunities."

In Botswana, consultants drafted profiles on investment opportunities. The profiles will be presented to U.S. companies during a Botswana trade and investment mission in the United States that is planned for September. Similar investment profiles are planned for Cameroon and Zaire.

The AID investment profiles and climate assessments also will be used by the Overseas Private Investment Corporation and Chase Manhattan Bank. In conjunction with the bank's new program to assess investment climates in Africa for U.S. multinational clients, Chase officials will review the AID surveys and provide suggestions on how future assessments can be adjusted to achieve the broadest, most effective use by both government and private industry.

In addition, the bureau has retained consultants to prepare profiles and evaluate results, including returns on investment, of all Africa projects with substantial private sector involvement.

Through these assessments, the Africa Bureau will determine what works well, what doesn't and how to get the best return on future investments. Results will be available to all interested bureaus.



## CDIE DEVELOPMENT REVIEW

### RESEARCH SERVICES

**Y**ou're designing an export promotion project and you want to know how the Agency has handled this type of project in the past. Although you've talked with a few people with experience in export promotion, you still don't have the full picture.

*Suggestion:* Ask the Research Services unit of PPC/CDIE/DI, which provides information to AID employees, to prepare a summary of AID's experience in this area.

Through the Research Services Office, AID personnel have access to a wide range of information. Among resources that research analysts use regularly are: AID projects, documents, budget and contract databases; the Economic and Social Database, which includes hundreds of statistical time series; and the AID library, housing thousands of AID reports as well as reference materials and serials.

In addition, the analysts often tap one or more of over 400 non-AID databases that contain bibliographic, statistical, corporate and directory information. Among the databases available are those of the National Library of Medicine, the

International Labor Organization and the Department of Energy. Libraries in the Washington area are also valuable resources, especially those of other donor organizations.

Every attempt is made by staff researchers to tailor responses to individual needs. While some Agency technical and policy development staff want comprehensive information, project personnel often want synthesized material.

Analytic syntheses have been completed on a variety of topics, including "AID's Experience with Management Training," "AID and Agricultural Extension," "Aquaculture" and "Long-Term Health Care Financing."

Service request forms have been distributed to the missions and are also available in Washington, D.C. The forms insure a clear understanding between the requester and the research analyst as to the type and format of the desired information. Mission staff cabling requests can use the form as a guideline.

Requests should be sent to PPC/CDIE/DI, room 209, SA-18, Washington, D.C. 20523, (703) 235-1000 or 235-8936.

# Non-Traditional Food Focus of Workshop



You won't find mammy apples, sour sop, dash-eens, paw paw or breadfruit in most corner grocery stores in the United States. However, "exotic" food was in plentiful supply recently at an agricultural workshop on the Caribbean island of Barbados.

Increased international marketing of a variety of non-traditional food was the aim of a U.S. Department of Agriculture (USDA) marketing workshop for the Eastern Caribbean, hosted by the Barbadian Ministry of Agriculture, Food and Consumer Affairs.

An outgrowth of President Reagan's Caribbean Basin Initiative, the workshop was sponsored by AID, USDA's Office of International Cooperation and Development, the Caribbean Association of Industry and Commerce and the Caribbean Development Bank.

During the opening ceremony, Thomas Kay, USDA's deputy undersecretary for international affairs and commodity programs, said that more than half of the 43 million people in Caribbean Basin countries still live in rural areas where agriculture is the primary livelihood. "Agriculture is the Caribbean's most important source of employment, so a strong regional farm economy is essential," said Kay.

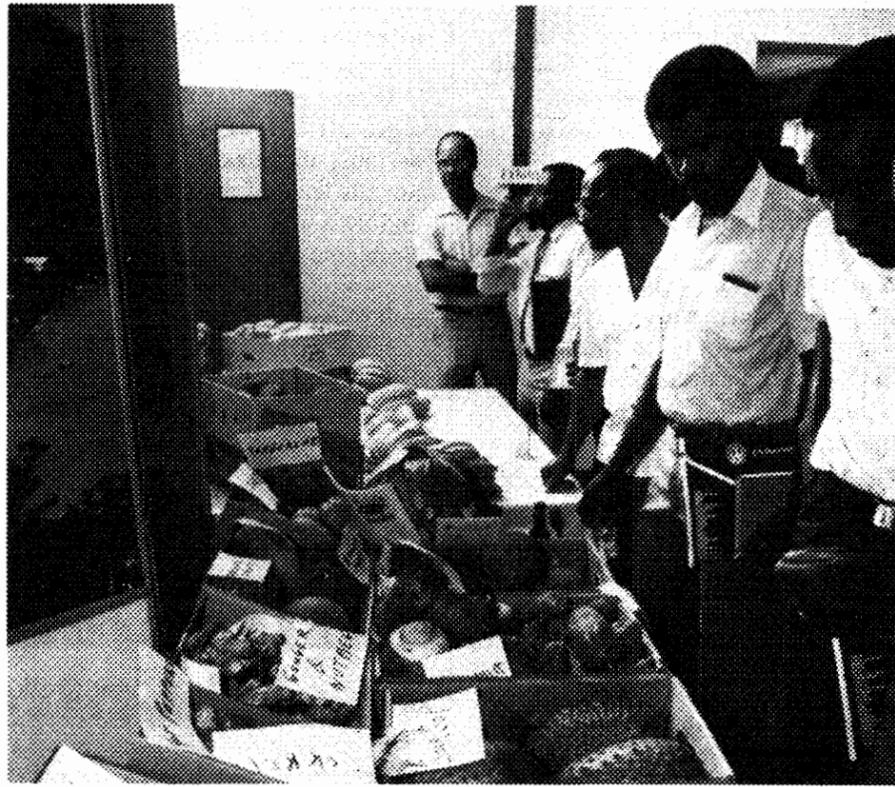
More than 120 business people from Eastern Caribbean Basin countries listened to 60 U.S. private sector entrepreneurs and U.S. government experts speak on topics ranging from import regulations to post-harvest quality. Kenneth Kurze, charge d'affaires representing the U.S. Ambassador to Barbados, called the workshop "an excellent example of increased cooperation between the private sector and government."

For most American and Caribbean Basin representatives at the workshop, meeting with their colleagues was the first step toward possible joint ventures and greater profits.

One farmer from Antigua, who belongs to a farmers' cooperative association, explained, "Networking comes out of these workshops. Meeting other participants, contacting them later and sometimes arranging our own smaller and more private meetings is extremely useful."

Bill Baucom, AID's rural development officer in Barbados, worked closely with USDA in identifying the need for such a workshop and then with sponsors in preparing for the event. Baucom arranged for USDA advance teams to meet with key private and public sector officials and worked with the U.S. Information Agency to publicize the event throughout the region.

In addition, Baucom coordinated virtually all of the in-country



Increased international marketing of a variety of non-traditional foods was the aim of the workshop for Eastern Caribbean agricultural products.

preparation with the Ministry of Agriculture of Barbados and the Caribbean Association of Industry and Commerce, including finding funds to assist the Eastern Caribbean participants.

A similar workshop held in Miami last September generated \$300 million in investment and two-way trade between Caribbean countries and the United States.

"Marketing non-traditional crops in the United States complements rather than competes with U.S. products," says Joan Wallace, administrator of USDA's Office of International Cooperation and Development. "It stimulates U.S.

consumer interest in new products, encourages joint ventures for U.S. agribusiness and provides food previously unavailable to diverse ethnic groups living in America. Improve the economies of less developed countries also makes them better trading partners for U.S. goods in the future."

Plans involving new exports to the United States include:

- Dominica's new treetop diversification program that is expected to increase production of fruits and vegetables. Dominica expects to have 46,000 tons of passion fruit concentrate, used in drinks and desserts, ready for export next year.

- Possible joint ventures to market Grenadian conch, lobster and other fish products.
- Promising opportunities in the areas of meat and aquaculture export for Trinidad and Tobago, where the government has enacted special tax breaks for businesses involved in agriculture.

—Laura Whitaker  
USDA Office of Information

## GRENADIANS BENEFIT FROM AAPC SEMINAR

AID, the government of Grenada and AAPC, Inc., a non-profit corporation based in New York City, conducted a one-week seminar in supply management and procurement in St. Georges, Grenada, during the week of May 6.

Under the direction of Anthony Polemeni, president of AAPC; Frank Perez, AAPC's supervisor of International Transportation; Pamela Steel, director of Training, government of Grenada; and William Ehrdahl of AID, the seminar provided an overview of supply management functions in public institutions. It was attended by 26 Grenadians from various government ministries.

The program included topics such as procurement cycle, customs clearance, international transportation, warehousing, containerization, consolidation, letters of credit and AID procurement/financial procedures and regulations.

AAPC financed the seminar. A similar program was conducted by AAPC in conjunction with AID and the Jamaican government in Jamaica last October.

# AID Announces Indian Initiatives



During the June visit of Indian Prime Minister Rajiv Gandhi to Washington, AID announced several initiatives for

India including an \$83.5 million National Social Forestry project, a \$12.1 million Program for Accelerated Technology (PACT) project, a Research and Technology Development program and a Vaccine Action program.

Meetings between Indian cabinet-level officials and AID representatives were held to discuss Indian development priorities and India's interest in increasing access to U.S. science and technology.

Administrator Peter McPherson also met with Indian Minister of Agriculture Buta Singh to talk over AID's support of India's agricultural objectives in irrigation, improved water management, research and increased soybean/vegoil production.

The minister also recognized AID's major contributions to devel-

opment of India's agricultural university system.

AID representatives pointed out that other developing nations, particularly in Africa, view India's agricultural universities as models. Discussion focused on ways to transfer the Indian experience to African countries.

Singh spoke of the prime minister's goal to reforest five million hectares per year.

Deputy Administrator Jay F. Morris and other AID officers also met with India's Minister of State for Science and Technology Shivraj Patil. Morris explained the AID-funded 10-year research and technology development framework for collaborative research, and described current and planned research in agriculture, forestry, health and energy.

He emphasized AID's interest in private sector research and development, citing the recently authorized PACT project under which \$12.1 million will be provided for

collaborative Indo-U.S. industrial research and development efforts. Morris also described the joint Indo-U.S. Vaccine Action Program (funded by AID in cooperation with the U.S. Public Health Service) which will support research, production and distribution of vaccines.

Gandhi met with Administrator McPherson, Secretary of Agriculture John Block, representatives of U.S. academic institutions and the private sector at the residence of Indian Ambassador K. S. Bajpai. McPherson discussed how U.S. aid to India has changed over the last four years—from resource transfer to a program characterized by technology transfer and collaborative research. Those attending agreed that forestry research and social forestry will remain a priority in maintaining India's productive base and providing employment and incomes for the rural poor.

—Mary Beth Allen

# Nutrition Promoted by Agency

 Through a continuing series of overseas conferences and workshops on nutrition in primary health care, the Office of Nutrition (S&T/N) is working with missions and host countries to promote AID's nutrition objectives. S&T/N is collaborating in this effort with several international donors.

The most recent workshop, "Integrating Nutrition in Primary Health Care: The First Annual Liberian PHC Conference," was held in June.

Sponsored by the Liberian Ministry of Health and Social Welfare and the AID mission, more than 75 participants attended. Ghana, the Gambia and several private and voluntary organizations also were represented.

Participants at the conference examined four national health nutrition problems: faltering infant/child growth, anemia, maternal nutrition and food availability.

The workshop was scheduled as a follow-up to two earlier conferences. "Nutrition in Primary Health Care" was held in Cairo by the International Nutrition Planners Forum (INPF) with S&T/N assistance.

With support from S&T/N, Jim Sheppard of AID's West Africa Regional Health Office in Abidjan,

Ivory Coast, organized a recent subregional workshop for West and Central Africa on nutrition in primary health care for about 40 African specialists from seven countries.

The objective of the Cairo, Abidjan and Liberia meetings was to develop a more sensitized and knowledgeable group of health professionals and, ultimately, improve primary health care programs in developing countries.

Some of the proposals prepared by participants of the conferences have been funded by AID or other donors. Other proposals are being revised and strengthened with the help of the Africa Bureau.

## WATER SUPPLY SYSTEMS FOCUS OF WORKSHOP

After modern water supply technologies were examined at the June American Water Works Association (AWWA) conference in Washington, D.C., the Office of Health held an intensive, two-day workshop that focused on the problems and prospects of water supply in the Third World.

The workshop, conducted by AID's Water and Sanitation for Health (WASH) project, focused on the planning and design of community water supply systems in developing countries. It included 20 participants from 12 developing countries in the Middle East, Latin America and Africa.

Papers and case studies were presented and discussions were led by professionals from AID, World Bank, UNICEF, Pan American Health Foundation, University of North Carolina, and consulting

engineering firms from developing countries and the United States.

A summary of the workshop is available from the WASH Information Center, room 1002, 1611 N. Kent Street, Rosslyn, Va. 22209, (703) 243-8200.

## KENNETH BART NAMED DIRECTOR FOR HEALTH

Dr. Kenneth Bart, a senior commissioned officer of the U.S. Public Health Service, has been appointed to the newly-created position of Agency director for health.

Prior to joining AID in July as director of the Office of Health, S&T, Bart was with the Centers

for Disease Control in Atlanta as chief of surveillance, investigations and research in immunization. He also has worked in Haiti, Bangladesh and Nepal.

Bart received his M.D. degree from the Upstate Medical Center of the State University of New York and completed pediatric training at Yale. He also has master's degrees in public health and in health policy and management from the Harvard School of Public Health.

Steven Sinding has been selected as Agency director for population, another new position established in AID's reorganization. Sinding formerly served as director of the Office of Population, S&T.

# Information Available to Help Service Families



Where would you go for information on spouse employment at your next post, slides of the school your children will attend overseas, or a way to become involved in issues affecting families in the Foreign Service?

The answers to the questions are: The Family Liaison Office (FLO), the Overseas Briefing Center (OBC) and the Association of American Foreign Service Women (AAFSW), respectively. If you are uncertain about the different roles and services of FLO, OBC and AAFSW—read on.

Created in 1978, FLO serves employees and family members of all foreign affairs agencies. FLO is an advocate for the needs and concerns of the foreign service community and manages the worldwide Community Liaison Office (CLO) program. Its director reports directly to the undersecretary for management in the Department of State.

In addition, FLO provides information and referral services to foreign service employees and family members on matters of particular interest to them, including family member employment, schools, regulations and allowances and assistance for evacuees. The office is located in room 1212-A, Department of State, (202) 632-1076.

OBC provides information and training to foreign affairs employees and their families preparing for an overseas assignment or returning to the United States. The center manages a resource library of visual and printed materials about overseas living, including post-specific information. The center is open to visitors on a walk-in basis from 11 a.m. to 4 p.m. weekdays.

OBC also designs and presents nine different training programs. The workshops and seminars, offered about 35 times a year, cover logistical and financial planning, American studies, intercultural communication, English

teaching, career planning, community skills, moving as a family and re-entry. All programs are free.

In addition, the staff provides training for professional programs in other foreign affairs agencies. OBC is located in the Foreign Service Institute, room 400, 1400 Key Blvd., Rosslyn, Va. 22209, (703) 235-8784/5.

Representing spouses, employees and retirees, the AAFSW is a non-profit organization that actively promotes the interests of women in all facets of foreign service life at home and abroad. AAFSW features distinguished speakers at its monthly meetings in Washington and sponsors symposia on topics of vital concern to members. It also publishes a monthly newsletter on issues, people and policies of interest to foreign service women.

Member volunteers staff the Housing and Information Desk at the Department of State (room 1254, (202) 632-3573/3086), which provides information on Washington area housing and living.

AAFSW sponsors a yearly book-fair to raise funds for its scholarship program and other community projects.

Its Forum Committee studies and seeks solutions to the special problems of foreign service women and families. The forum presents concerns to congressional committees that deal with foreign service life.

AAFSW sponsors a number of interest and study groups, including support networks for foreign-born spouses, divorced and widowed spouses, teenagers and college-age dependents. It maintains a close, cooperative relationship with FLO, OBC and the Office of the Director General of the Foreign Service.

Membership information is available by writing to the membership chairman, AAFSW, P.O. Box 8068, Washington, D.C. 20024.

# Nancy Frame

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The experiences she encountered on her family's farm continue to influence Frame's lifestyle. "I like to make physical activity as big a part of my life as I can." During the week she jogs at noontime to keep fit. Though she usually runs about three miles now, when she started, she admits, "Running wasn't easy. My partner and I said that if we ever made it around the reflecting pool, we would buy real jogging shoes." She has worn out several pairs since then.

Frame finds it a challenge to balance her work life with her home life. The partnership formed to help each other complete his or her education is still evident in the Frames' marriage. She tries to work a regular nine hour day, but admits, to meet particular deadlines, she often has to arrive early in the morning.

"It isn't always easy to manage—to combine a career with a family," Frame notes. "David is a professor at George Washington University School of Business, so his hours are more flexible than mine." His flexibility and a dependable housekeeper help make raising their four-year-old daughter Kath-

erine easier and more enjoyable.

David shares Nancy's love of the outdoors, and they like to get away on weekends to hike or ski. When at their suburban Maryland home, she draws from her childhood experiences on her parents' farm and enjoys gardening. Like her mother in South Dakota, she hopes to become a successful gardener of vegetables and flowers.

"I enjoy cooking, and it is more fun to cook with fresh herbs and vegetables—I also love having fresh flowers in the house," she says. True to her love of international flavor, Frame is growing sorrel, a French vegetable akin to spinach, among the more traditional tomatoes and cucumbers. "Someday I would like to return to live on a farm, but," she emphasizes, "it's more likely to be in France than in South Dakota!"

When Nancy Frame decided to earn a master's degree, she figured out how to come to Washington because she thought it would be an exciting place to be. She still thinks working in Washington and at AID is exciting—"We're involved in issues that are making front-page news, and there are challenges to face each day."

Weiss is editor of Front Lines.



The need to continue improving affirmative action and equal employment opportunity in the face of personnel reductions and budget cutbacks was identified as a primary objective of the Agency by Deputy Administrator Jay F. Morris. He clarified AID's position during the Equal Employment Opportunity (EEO) Oversight Board meeting on June 27.

While discussing the current personnel reductions, both Morris and Tom Rollis, assistant to the administrator for management, emphasized that:

- Bureau and office managers have ceilings and the authority to delete functions or positions which are no longer necessary.
- Top management will monitor these decisions for adverse influence on women and minority groups. The Office of Equal Opportunity Programs (EOP) will prepare an analysis by race and ethnic group of the numbers and types of positions deleted in each bureau and office.
- Every effort will be made to place persons whose positions are deleted into vacant slots.

Rollis predicted that the overall disparate effect on minorities and women will be less than the reductions in 1981-82.

Dennis Diamond, acting director of EOP, presented the fiscal 1984 Report of Equal Employment and Affirmative Action Accomplishments.

He reported that 11 of AID's 19 organizational units are trying to eliminate underrepresentation of minorities, women and handicapped individuals through numerical goals. The remaining eight are at or above their authorized employment levels. The eight are gearing their efforts to providing employment opportunities to members of

## AID Still Stressing Affirmative Action

underrepresented groups through activities such as job restructuring, promotion and short-term training assignments.

Diamond noted that special efforts were made on the part of several bureaus and offices to hire and retain disabled persons. Statistical data for handicapped workers in AID indicates a 9.5% job increase.

While non-minority women in decision-making positions in AID/W increased 38.5%, Diamond said, appointments overseas decreased 12.5%. However, non-minority women executives

**"Our goal is to have the proportion of minorities at AID compare with the nationwide proportions in similar occupations."**

increased 33.3%. Minority representation in top-level jobs overseas also increased 33.3% while minority representation in decision-making positions in AID/W and in executive positions remained unchanged.

Two initiatives are under way that should improve the Agency's EEO and affirmative action program monitoring, planning and implementation.

The first initiative links AID's

job categories to those of the Office of Personnel Management (OPM). To provide management with a better tool for establishing affirmative action planning goals, EOP and the Office of Personnel Management (M/PM) worked with Rollis to develop a method for comparing AID's work force by job category with equivalent categories in the National Civilian Labor Force (NCLF). The goal is to have the proportion of women and minorities at AID compare favorably to the nationwide proportion in similar occupations.

All federal jobs have an Agency Occupational Specialty Code (AOSC) established by OPM that corresponds to an occupation in the NCLF. AID's specialty codes have been reviewed to insure that they are consistent with OPM's. AID now has NCLF rates by race and sex for all occupations. When compared with the number of employees in each occupation in AID by race and sex, the difference will determine the direction of affirmative action planning in the particular occupational category.

In addition, EOP and M/PM developed tables for monitoring the Agency's personnel management process in the areas of recruitment, conversion to Civil Service and to Foreign Service, crossover, assignments, promotions, tenuring and awards. These tables will standardize the Agency's reporting format.

During the meeting, several ad hoc groups discussed problems experienced by their members. Marilyn Zak, the Women's Action Organization (WAO) representative, expressed concern about the lack of women in supervisory positions and suggested that efforts be made to train more women.

Mable Meares, Thursday Luncheon Group representative, noted that the same problem applies to minorities.

Zak also expressed the need for feedback from management on the WAO report, "A Profile of Women in AID: The Challenge Continues." She encouraged management to discuss the report with women employees to learn their views on problems women face in career advancement.

John Chao, Asian and Pacific American Federal Employees Council representative, stated that a disproportionate number of Asian Americans have been eliminated in the staff reduction compared with other minorities.

Morris emphasized that he will be tracking progress of women and other minorities affected by the reductions and will explore any case in which an individual feels that the process has been unfair.

Allison Herrick, deputy assistant administrator, Bureau for Program and Policy Coordination, requested that the board again review the possibility of providing upward

mobility training programs similar to ones sponsored by the Agency in the past.

She pointed out that many graduates of these programs now have moved into senior level positions in the Agency. Morris explained that in view of budget cutbacks, the Office of Personnel Management has indicated that the Career Ladder Program is the best way to address this problem.

In his closing remarks, Diamond indicated that the Office of Equal Opportunity Programs will take a more aggressive stand in leading Agency efforts to identify and eliminate any employment practice and/or procedure that may have contributed to the underrepresentation of minorities, women and handicapped individuals in the Agency's work force.

### AID REPRESENTED AT CONFERENCE FOR HANDICAPPED

Long-range implications for disabled people in the workplace, management and perceptions of disabilities, and legislation that may affect the lives of disabled people were discussed at the 1985 Annual Meeting of the President's Committee on Employment of the Handicapped.

Jo Williams, coordinator of AID's handicapped program, represented the Agency at the conference, held at the Washington Hilton, May 1-3. The theme "Human Resources and the Challenge of Change," was discussed by individual speakers and panels.

One of the highlights of the conference was a workshop entitled "Technology—The Emergence of a Brave New World." Ted Kennedy, Jr., who has been designated Special Ambassador of the Decade of Disabled Persons, served as the moderator and opening speaker. Kennedy, 23, a recent graduate of Wesleyan University, lost a leg to cancer in 1973 when he was 12 years old.

Though physically challenged, he remains athletic and is a skier and ski instructor. Kennedy said that he "personally prefers the term physically challenged rather than the words disabled or handicapped—words which set boundaries." He urged the audience not to look upon handicapped people in a patronizing way or to view disabled persons as objects of pity.

During the "Disabled Youth Speak Out: Are We Ready for Work?" panel, disabled young people met with top education policymakers to discuss whether their school experiences had prepared them for the world of work. How people get and keep jobs and the importance of networking were also discussed.

The conference also included workshops where attendees viewed product demonstrations, audio-visual presentations of the latest products and assistance devices, and possible future products.

—Voncile Willingham

## Space Age Technology Aids Warning Systems



The sub-Saharan drought and famine, as well as the recent Chilean earthquake, underscore the importance of a timely and appropriate U.S. government response to foreign natural disasters.

Reviewing advances in space-age methods for predicting disasters and exploring how new technologies can most effectively be put to use by developing countries was highlighted at a July 15-16 conference in Washington, D.C.

The U.S. Government Inter-agency Conference on Developing Predictive Capabilities for Disaster Early Warning Worldwide was sponsored by the Office of Foreign Disaster Assistance, with support from the Bureau for Science and Technology and the Department of State's Bureau of Oceans and Inter-

national Environment and Scientific Affairs.

Conferees, invited from 15 government agencies, including the Army Corps of Engineers, National Aeronautics and Space Administration, and Nuclear Regulatory Commission, explored how their agencies can informally network to make better use of current and future space-age technologies for disaster forecasting and early warning.

Knowledge about the existence and use of these technologies, which represent a major U.S. investment, should help agencies process, analyze and share information faster during critical disaster situations. The information also may help developing countries recognize and respond more quickly to major disasters.

## Genetic Research Benefits Bananas



The importance of bananas to tropical economies can hardly be exaggerated.

Cooking bananas, sometimes called plantains, are a staple food and often comprise a major part of the caloric intake of large numbers of people in the Caribbean, Central and South America, South and Southeast Asia, and tropical West, Central and East Africa. Rich

**"Through state-of-the-art technology, four million banana shoots can be generated in a year."**

in potassium, dessert bananas frequently are a cash export crop and a complementary food in local diets.

However, a number of diseases seriously affect plantains throughout the world. For example, Black Sigatoka is costing the export banana industry over \$100 million a year. Chemical control for the small growers and peasant farmers is too expensive.

Resistance to virulent diseases such as Fusarium wilt, Sigatoka leaf spot, Black Sigatoka and resistance to the burrowing nematode *Radopholus similis* have been the main breeding objectives, but these have not been entirely successful. In fact, no banana or plantain clone in production has been bred by man. They are the natural products of evolution and selection.

At the Third International Conference of the International Association for Research on Plantain and Other Cooking Bananas held in Abidjan, Ivory Coast, May 28-31, four resolutions were passed to encourage genetic improvements in plantains and bananas.

The Office of the Science Advisor (SCI), through AID's Program in Science and Technology Cooperation (PSTC), is already supporting two plantain/banana projects. Abraham Krikorian of the Department of Biochemistry, State University of New York at Stony Brook, and Ludwig Muller of CATIE, Turrialba, Costa Rica, are exploring ways in which tissue culture can help Latin American and other farmers overcome problems such as Black Sigatoka disease.



Work is progressing toward using cultured bananas and plantains to screen susceptibility or tolerance to Black Sigatoka.

Research shows potential for protecting plantain and banana resources by use of tissue, cell and protoplast culture techniques. These range from methods for rapid clonal multiplication of disease-free material to generating useful genetic variation.

There now are methods that rapidly multiply germ plasm in a disease-free or specific pathogen-free state. Because of the technology developed by Krikorian and one of his graduate

students, Sandra Cronauer, over four million shoots can be generated in the course of a year.

At CATIE, work is progressing toward using cultured bananas and plantains to screen susceptibility or tolerance to Black Sigatoka. The plan is to identify germ plasm that is disease-resistant and can be rapidly multiplied and distributed. Even now, clones long-known to be Black Sigatoka tolerant, but in short supply, have been multiplied and are being field tested.

The chance of using tissue culture to select or generate new clones of plantains/bananas that are tolerant to both Black and Yellow Sigatoka will be greatest, according to Krikorian, when totipotent cell suspensions (capable of developing into a complete organism) of Musa clones also are developed. Such totipotent cells could produce embryonic structures or whole plants in virtually limitless numbers.

Krikorian says that induction of totipotent cell suspensions of any plant (much less plantains or bananas) is a very difficult task.

"It is not simply a matter of the extension of existing technology; it is a basic research problem," he says. "The full complement of resources and skills is only beginning to focus on the problem of tissue and cell culture of tropical crops and specialty plants. The potential is there; it needs to be developed further."

—Miloslav Rechcigl

### REASSIGNED

**Robert Cook**, general engineering adviser, Egypt, to civil engineer, ANE/NE/PD/ENGR

**James Cumiskey**, public health adviser, AFR/RA/TECH, to financial management specialist, M/FM/PAFD

**Effie Hunter**, communications/records supervisor, M/SER/MO/CRM/RM, to assistant communications/records supervisor, Egypt

**Richard Hynes**, assistant regional development officer, AFR/CCWA, to development coordination officer, PPC

**Leroy Jackson**, assistant project development officer, AFR/PD/SA, to project development officer, Chad

**Diane Leach**, employment development specialist, M/PM/TD/TT, to procurement counseling specialist, S&T/IT/RS

**David Loveday**, public affairs specialist, XA/PR, to disaster operations specialist, OFDA/LAC

**Richard Rosenberg**, trade development officer, PRE/I, to assistant project development officer, COMP/FS

**Robert Thompson**, program officer, AFR/SA/LN, to assistant program officer, AFR/SA/ZMBL

**Rafael Zelaya**, accountant financial analyst, M/FM/CONT, to budget/accounting officer, Honduras

## WHERE? IN THE WORLD ARE AID EMPLOYEES

### PROMOTED

**Roberta Atkinson**, SDB/OD, program operations assistant

**Mary Breeding**, IG/EMS, administrative operations assistant

**Mary Brock**, A/AID, executive assistant

**Robert Clay**, S&T/H/HS, public health adviser

**Mary Pamela Foster**, OFDA/OD, administrative operations assistant

**Margaret Grohs**, LAC/DR, clerk typist

**Eileen Johnson**, S&T/HR, secretary stenographer

**Blanche Layne**, AFR/CONT, clerk typist

**Susan Maltese**, M/PM/PP, personnel management specialist

**Scott Radloff**, S&T/POP/PPD, economist

**Janet Rudasill-Bey**, AFR/DP/PAB, program operations assistant

**Daisy Thomas**, PPC/EMS, secretary typist

**Ronnie Ward**, M/PM/CSP,

personnel staffing specialist

### RETIRED

**Evelyn Leaf**, A/AID, administrative aide, after 20 years

**Dorothy Colbert-Blake**, SDB/OD, general business specialist, after 28 years

**Kurt Teil**, NE/REP/Italy, project manager, after 29 years

**Andrew Wiley**, S&T/POP/IT, medical officer, after 11 years

**Hans Manz**, M/SER/COM/TS, assistant commodity management officer, after 19 years

**Queen Johnson**, M/PM/FSP/PA, personnel staffing specialist, after 22 years

**Henry Smith**, COMP/PDR, special assistant, after 6 years

**Fermino Spencer**, COMP/FS, regional development officer, after 17 years

**Catherine Edge**, LAC/DR/RR, program operations assistant, after 18 years

**Frank Moore**, EGYPT/AGR/PAD, assistant agricultural development officer, after 14 years

**William Judy**, COMP/DS/NONJAO, agricultural development officer, after 4 years

**James Kelly**, COMP/DS/NONJAO, development coordination officer, after 15 years

*Number of years refer to AID service only.*

### MOVED ON

**Curtis Barker**, S&T/RUR

**Charlene Bofinger**, GC/LE

**Amparo Bouchey**, AA/LAC

**Glenn Conrad**, GC

**Johnera Daniels**, M/SER/CM/RO/ASI

**James Eaton**, COMP/FS

**E. Morgan Gilbert**, AFR/PD/SA

**Debra Kibler**, S&T/N/OP

**Andrew Kops**, COMP/FS

**John Marshall**, M/SER/IRM/WMS

**Michelle McCollough**, M/PM/FSP/AB/SS

**Robert Scott McCandless**, Sudan

**Janice Moore**, LAC/CAP

**Angela Moosa**, COMP/CS/R

**Barbara Jean Riddle**, Sri Lanka

**Victor Rivera**, AA/LAC

**Lorilal Russell**, Peru

**Inez Sadur**, ANE/NE/E

**Laura Schweppe**, ANE/NE/E

**Jane Shallcross**, S&T/HP