

AID REPORTS: DEVELOPMENT MANAGEMENT

Presented below are abstracts of recent AID reports on the subject of development management. Copies of these reports and other current research studies, sector analyses, special evaluations, and state-of-the-art reports describing a broad spectrum of international development experience are available from AID's Center for Development Information and Evaluation (CDIE). A complete listing of citations and abstracts of reports available from CDIE can be found in the quarterly CDIE journal "AID Research and Development Abstracts" or "ARDA." The goal of ARDA is to transfer development and technical information to active practitioners of development assistance. To obtain copies of the reports listed below or of the most recent issue of ARDA, contact PPC/CDIE/PI/ARDA, SA-18, room 209, (703) 235-2753.

Doc. number: PN-AAI-66

Report of a preparatory evaluation workshop on the management of agricultural projects in Africa

U.S. Agency for International Development, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Bureau for Africa, Office of Regional Affairs, Washington, D.C., AID evaluation special study, no. 33, Jan 1986, vii, 146p. + appendix: statistical table.

The principal papers and discussions of a September 1984 workshop on agricultural project management in Africa are presented in this report. The purpose of the workshop was to sensitize field evaluation teams to management issues and prepare them to undertake a series of evaluation case studies funded by AID's Center for Development Information and Evaluation.

The workshop opened with a broad review of the evolution of AID's development management policies and practices. Some concern that current AID projects may be too complicated to be effectively managed was expressed. Subsequent sessions focused on component management factors and tools for overcoming management constraints caused by Africa's cultural traditions, organizational structures, and unstable economic and political environment.

The workshop focus then narrowed to examination of more specific project management issues. Two such issues (organizational, institutional, and structural linkages and administrative processes) were discussed and a paper was presented on practical guidelines for assessing and explaining development management performance. Based on these papers and discussions, the evaluation team members were able to establish their roles, develop detailed project scopes of work and schedule field activities.

The final sessions of the workshop were devoted to planning the evaluation field trips and ensuring that reports would maintain the overall focus of the evaluation series.

Doc. number: PN-AAV-83

Improving project implementation via soft management changes

Hermann, Chris

U.S. Agency for International Development, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C., AID evaluation occasional paper, no. 7, Mar 1986, 19p. + appendix.

AID's approach to resolving recurrent project implementation problems often involves "hard" management changes concerned with design issues, such as locus of authority and responsibilities. This paper identifies "soft" management changes—those that focus on people and AID's organizational culture—that might resolve these problems.

The job performance of 25 foreign service officers with a reputation for management excellence was examined to identify those work characteristics (including quantity and quality of work, versatility, consistency, attitude, operational orientation, technical, analytic and interpersonal skills, ability to reverse a bad situation and soundness of judgment) which contributed to management effectiveness.

The study suggests that in rewarding excellence AID shift its emphasis from design, planning, and general administration to management activities, and that it correct its practice in promoting people of removing those with implementation skills from involvement in project management. AID should also place greater emphasis on project manageability in project design and evaluation, and confer greater recognition, visibility and rewards for expertise in project management.

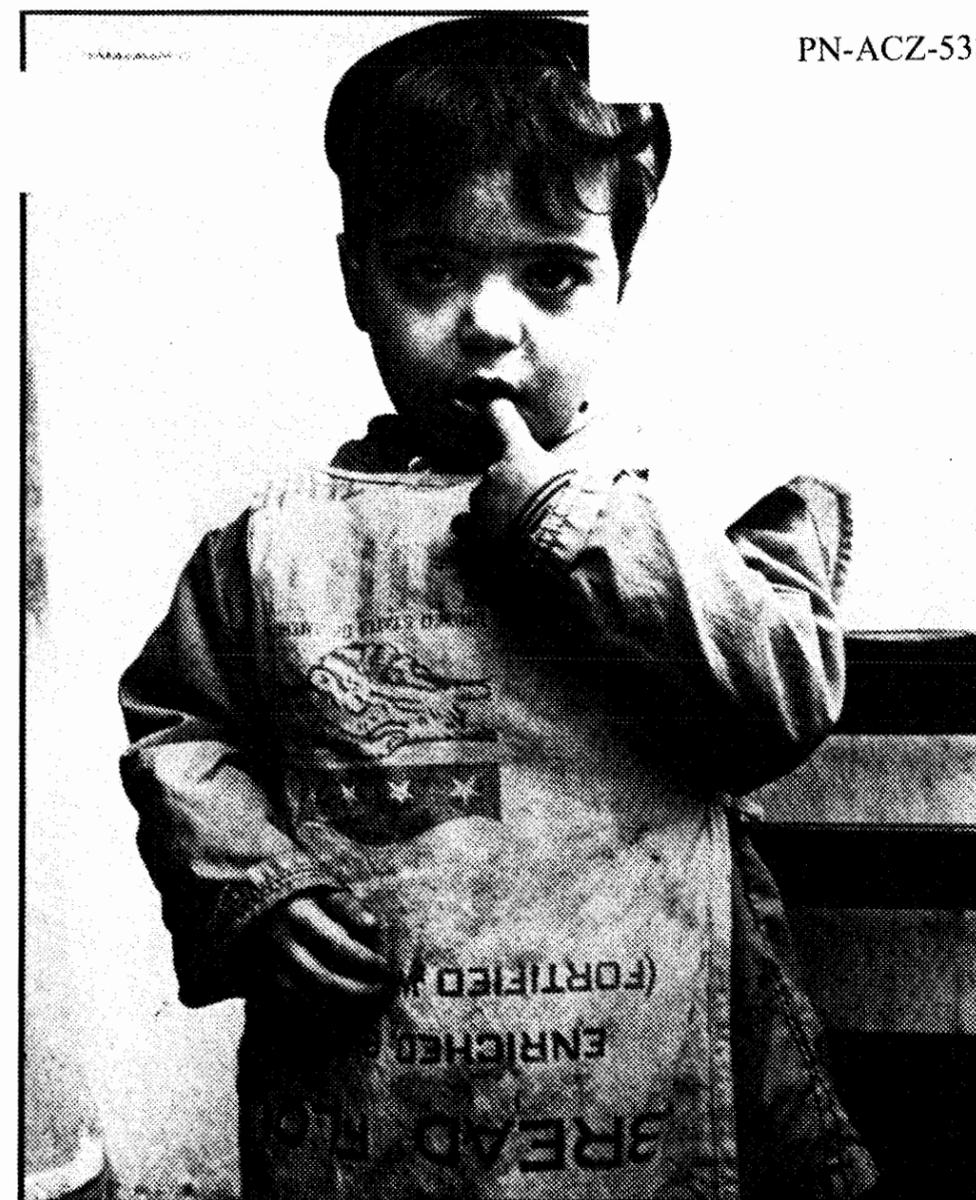
FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

FEBRUARY 1987

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

PN-ACZ-538



AID Fights for Funds

African Drought Efforts Honored

Exercise: Just for the Health of It

'Modest' Foreign Affairs Budget Touted

by Roger Noriega

Stretching a tiny blue State Department sweatshirt labeled "1987 budget" across his chest, Secretary of State George Shultz illustrated at a news conference that the current foreign affairs budget "doesn't fit." Reporters chuckled and cameras whirred. His point was made.

Wishing reporters a "happy budget battle year" at the Jan. 6 briefing, Shultz kicked off an effort to unite public and congressional support for a proposed \$19 billion foreign affairs budget for fiscal 1988 and a \$1.3 billion supplemental request for fiscal 1987.

"It is of critical importance for the good of our country to step up to these obligations," Shultz argued. "I fervently hope that the Congress will support our supplemental request for 1987 and the President's full request for fiscal 1988."

Following Shultz, AID Administrator Peter McPherson fielded questions on the details of the budget package, which includes \$400 million in supplemental funds for AID programs in the current fiscal year and a

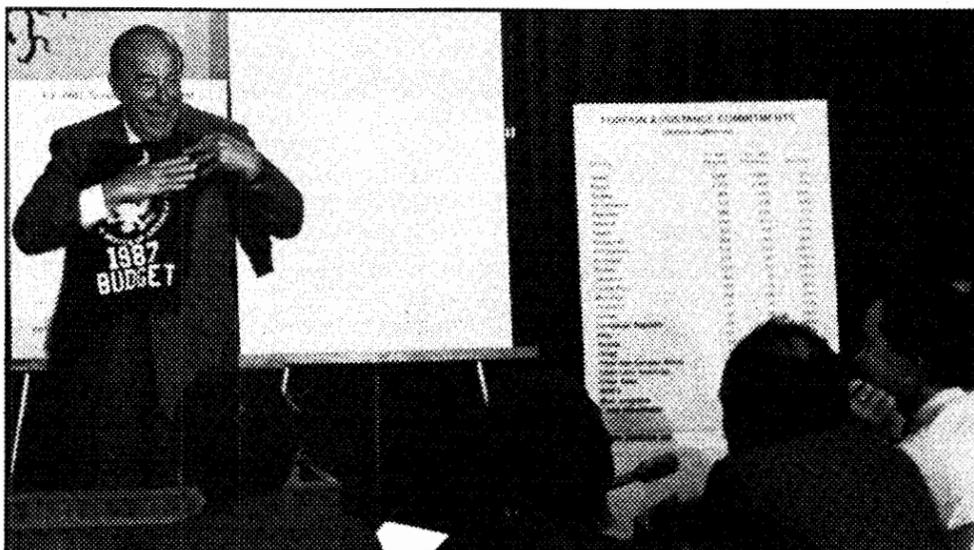
\$5.8 billion budget in fiscal 1988.

The intense effort to answer Congress' questions on the budget proposal actually began days before, when the Office of Management and Budget agreed to lift the usual embargo on budget figures so AID officials could brief key Hill staffers on the Agency's proposal.

"There will be an intensive and continuing effort to inform the Hill of the importance of supporting this budget," says Martin Dagata, AID deputy assistant administrator of the Bureau for Program and Policy Coordination.

Shultz made those objectives clear. He said the key goals of the "150 account"—the foreign affairs portion of the President's budget—were to "help us defend ourselves," promote U.S. prosperity by developing the world economy and "promote democracy, freedom and the rule of law around the world."

"Our whole '150 budget' accounts for two cents of the federal dollar," Shultz pointed out. "Think of it as an insurance policy for the future of our stake in security, prosperity and democracy. I think it's a pretty small premium, and we should pay it."



Secretary of State George Shultz drives home the point that the current foreign affairs budget "doesn't fit." The fiscal 1988 foreign affairs budget was outlined at a Jan. 6 State Department briefing.

McPherson has argued that if the requested funds are not approved, many of the most important U.S. policy objectives will be threatened. For example, he believes that the U.S. ability to support economic progress and political stability in Central America will be impaired if the \$200 million in supplemental Economic Support Funds for Costa Rica, El Salvador, Honduras and Guatemala is not appropriated.

In another critical region, cuts that had to be made this year in African programs because of budget pressures are so dramatic Shultz preferred not to spell them out for reporters on the eve of his recent trip to that continent.

For instance, in 1985 the Sudan received \$114 million in Economic

Support Funds to accommodate vital policy reforms; no such funds can be allocated to that country in fiscal 1987. This year, the African Economic Policy Reform program has been funded nearly 75% below the level mandated by President Reagan's Executive Order that conceived this effort in 1985 as a \$500 million, five-year program.

In fiscal 1988, McPherson hopes the Agency can make up lost ground in that region by setting aside \$500 million for a new development fund for all of Africa. But, this requires congressional approval.

McPherson added that the Agency cannot support President Reagan's Southern Africa Initiative unless Congress approves \$50 million for
(continued on page 7)

Famine Efforts Honored

"The ground rules were simple," said Administrator Peter McPherson of the African famine relief effort. "If you worked hard, you saved lives. If you worked harder, you saved more lives."

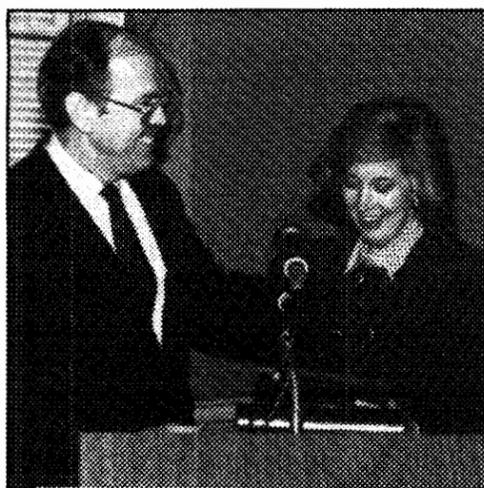
With that, McPherson presented more than 30 AID personnel, offices and people outside the Agency special awards in recognition of their outstanding contributions to the relief effort of 1984-86.

Secretary of State George Shultz, who took part in the Jan. 28 ceremony, hailed McPherson's leadership in the relief effort and noted the vital contributions made by the honorees.

"Life is made up of deeds, not years," Shultz observed. "We're here today to say 'thank you' to a group of individuals whose deeds during the recent African drought brought hope to a region that had very little hope," he told the crowd that packed the State Department's elegant Thomas Jefferson Room.

"Painful as it is to recall, it's only when we remember the magnitude of the tragedy that we can fully recognize how extraordinary the response was," Shultz said.

He noted that 200 million people in 29 African countries were imperiled by the famine. Of those, 30 million were in serious danger of starving to death. In response, the United States provided 300 million tons of food,



Sarah Tinsley, former acting assistant administrator of the Bureau for External Affairs, accepts the "Public Affairs Award" from Administrator McPherson for her efforts in informing the public of the U.S. response to the famine crisis.

valued at \$1.1 billion, according to Shultz.

"It took more than good intentions for our African relief efforts to be successful," said Shultz. "There is no substitute for professionals who know their jobs."

McPherson recalled a personal experience on his first visit to an African feeding camp. "I came upon a nun, one of Mother Teresa's sisters, who was holding a child who was very near death. I asked if there was anything I could do. She responded, 'Pray for me. I cannot seem to do enough.'"

Of those AID personnel who did what they could in the African relief effort, McPherson said, "Your work is something of which all Americans
(continued on page 3)

ANE Bureau Expands Anti-Narcotics Program

Expanding its anti-narcotics effort in Asia, the Bureau for Asia and Near East (ANE) is launching its first anti-drug education effort in Pakistan and developing a regional campaign that will begin early next year.

USAID/Islamabad has helped the Pakistan Narcotics Control Board (PNCB) develop an anti-drug mass media campaign and information center. This is AID's first narcotics education effort in Asia, Assistant Administrator Charles Greenleaf reported.

"The mass media campaign began in mid-August, in anticipation of the opium poppy planting season which began in September and October," said Greenleaf. "The information center will be opened soon."

The mass media campaign included national television advertisements; radio jingles; distribution of one million posters, stickers and pamphlets in several local languages; two long-distance marches; and a press tour of AID income substitution projects in the Northwest Frontier Province.

Thirty-two public meetings were held to focus public attention on the anti-drug effort. Participants made four recommendations: a ban on opium poppy cultivation; severe punishment for processing and trafficking in narcotics, including the death penalty in some cases; improved treatment facilities; and better education of youth on the adverse effects of narcotics use.

ANE also began developing a regional narcotics education project in January by undertaking a survey in eight Asian countries.

The survey will examine the narcotics problem in each country; assess public awareness of the problem; evaluate the effective uses of existing narcotics education programs; and identify areas for AID involvement.

Countries participating in the survey are Bangladesh, Nepal, Pakistan, the Philippines and Thailand. Burma, Indonesia and Sri Lanka also will be visited for possible inclusion in the follow-on narcotics education project.

The survey is expected to be completed in early spring.



CDIE DEVELOPMENT REVIEW

IMPROVING PROJECT DESIGN

To avoid design problems and increase the chance of success, the Center for Development Information and Evaluation (CDIE) joined the mission in Kinshasa, Zaire, in developing a new rural development project in Central Shaba.

The Central Shaba Agricultural Development Project (CSADP) includes road improvements, extension services, production and supply of improved corn varieties and village storage facilities. The design of CSADP makes use of recommendations gained from an earlier AID project, Project North Shaba.

For example, CSADP involves private sector organizations and local institutions to a greater extent. In part, project planners adopted this

“Planners want an alternative approach to meet the project’s requirements.”

approach to cut down on the overhead expenses that characterized Project North Shaba, which was carried out by government ministries.

Because of the scale of CSADP, the difficulties of data collection and reliance on private sector and local organizations for carrying out the project, compiling the necessary background information presented a challenge.

One major idea that the mission added to the design of CSADP is the need for a management information system to monitor initial project outputs and to track the economic and social effects of the project on rural procedures, the local marketing system and the regional economy.

Monitoring and evaluation systems in many rural development projects have relied on large-scale surveys designed to provide representative data for the entire project area. Samples often included hundreds of households and a broad array of economic and social data to measure various changes expected from the project. However, surveys often failed to provide valid data and did not meet management’s immediate information requirements. In addition, the survey approach proved costly.

Because of these problems, project planners wanted an alternative approach to meet the project’s information requirements.

CDIE’s assistance resulted in a plan for establishing a project information office. Because CSADP is carried out through more than one Zaire ministry, the information office is located within the management system of the project.

Meeting the information needs of

CSADP is the primary objective of the office. But strengthening local data collection and analysis capabilities is also an important function of the office.

An important part of developing an information plan for CSADP was identifying the general types or categories of data and studies that will be needed for project monitoring and evaluation. A community-level survey to obtain data on village conditions and changes in the project area is central to the project strategy.

Through surveys conducted every two or three years, approximately 100 to 125 villages will provide sufficient coverage of the project area. Because the project will be phased in, villages already in the project area can be compared to villages where it has not begun.

Using village-level data collection (housing conditions, access to health services) and a key informant approach, which entails interviewing village headmen and groups of small-holder farmers (male and female), will reduce the complexity and costs of the surveys.

Equally important, the surveys should uncover issues or questions that can be investigated in more detail through special studies. This includes marketing systems, nutritional effects of new corn varieties, equity of project benefits and new or expanded commercial activities.

The Kinshasa mission’s handling of the monitoring and evaluation requirements of CSADP illustrates the type of information planning CDIE encourages for the Agency.

First, monitoring and evaluation should be treated as an integral component of the overall design. Too often, monitoring and evaluation are “tacked on” to meet Agency requirements, with little thought or attention to establishing a viable information system for the project.

Second, the information component was developed from the outset of project planning. Project planners included information specialists on the design team—provided by CDIE.

Third, the mission was receptive to integrating monitoring and evaluation as a single function designed to operate as an information system for project management. Finally, strengthening local capabilities for data collection and analysis is an important objective for CSADP’s information component. Monitoring and evaluation need to be treated as a management technology useful to the development of host country institutions.

CDIE welcomes the opportunity to work with other missions on information-related problems. In some cases, CDIE has been able to assist missions from AID/Washington. For assistance requiring a visit by CDIE’s contractor staff, missions are expected to pay travel and per diem expenses.

—Chris Hermann

CONTENTS

Vol. 27, No. 1

NEWS & FEATURES

- 5 **PERSONALITY FOCUS: TOM BLANK**
by Raisa Scriabine
- 6 **PRESIDENT REQUESTS \$5.8 BILLION FOR AID**
by Peter Robinson
The Agency’s fiscal 1988 budget represents a 2.5% increase over the 1987 appropriations for development activities and includes a new \$500 million Development Fund for Africa.
- 7 **AMA GRANT TO HELP CHILDREN**
IESC-AID PLAN TO ASSIST EXPORTS
- 8 **EXERCISE: JUST FOR THE HEALTH OF IT**
by Nancy Long
Exercise is a big health plus, and exercising at the workplace offers a convenient way for people with busy schedules to find time to keep fit.
- 10 **NEW POPULATION THRUST INVOLVES PRIVATE SECTOR**
The Agency’s latest efforts in population planning will emphasize cooperation with private enterprise.
- PLANNED PARENTHOOD FILES LAWSUIT AGAINST AGENCY**
- 11 **PAKISTANI IRRIGATION SYSTEM GETS FACE-LIFT**
by Susan Gant
A project to rehabilitate a 3,000-year-old canal system has opened dormant land to productive use.
- 14 **DEVELOPMENT EDUCATION CONNECTS ISSUES**
A conference sponsored by the Office of Private and Voluntary Cooperation explores the links between developmental and domestic issues.

DEPARTMENTS

- 2 **CDIE—Improving Project Design**
- 4 **WHERE IN THE WORLD?**
- 12 **AID BRIEFS**
- 13 **M—Boards Approve Awards, Recommend Promotions**
- 14 **EOP—Recourse for Complaints Explained**
- 15 **LAC—Courier’s Capabilities Enhanced**
- Back Cover—Reports Available

Assistant Administrator for External Affairs: Tom Blank
Director of Publications: Dolores Weiss
Assistant Editor: Suzanne Chase
Senior Writer-Editor: Roger Noriega
Staff Writer: Nancy Long
Photographer: Clyde F. McNair
Staff Assistant: Mary Felder

Correspondents: EOP: Voncile Willingham
FVA: Lori Forman S&T: Marcia Packer
GC: Robert Lester SCI: Irvin Asher
M/PM: Marge Nannes
BIFAD: Margie Tumblin
OFDA: Renee Bafalis
PPC: Warren Weinstein PRE: Douglas Trussell
PPC/E: Mary Ryan ANE: Joe Esposito

Front Lines, a publication for employees of the Agency for International Development, is published monthly by the Bureau for External Affairs. It has been reviewed and approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, *Front Lines*, AID, Room 4889, Washington, DC 20523. Phone (202) 647-4330. Next Issue: March 15, 1987.



Photo Credits: page 11, Virginia Morgan; page 15, USAID/Ecuador.

Cover Photo: Budget restrictions may threaten the continuation of many of AID’s most important humanitarian assistance efforts. See budget stories, pages 6-7.

Drought Awards

From page 1, column 2

can be proud. It pulled America together."

The "Distinguished Honor Award" is the Agency's highest recognition, conferred by the Administrator on those employees who distinguish themselves by exceptionally outstanding service. The five individuals who received this award and the positions they held during the relief effort are:

Julius Becton, Jr., director of the Office of U.S. Foreign Disaster Assistance (OFDA);

Fred Fischer, coordinator, U.S. emergency relief effort, Ethiopia;

James Kelly, deputy director, Interagency Task Force for the Africa Emergency;

Ted Morse, director, Africa Drought Coordination Staff, Bureau for Africa (AFR); and,

Steven Singer, deputy director/coordinator, Office of Food for Peace, Bureau for Food for Peace and Voluntary Assistance (FVA).

The Agency's second highest award is the "Superior Honor Award," granted for outstanding service to the objectives of the U.S. government or the Agency. The nine persons who received this recognition, and the positions they held during the relief effort, are:

Walter Bollinger, deputy assistant administrator, FVA;

William Brown, mission director, Sudan;

Hunter Farnham, deputy director of policy and planning, Africa Drought Coordination Staff;

Brian Kline, deputy director, Office of East Africa Programs, AFR;

Timothy Knight, deputy director, Interagency Task Force for the Africa Emergency, OFDA;

Alexander Love, deputy assistant administrator, AFR;

Jeanne Markunas, chief, Program Operations Division, Office of Food for Peace, FVA;

Willard Pearson, Jr., chief, Title II Division, Office of Food for Peace, FVA; and,

Thomas Reese, III, director/coordinator, Office of Food for Peace, FVA.

Nine Agency employees were presented the "Meritorious Honor Award" for outstanding service in the conduct or improvement of programs. The winners of this award, and the position they held at the time of the famine relief effort, are:

Ellsworth Amundson, deputy director, Office of Sahel and West Africa Affairs, AFR;

Christine Babcock, disaster operations specialist, OFDA;

William Carter, branch chief for Africa, Title II Division, Office of Food for Peace, FVA;

Phyllis Dichter, deputy director, Africa Drought Coordination Staff, AFR;

Richard Gold, Food for Peace officer, Title II Division, Office of Food for Peace, FVA;

Carole Siegel, disaster operations specialist, OFDA;

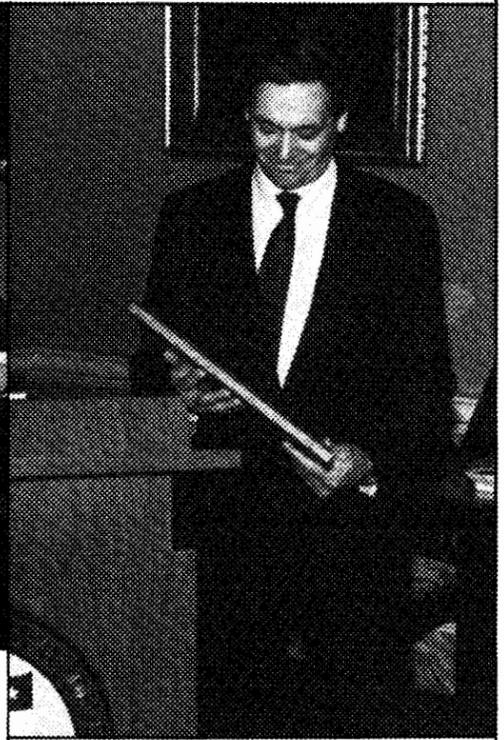
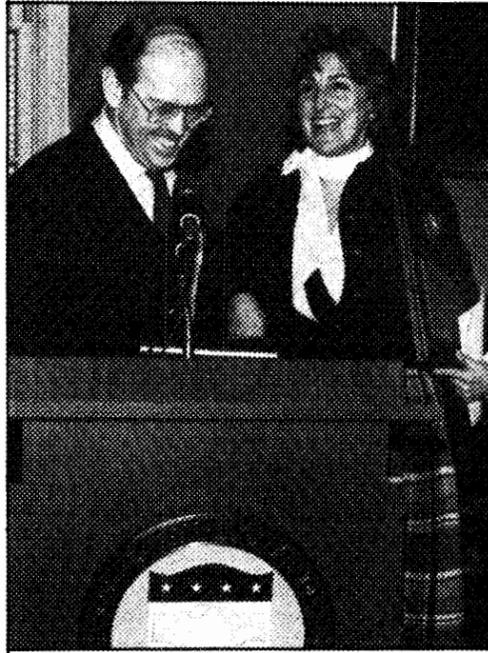
Alan Silva, AID affairs officer, Mozambique, AFR;

Ronald Ullrich, branch chief for Africa, Title II Division, Office of Food for Peace, FVA; and,

John Woods, AID representative, N'Djamena, AFR.

A special "Humanitarian Service Award" was presented for compassion and leadership in responding to the famine crisis in Africa. This award was granted to **F. Bradford Morse**, former head of the U.N. Office of Emergency Operations for Africa (UNOEOA); **Maurice Strong**, deputy director of UNOEOA; and **Julia Chang Bloch**, assistant administrator, FVA.

Daniel Amstutz, undersecretary of the U.S. Department of Agriculture, and **Chester Crocker**, assistant



Julia Taft, director of the Office of U.S. Foreign Disaster Assistance (OFDA), accepts the "Distinguished Unit Citation" on behalf of OFDA from Administrator McPherson.

Tom Reese of the Bureau for Food for Peace and Voluntary Assistance receives the "Superior Honor Award."

secretary of state for African Affairs, received "Public Service Awards" for marshaling the resources of the agricultural and foreign policy communities during the crisis.

For efforts in informing the American public of the crisis in Africa, the "Public Affairs Award" was presented to **Kate Semerad** and **Sarah Tinsley**, who served as assistant administrators in the Bureau for External Affairs during the U.S. relief effort.

Thirty-five employees also received Africa Drought Relief Achievement Awards for "sustained achievement, professional competence and dedication brought to the African emergency relief and recovery program."

"Distinguished Unit Citations" were issued to the Office of Food for Peace, OFDA and the AID office in Ethiopia for performing "in a manner so far above and beyond that normally expected."

"In recognition of outstanding performance in planning, coordinating and implementing the famine relief efforts, . . . resulting in millions of people able to return to normal, productive lives," "Superior Unit Citations" were accorded the following offices and missions:

AID missions in Burkina Faso, Chad, Mali, Mauritania, Niger and Sudan;

AID affairs office in Mozambique; Regional Economic Development Service Offices for West and Central Africa and for East and Southern Africa; and,

Offices of East Africa Programs and of Sahel and West Africa Affairs, AFR.

"Certificates of Appreciation" also were presented to several individuals and offices throughout the U.S. government for contributions to the relief and recovery effort in Africa.

—Roger Noriega

Stockard Praised for Work on Onchocerciasis

Dr. Joe Stockard, recently retired from AID as senior medical officer in the Bureau for Africa, received special recognition for his long-standing contributions to the multidonor-funded Onchocerciasis Control Program (OCP) in West Africa.

The tribute, accompanied by a gift of traditional African handicrafts, was made by **Flt. Lt. Jerry Rawlings**, chief of state of Ghana, at the December meeting of the OCP Joint Program Committee in Accra on behalf of all countries participating in the program.

Rawlings praised Stockard as one of the "founding fathers" of OCP and expressed appreciation for his 13 years of "devoted service to the program and to the participating coun-

tries to tackle the scourge of onchocerciasis."

The AID-funded program, launched in 1974, has been successful in controlling the once-prevalent "river blindness" disease in 90% of the original program area, which covers Benin, Burkina Faso, Ghana, Ivory Coast, Mali, Niger and Togo.

Recently, coverage was extended to include Guinea, Guinea Bissau, Senegal and Sierra Leone.

Prior to his involvement with the "oncho" program, Stockard, an epidemiologist with more than 30 years of government service, worked on cholera research in Bangladesh, plague epidemics in Vietnam and in the Surgeon General's Office of the U.S. Public Health Service.



Dr. Joe Stockard, retired senior medical officer in the Bureau for Africa, displays a gift he received at a recent Onchocerciasis Control Program meeting, where he was honored by participating countries for his contributions.



Secretary of State Shultz (right) congratulates "Distinguished Honor Award" recipient Fred Fischer, who served as coordinator of the U.S. emergency relief effort in Ethiopia.

RETIRED

Louise May Blackwell, COMP/FS/OS/DS, executive assistant, after 7 years

Frances Dennis, AA/XA, administrative officer, after 20 years

Robert Doucette, PHIL/EXO, contract officer, after 28 years

Maurice Fair, M/SER/MO/CPM/T, messenger analyst/dissemination assistant, after 21 years

Betty Green, LAC/DP/CPS, program operations assistant, after 11 years

Joyce Hooks, S&T/N, program operations assistant, after 20 years

Austin Heyman, FVA/PVC, administrative operations, after 25 years

John Lamb, COMP/FS/OS/DS, engineering officer, after 2 years

William Lefes, Ghana, mission director, after 27 years

Howard Lusk, AID/REP/Brazil, AID representative, after 28 years

Gordon Pierson, COMP/FS/DS, AID affairs officer, after 25 years

Mary Carolyn Reilly, Lesotho, executive assistant, after 25 years

Mary Sherard, M/SER/OP/O/AFR, clerk typist, after 19 years

Walter Sherwin, AFR/TR/PRO, supervisory regional development officer, after 28 years

George William Steckel, LAC/DR, program officer, after 29 years

Years indicate AID service only.

PROMOTED

Jay Bergman, M/SER/OP/W/FA, supervisory contract specialist

Bonita Blackburn, S&T/POP/CPS, program operations specialist

Peggy Brannon, AFR/DP/PPE, clerk typist

Judy Britt, M/SER/OP/PS/SUP, program operations specialist

Mary Brock, A/AID, executive assistant

Patricia Brown, PPC/CDIE/PPE, clerk typist

Marilyn Buchan, REDSO/W&C, contract officer

Donald Clark, Nepal, supervisory project development officer

Dianna Curry, M/SER/OP/W/CO, secretary typist

Tanya Dalton, S&T/IT/RS, clerk typist

Oliver Davidson, OFDA/OS, disaster operations officer

Regina Deadwyler, M/FM/PAFD, secretary typist

John Dial, Philippines, financial management officer, budget/accounting

Lorie Doheny, M/SER/OP/W, procurement assistant

Doris Downey, IG, secretary stenographer

William Dunn, REDSO/E&S, commodity management officer

Roland Escalante, AFR/TR, secretary stenographer

Catherine Gould, IG/II, secretary stenographer

David Green, M/SER/OP/TRANS, clerk typist

Richard Greene, Kenya, program economics officer

Jack Gunther Jr., Bangladesh,

WHERE? IN THE WORLD ARE AID EMPLOYEES

supervisory executive officer

Linda Handon, M/SER/MS/OD, secretary typist

Sherrill Harless, M/SER/OP/W/HP, contract specialist

Gerald Hensley, Dominican Republic, supervisory financial management officer

Elizabeth Holman, S&T/POP/IT, secretary typist

Dorothy Hooker, S&T/POP, secretary stenographer

Linda Hooper, Nepal, secretary

Homi Jamshed, Egypt, supervisory management officer

Dana Jenkins, AA/XA, clerk typist

Vivian Jenkins, M/SER/MO/PA, clerk typist

Rachel Jeyakaran, M/PM/FSP/A/A, administrative operations assistant

Vernice Johnson, ES/CCS, administrative operations officer

Thomas Johnstone Jr., Egypt, financial management officer, budget/accounting

Juanita Jones, FVA/FFP/II/PS, clerk typist

Elaine Kelly, Egypt, commodity management officer

Joan Kimmel, M/SER/IRM/WS, computer systems analyst

Carolyn Ann Kiser, S&T/EY, program operations assistant

Robert Kramer, M/FM/ASD, supervisory financial management officer, budget/accounting

Diane Leach, S&T/IT/PE, program analyst

Mary Lew, Indonesia, supervisory financial management officer, budget/accounting

Mary Lewellen, Bangladesh, supervisory financial management officer

Susan Maltese, M/PM/PP, management analyst

Betty Mangum, LAC/DP/SD, program operations assistant

Rosella Marshall, M/SER/OP/O/AFR, contract officer

Hattie Mason, M/PM/TD, employee development clerk typist

Anthony Mazzocchi, M/SER/OP/COMS/M, international trade specialist

John McAvoy, El Salvador, contract officer

Laura McGhee, REDSO/E&S, contract officer

Alexander McKinnon, COMP, general services officer

Ulysses McLaughlin, M/FM/WAOD/BA, accounting technician

Elizabeth Mills, COMP, personnel officer

Lagretta Moore, S&T/IT, secretary typist

Phyllis Moore, M/FM/CONT, administrative officer

Louis Mundy III, IG/PPO, auditor

Virgilio Perez, COMP, general services officer

Gerald Render, Jamaica, contract officer

Mary Reynolds, REDSO/W&C, contract officer

Barbara Rogers, S&T/MGT, administrative officer

Allen Rossi, IG/II/IS, inspector

Charles Signer, Egypt, commodity management officer

Marsha Smith, Cameroon, controller

Judith Stephens, AFR/CONT, clerk typist

Linda Tarpeh-Doe, Jamaica, financial management officer, financial analyst

Gary Lee Theisen, S&T/ED/DES, education development specialist

Michael Crooks Trott, Swaziland, executive officer

Joe Tucker, M/SER/MS/OM, supervisory executive officer

Joseph Varley, Guatemala, supervisory executive officer

Maxine Walton, AA/LAC, secretary stenographer

Gail Heston Warshaw, ANE/PD/PCS, program analyst

Gloria Washington, PRE/I, secretary stenographer

Marcella Watkins, M/SER/OP/W/HP, secretary typist

Ralph Williams, M/SER/MO, support services supervisor

Darma Wright, M/SER/MO/RM, supervisory executive officer

REASSIGNED

David Adams, COMP/FS/DS, project development officer, to program officer, PPC/PB/C

Alfred Bisset, LAC/DR, supervisory general development officer, to deputy regional director, RDO/Caribbean

Loverna Branch, AFR/MGT/HRM, clerk typist, to secretary typist, OFDA/OS

Joseph Carney, Jamaica, supervisory human resources development officer, to supervisory general development officer, LAC/DR/EST

Mary Crawford, ANE/PD, secretary typist, to administrative operations assistant, M/PM/TD

Margaret Downs-Greene, LAC/CAR, secretary stenographer, to administrative operations assistant, SAA/S&T

Catherine Gleason, M/SER/IRM/TS, computer specialist, to computer systems analyst, M/SER/IRM/WS

Kay Harley, Cameroon, executive officer, to director, S&T/MGT

Joan Kimmel, M/SER/IRM/WS, computer systems analyst, to computer specialist, M/SER/IRM/TS

Andrew Luck, M/AAA/SER, administrative operations assistant, to contract information system specialist, M/SER/OP/PS/SUP

Robert MacAlister, COMP/FS/

R/AIDW, rural development officer, to program officer, LAC/CAR

Shane MacCarthy, COMP/FS/R/AIDW, general development officer, to special projects officer, FVA/PVC/TR-II

Carolyn Moore, COMP/FS/DS, health development officer, to executive officer, M/SER/MS/OM

Robbie Morton, M/FM/PAFD/CMA/F, voucher examiner, to program operations assistant, FVA/ASHA

William Outlaw, XA/P, writer editor, to public affairs specialist, XA/PR

George Smith, M/FM/PAFD/CMA, financial management officer, financial analyst, to supervisory financial management officer, M/FM/WAOD

Margie Tumblin, ANE/EMS, management analyst, to administrative officer, BIFAD/S/ED

Max Williams, M/PM/TD/PCT, personnel officer, to educational development officer, Cameroon

Fred Winch, AFR/DP/PAR, program economics officer, to assistant director, Uganda

Steven Wisecarver, M/SER/OP/O/LAC, contract specialist, to contract officer, M/SER/OP/W/CO

Elizabeth Wrightson, M/SER/IRM/SM, computer programmer analyst, to management analyst, M/SER/MO/PA/RM

MARLEE KOCHIS ANDERSON, M/PM/FSP/A/A

CLIFFORD BENNETT, IG/RIG/A/W

CHARLENE CHASE, M/FM/WAOD/CAC

LEONARD COHEN, M/PM/FSP/CD

ROBIN ELISE COULSON, M/FM/WAOD/FS

P. E. DE LOACH, S&T/AGR/RNRM

D. JEANETTE EVANS, COMP/CS/R

CATHERINE FARLOW, IG/SEC

BREE FARY, SDB/OD

CAROLYN GASKIN, M/SER/OP/W/CO

MATTIE GRIFFIN, M/SER/MO/PA/PB

CHERYL JOHNSON, M/FM/LMD/AR

JOHN LAWSON JR., S&T/POP/R

CAROLYN LEWIS, M/PM/CSP

RICHARD MANGRICH, Morocco

LENORE MAYO, S&T/AGR/CGIAR

SYLVIA MITCHELL, Egypt

THOMAS MOSER, S&T/HR

JACQUELINE RONEAL NEAL, COMP/CS/R

JOSEPH NEUROTH, M/FM/ASD

MARIA RICHARDSON, Cape Verde

CAROL ROETT, S&T/PO

WILLIAM SCHILLINGER, Cameroon

JULIE SCHNEIDER, COMP/CS/R

KATHLEEN SIMMS, M/FM/WAOD/CAC

DERIC SIMMONS, M/SER/PPE/P

BRENDA SMITH, RDO/Caribbean

CAROLYN SMITH, ANE/MENA

MARY SPATHOPOULOS, Philippines

KENNETH SWANBERG, S&T/RD/RI

MARGARET THOME, S&T/MGT

PERSONALITY FOCUS

Tom Blank

by Raisa Scriabine

Tom Blank is not a man to back away from controversy. The tough issues of the day have dominated his public affairs career from the early days of work for Congressman Bob Walker of Pennsylvania to media management for the Department of Transportation and a major hazardous waste management firm in Delaware. AID's assistant administrator of the Bureau for External Affairs has dealt with motorcycle gangs and organized crime, striking truckers and air traffic controllers, plant closures and resulting high profile litigation, Three Mile Island and the early days of AID's African famine relief effort.

It wasn't supposed to turn out that way. Blank set out to be a journalist—to ask the questions, not to supply the answers.

"There is something enticing about being a skeptic to powerful people," he says. "Journalists prevent arrogance in government, and I regret not having been more involved in that profession."

He set his sights on a career as a journalist while still a junior at Wake Forest University. "It dawned on me by my senior year that my qualifications were exactly the same as the other several thousand people who would compete for the couple of dozen reporting jobs across the country." The English-speech major resolved to chalk up a few distinguishing qualifications.

"I decided to work on a political campaign, hopefully in a press capacity," Blank says. He was accepted as a volunteer assistant press secretary in the Pennsylvania gubernatorial campaign mounted by Drew Lewis in 1974. Though Lewis lost, the campaign experience was to prove auspicious for Blank.

"After the campaign, I tried every-

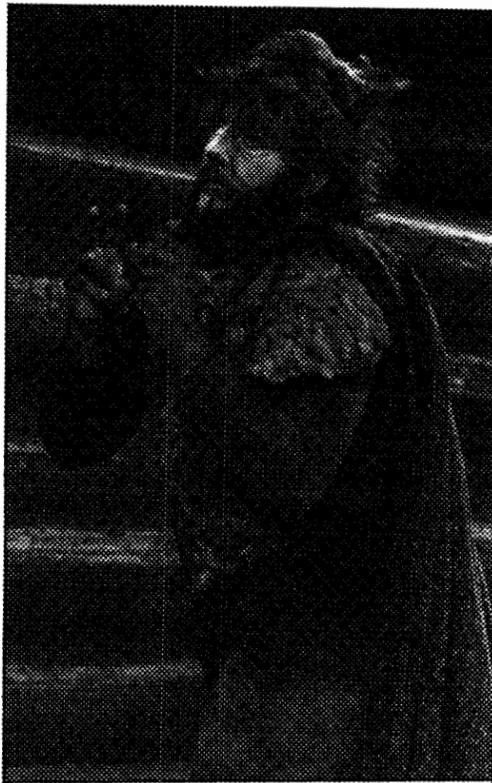
thing I could think of to get into journalism," he recalls. "I ran ads in trade magazines and sent resumes to just about every editor in the country." After five unsuccessful months, Blank took a job as a hotel desk clerk at the Continental Inn in Lancaster, Pa. He soon moved into a management position at the nearby Host Farm resort.

A year later, a friend from the Lewis campaign suggested that Blank handle press, public relations and advertising for another campaign—the effort that elected Bob Walker to Congress. "It was an honor for which Congressman Walker permitted me to volunteer," he smiles. It was also a campaign that changed Blank's life.

"Coming to Washington was very exciting. To be a congressman's press secretary was beyond anything I ever imagined would happen to me."

A young person on Capitol Hill gains experience quickly when confronted with high profile issues. Rep. Walker was asked to lead the House's opposition to the Carter administration's plan to create a Department of Education. "We came within four votes of achieving it, and that was closer than many observers thought the vote would be," Blank explains.

Walker was among the first legislators to focus on the link between motorcycle gangs and the drug network associated with organized crime. It was risky business. "We felt strongly that this was a neglected area of law enforcement and did some informal liaison with several of these gang members who were in the witness protection program," Blank says. "When informal hearings were held on the Hill, some of the witnesses had to be brought there under armed guard. Some would appear only in ski masks. Another would only testify over a loudspeaker with a telephone hook-up."



Tom Blank portrays Caliban in a college performance of Shakespeare's *The Tempest*.

In early 1981, Blank, who by then was administrative assistant to Rep. Walker, had an opportunity to rejoin the staff of a former boss, Drew Lewis—now the secretary of transportation. Blank became a special assistant in the Office of Public Affairs.

"It was my first real introduction to the consensus-making process that is so typical of the executive branch," he says. "To manage a collegial process in coordinating views in external representation and still be responsible for the news media was a big challenge."

Shortly after Blank joined Lewis' staff, a crisis occurred. It became clear that the nation's air traffic controllers would walk off their jobs, which they did on Aug. 6, 1981. The government's unsuccessful negotiating team returned to the Department of Transportation at dawn.

"We knew we had a major press problem on our hands," Blank recalls. "And, we went right to work." Administrative personnel were awakened and called in. A room was cleared and equipped to deal with the press. Two daily briefings were conducted by the secretary of transportation on the status of the air traffic control system, and hundreds of daily press calls were handled.

Then came the 1982 drive to increase the tax on gasoline to provide revenue for mass transit. The hostile reaction spilled over into 1983 when the independent truckers went on strike. The department stewardship was in transition. Elizabeth Dole had not yet taken the reins of command. Blank was acting director of public affairs.

"We were faced with an unusual situation," he notes. "Getting the right information was the tough part." Blank stresses that the notion of widespread violence on U.S. highways was incorrect. "We suspected that strike sympathizers would shoot their own truck fender and then drive to a truck stop to report that they had been attacked while driving."

To determine the actual extent to which violent incidents were disrupting commerce, an inter-agency operation was set up with the Department of Agriculture. "We stationed agriculture inspectors at the major produce markets and were able to determine the amount of produce that was getting through," Blank notes. There was no significant decline in the amount getting to markets. "We knew the trucks were out there moving, and we were even able to determine their routes."

Blank served as spokesman for Secretary Dole for seven months before coming to AID in July 1983 as the press spokesman and associate director of public affairs.

"I found that the State Department press corps were much less confrontational than the ones I had dealt with on domestic issues," he says. "I also saw that AID needed more than just a news relations office. It basically needed a public relations firm. While the Agency had a significant story to tell, it would unfortunately go unnoticed unless marketed aggressively."

Among Blank's early tasks was managing the media side of AID's commitment to carry out land reform in El Salvador. He accompanied Administrator Peter McPherson to San Salvador to meet with campesino leaders and participated in the process to provide security measures to assure their physical safety.

"Being in on that in El Salvador and seeing the process through completely in Washington was both exciting and challenging."

Shortly thereafter, Blank was approached by the Delaware-based Rollins Environmental Services. "It's not every day you get an offer from a New York stock exchange company to head its public affairs division," he smiles. "It was experience that I lacked." He left AID in December 1983.

The hazardous waste management field was even more controversial than expected, however. "While hazardous waste management facilities are necessary in our industrial society," he explains, "they are not very popular in the communities in which they are located." Dealing with community relations and working in the newly emerging field of litigation public relations were particular challenges.

Blank never expected he'd be back at AID, though eventually he thought of returning to government service. "I was very flattered when asked to come back as assistant administrator," he says.

He brings to the Agency a unique management style honed through close association with leading Americans in both public and private life. "I always admired the self-confidence and judgment that Bob Walker has," Blank says. "He relied on eyeball-to-eyeball judgment." It was a lesson that Blank learned early in his career. "The human element is very important. You often have to rely on instinct to make a judgment rather than on other objective criteria."

It was during his work for Rollins Environmental Services that Blank met John Rollins Sr. "It was really a

(continued on page 10)



Rep. Bob Walker (R-Pa.) administers the oath of office to Tom Blank as Blank's wife Joyce holds the Bible and sons Thomas and Michael look on.

President Requests \$5.8 Billion for AID

by Peter Robinson

As part of a record \$1.14 trillion federal budget plan submitted to Congress Jan. 5, President Reagan has asked for \$5.8 billion to fund AID programs in fiscal 1988 and \$405 million in supplemental funds to meet urgent Agency needs in the current fiscal year. The amount requested for AID in fiscal 1988 is 2.5% more than the 1987 appropriation, but 6.8% less than the funds requested last year.

The Administration plan, which complies with the Gramm-Rudman deficit ceiling of \$108 billion, calls for \$19.07 billion in spending for all foreign affairs programs—a 14% increase over the levels set by Congress for the "150 account" in fiscal 1987. The overall supplemental request for the 150 account is \$1.32 billion.

The 1988 budget proposes an 18% increase in the foreign economic and financial assistance category. This rise is attributable to newly negotiated commitments to multilateral development banks (MDBs), as well as the Administration's desire to "catch-up" on shortfalls, or "arrearages," from previous commitments to the MDBs. The Administration is seeking \$1.82 billion for the MDBs in fiscal 1988, compared to the \$949 million approved by Congress in the continuing resolution for fiscal 1987.

The total Development Assistance portion of AID's fiscal 1988 request is \$2.21 billion, compared to the fiscal 1987 level of \$2.17 billion. The request for the Economic Support Fund (ESF) remains at \$3.6 billion, the same amount approved for fiscal 1987. The Functional Development Assistance Program (FDAP) request

is \$1.15 billion, not including deobligation/reobligation estimates nor a proposed new \$500 million Development Fund for Africa. The comparable fiscal 1987 FDAP total—for funding outside Africa—is \$1.11 billion.

The request for other AID Development Assistance, not including the functional accounts, totals \$551 million, compared to the \$522 million appropriated for fiscal 1987. The major features of the request are a decrease in the amount for disaster assistance and an increase in operating expenses.

The decrease in the disaster assistance request is attributed to funding the El Salvador earthquake recovery program in fiscal 1987, with an additional \$50 million appropriated by Congress.

The increase in operating expenses for fiscal 1988 reflects both the rise in cost to the Agency of the new Federal Employees Retirement System and a change in accounting for overseas local support costs. For the last two years, Congress has permitted the Agency to charge certain overseas local cost support activities to program funds because of the shortfall in operating expense appropriations. In fiscal 1988, AID will finance all local cost support from the operating expense appropriation.

The fiscal 1988 Economic Support Fund request permits important balance-of-payments assistance in the form of development projects, commodity import programs and cash assistance to help foster economic stability, structural adjustment and policy reform essential to achieving sustainable and balanced economic development.

The ESF request includes:

Functional Development Assistance Program

(in millions of dollars)

Functional Account	FY 1987 (not Africa)	FY 1987 Africa	TOTAL FY 1987	FY 1988 Request
Agriculture	460.1	188.0	639.6	471.0
Population	214.4	20.2	234.6	207.5
Health	133.9	36.4	166.8	120.1
Child Survival	60.5	14.5	75.0	61.0
Education	113.4	44.6	158.0	123.7
Selected Devl.	130.2	19.8	150.0	162.7
FDAP TOTAL	1,112.5	323.5	1,424.0	1,146.0
Sahel Africa Fund	—	(70.0)	70.0	—
	—	—	—	500.0

- \$100 million for Africa for countries of unique political or security interest (in addition to the \$500 million fund);
- \$502 million for Central America, up from the fiscal 1987 level of \$415 million (not including the \$200 million in the fiscal 1987 supplemental request); and,
- \$341 million for base rights countries, down from the fiscal 1987 level of \$414 million (not including \$37 million in the supplemental request).

A major component of AID's fiscal 1988 budget proposal is the Development Fund for Africa. The fund, patterned after legislative initiatives by Sens. Edward Kennedy (D-Mass.) and Robert Kasten (R-Wis.) and Rep. Dante Fascell (D-Fla.), is the result of an intensive Agency examination of alternative responses to Africa's economic crisis.

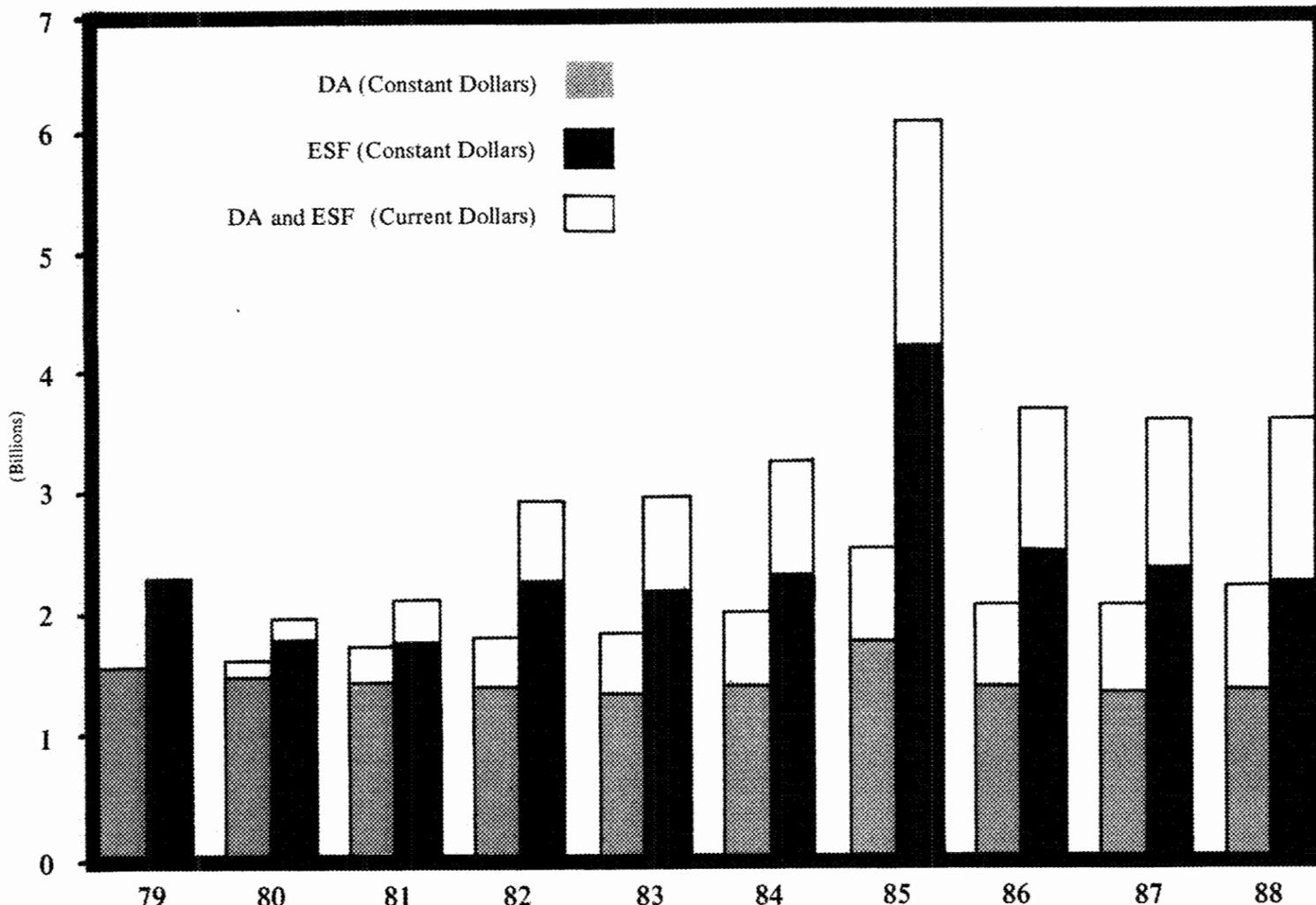
The fund responds to the recognition by African leaders of the need for a concerted, cooperative development effort, including significant policy reform. The program combines all Development Assistance resources for Africa, including the Sahel program and some activities

previously funded with Economic Support Funds, into one account, replacing the traditional functional account divisions.

Other features of the fund include "no-year" funding and inclusion of quick-disbursing as well as long-term project assistance. The elimination of functional accounts from AID's sub-Saharan African assistance program is intended to permit new flexibility for AID to address the complex and interrelated problems besetting the continent.

The Agency will continue agriculture, health, child survival, population, education and environmental activities, while stressing private sector and policy reform efforts. The fund will enable AID to offer more flexible support to those countries that have made a significant commitment to development goals.

AID's portion of the 1987 supplemental request contains \$100 million for El Salvador disaster assistance; \$297 million in Economic Support Funds for base rights countries, Central America and the Southern Africa Initiative; and \$7.98 million in operating expenses for civilian pay raises and the new retirement system.



Robinson is a program analyst in the Office of Planning and Budgeting, Bureau for Program and Policy Coordination.

DA and ESF Trends
(Fiscal 1979-1988)

Budget

From page 1, column 4

programs in that region, which is part of the proposed 1987 supplemental.

Shultz expressed the need to provide promised support to nations that have base rights and military access agreements with the United States. For this purpose, the supplemental request includes an additional \$37 million for Portugal, Morocco, Spain and Oman.

"When we don't live up to base rights agreements, we cast into question our own dependability, and we jeopardize our access to bases that are important to our security," said Shultz.

U.S. universities that cooperate with AID in agricultural and medical research also would suffer, McPherson noted, if Congress does not provide adequate funding for Agency operations. Research at U.S. land grant universities helped

"AID's efforts build stability and promote democracy, which make this a safer world."

launch the "Green Revolution," McPherson said, and now is developing new, more productive crop varieties to increase farm income and rural jobs in the Third World.

McPherson also stressed the vital role AID plays in the war on narcotics by educating people in the narcotics-producing regions of the Third World on the destructive effects of drug trade on their own societies and by fostering agricultural enterprises that are not based on the cultivation of coca or other potentially dangerous products.

He emphasized the humanitarian efforts of the Agency, which focus on the poor, particularly children, who are especially vulnerable to catastrophe, starvation and disease. Budget cuts jeopardize AID's disaster preparedness assistance that helps developing countries respond to natural disasters, according to McPherson.

"It is a matter of need," argued Deputy Administrator Jay F. Morris, who is working with the State Department to coordinate educational efforts on the entire foreign affairs budget.

"AID's efforts build stability and promote democracy, which make this a safer world that is less subject to subversion," said Morris, emphasizing the traditional role of the Agency. However, he noted that other important aspects of the AID program directly benefit the U.S. economy, as contracts are awarded to American businesses and new markets in the Third World are developed.

"There is a wealth of opportunity for businesses to become direct partners with the AID effort. Over

5,000 firms have benefited in recent years as AID contractors, supplying services and goods. They also can participate as exporters as AID develops new markets and encourages a freer trade environment in the less developed countries of the world," said Morris.

"We all know that our prosperity is heavily linked to prosperity in other parts of the world," Shultz observed. "If you have a billion dollars in exports, that's equivalent to 26,000 jobs (in the United States). So we have a major stake in the health of the world economy and in the health and expansion of developing countries."

McPherson underscored this relationship by pointing out that U.S. companies may lose joint venture and trade opportunities in the Third World if AID is forced to cut private sector development programs further.

From an administrative point of view, Morris expressed concern that the Agency cannot be operated efficiently and effectively without adequate funds. "Our operating expenses have been limited so we cannot sustain a level of training and automation that would maximize the efficiency of our work force," he said.

Officials acknowledge that the current pressure on Congress to meet the \$108 billion Gramm-Rudman deficit ceiling makes it particularly urgent for State Department and AID officials to justify their budget.

After announcing the "150 account" figures, Shultz emphasized, "It is a trimmed-down budget and fully conforms with Gramm-Rudman targets."

Speaking specifically of the AID request that he helped draft, Dagata noted, "Essentially what we're talking about is an increase of less than 3% over fiscal 1987 levels, which is hardly keeping up with inflation. Our request to Congress is very modest."

Recognizing the pressure to trim federal spending, Morris said, "Sacrifices are being made by a host of reductions in the entire '150 account.' But, to take those reductions past a certain point—a point we think we've reached—is not just 'penny wise and pound foolish,' it threatens our fundamental national interests," he said. "We must draw the line now."

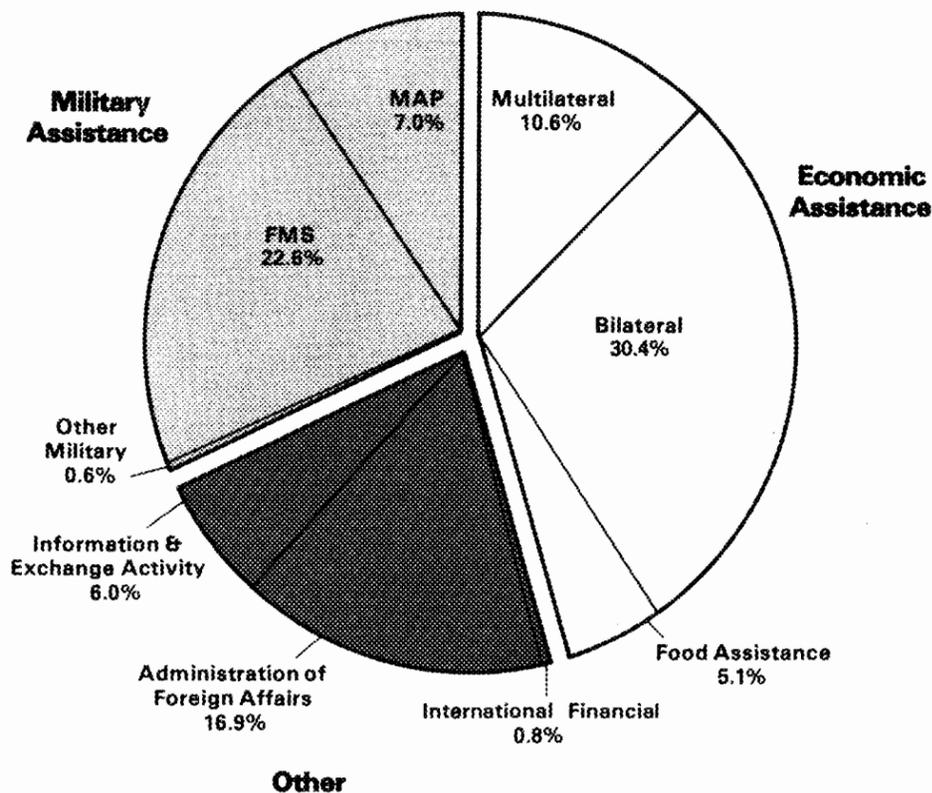
Morris contended that although some other areas of federal spending are currently more popular and politically expedient than foreign affairs programs, they are "not as vital" to U.S. interests in the world. "Hard choices must be made—painful choices. A lot of useful efforts have to be abandoned or cut back. We cannot, however, risk our survival in the process."

"Our task is to make our program more visible," he explained. "The problem is the AID program isn't known. We've been hiding our light under a bush. It's time that we let that light shine."

Morris' message to Capitol Hill is that the United States is losing out on opportunities to advance American interests in the world because of severe limitations on foreign affairs spending.

"We accept (some budget cuts) as

International Affairs FY 1988



our share of the burden to solve the overriding problem of the national deficit. We're not challenging that concern or that priority," he explained. "But further cuts will damage our credibility in a host of countries. And, in the long run, they will cost us far more than we save now."

These deep cuts in support have come at a time when many governments are just beginning to undertake the economic reforms that the United States has been urging for years, Morris pointed out. In his judgment, if the United States "precipitously withdraws" from these countries now due to a lack of development funds, it could be very difficult to re-engage these foreign governments and encourage further sacrifices or policy

reforms in the near future.

Morris cautioned that failing to invest adequately in the development of the Third World represents a "loss of momentum" for Western democracies and "engenders economic and political stagnation, breeds despair, exacerbates our trade deficit and sows the seeds of subversion."

Without adequate funding for foreign affairs spending, Morris predicted that the United States will "lose the ground we've already gained in a decade of rather successful expansion of U.S. influence. This is a very pivotal year—for the whole '150 account,' for AID and for the country."

Noriega is the senior writer-editor in the Office of Publications.

AMA Grant to Help Children

The American Medical Association (AMA) received a \$510,000 AID grant to undertake a child survival action program in Thailand and Indonesia on behalf of the World Medical Association.

"Health care is a priority in AID," Administrator Peter McPherson said. "I believe this grant will play a major part in expanding the role of the private sector in this area."

Proposed by the AMA and developed in conjunction with the Centers for Disease Control, the program is designed to enlist the support of private physicians for child survival.

The 30-month cooperative program will promote the full immunization of children, use of oral rehydration therapy, immunizations and prenatal examinations of pregnant women, breastfeeding and a two-year interval between births.

"We hope that through the support of private physicians, this program can have a positive impact in

reducing child deaths," said AMA Executive Vice President James Sammons.

Although the program will focus on Thailand and Indonesia, it is expected that these countries will serve as models for similar programs in other developing countries.

IESC-AID Plan to Assist Exports

A five-year cooperative agreement for \$2.8 million was signed recently by AID and the International Executive Service Corps (IESC) to provide technical assistance to Morocco in developing its exports.

Under the agreement, IESC will provide long-term advisory assistance to the Moroccan Center for Export Promotion in export production and marketing for more than 100 firms.

JULIA CHANG BLOCH



Julia Chang Bloch, assistant administrator of the Bureau for Food for Peace and Voluntary Assistance

"I am not a fitness nut. For someone whose favorite 'sport' is turning the pages of a book, middle age hit like a ton of bricks. An invitation to a health spa last year turned me on to exercise. Now, I exercise every morning for 20 minutes to an hour with a videocassette. When traveling, I use an audio tape. It's not quite the same, but it helps to maintain the discipline. There is no better incentive to keeping in shape than vanity."

TERRY LIERCKE



Terry Liercke, deputy director of the Office of Egypt Affairs in the Bureau for Asia and Near East

"Jogging is my favorite exercise. I try to jog and lift weights three times a week, using the FARA fitness room. For me, exercise is vital to productivity, clear thinking and sanity. Having the room downstairs is super convenient. If the fitness room weren't there, I probably wouldn't exercise as often."

ANGELLA GREENE



Angella Greene, acting chief of Recruitment and Special Services Staff, Bureau for Management

"Many years ago, I would jog for exercise. But it was too time-consuming. As my schedule became busier, I became more conscious of walking and using the stairs at work. Of course, I pay special attention to what I eat, and that helps me stay fit."

AID staff members find creative ways to fit exercise into their hectic schedules at home and at work. Agency employees to find out what works for them.

TISH BUTLER



Fitness Improves Work, Helps Fight Stress

by Nancy Long

As winter makes its presence known, many head for the warming comfort of indoor living, spending more time watching television, eating, reading and sleeping. During the winter months, a common tendency is to avoid exercise and the outdoors.

Yet, this is not the most sensible survival tactic because medical studies show, and regular exercisers testify, that exercise needs to be a daily part of everyone's life all year long.

Over and over again, health experts and doctors have attested to the need for exercise to stay fit physically and to maintain and improve overall health.

Exercise controls weight, improves skin tone, increases productivity and efficiency and keeps the body looking younger. It also heightens energy and stamina levels, improves a person's resistance to stress and helps one sleep better at night.

Critical benefits derived from regular exercise are that it makes people more resistant to heart disease, high blood pressure, diabetes, arthritis and osteoporosis.

Although the benefits of exercising are known to most people, recent national studies indicate that 60% of Americans still do not follow a regular exercise routine. Yet, a good exercise program requires no athletic skill, expensive equipment or elaborate club membership.

In fact, experts have extolled walking as the ultimate exercise. Walking briskly for an hour each day will give the heart the exercise it needs and will tone the entire body.

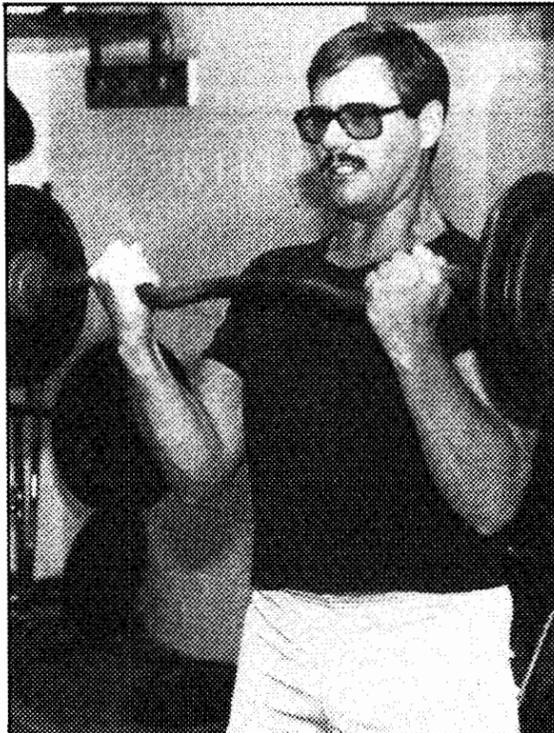
Walking can be modified to suit individual capabilities. The rate, distance and grade of a course can be varied to make it more or less difficult.

On the most pleasant days in spring and fall, Washington, D.C., is filled with office workers and students who spend their free minutes during the day walking or jogging around the Reflecting Pool and monuments.

In times of inclement weather, climbing stairs instead of riding elevators is another option for exercising the heart and muscles. Interestingly, climbing stairs burns up more calories per minute than most sports. According to Dr. Roy Shepard, professor of applied physiology at the University of Toronto, walking three flights of stairs 10 times a day in 30 seconds or less can get people in shape.

With all the attention on staying fit, it is no wonder that corporations are finding ways to sponsor fitness and health programs at the workplace. An exercise facility at work is a convenient place for people to exercise and will enable more to find time for exercise. And, it benefits the company as well.

Increasingly, businesses are including wellness programs as part of the employee benefits package to heighten employee satisfaction and productivity. Some companies find that this benefit pays for itself because absenteeism and health claims go down for employees who exercise.



Don Muncy takes advantage of the FARA fitness room, working out three times a week during his lunch hour.

An avid exerciser, Don Muncy, assistant Philippine desk officer, Bureau for Asia and Near East, says, "If you're interested in personal weight or stress management, a good, hour-long workout three times a week does wonders—at least it does for me."

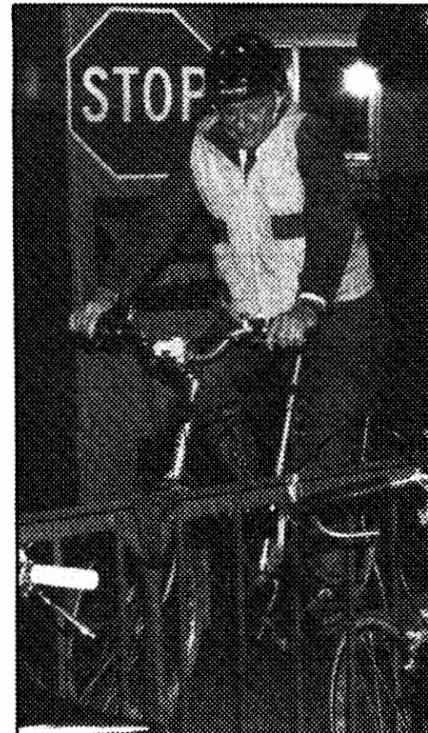
Here at AID, the Foreign Affairs Recreation Association (FARA) offers employees a variety of ways to exercise during the workday.

"Our aim is to promote corporate wellness within a limited space area," says Aletha Sanders, recreation program manager for FARA.

"Space is very tight here," explains Sanders. "There is a six- to nine-month waiting period for access to the men's weight and locker room and a three-month wait for the women's fitness room." At present, there are 379 full-time memberships for men and 120 for women.

Memberships are available for three-, six- and 12-month periods. For instance, for \$108 a year, a person can rent a locker and have access to the fitness room, showers and towel service, she says.

The women's fitness area is semi-renovated and holds a nine-station Marcy trainer. In the men's fitness room, there is a 16-station universal gym. In addition, both rooms have a rowing machine, stationary bicycles and free weights available.



Alex Dickie in the Bureau for Legislative Affairs gets his exercise by biking to work from his home in Arlington, Va.

the Health of It

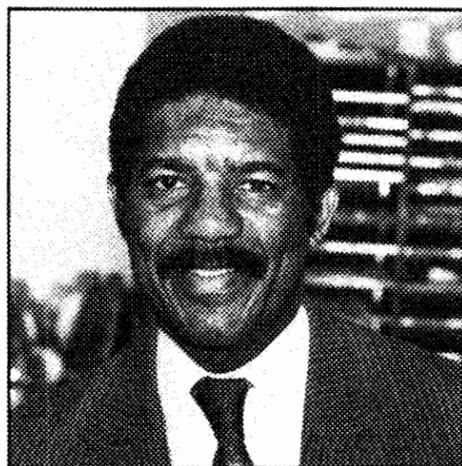
venient ways to exercise despite
office. Front Lines surveyed
do to stay physically fit.

Tish Butler, desk officer for
Bangladesh/Nepal in the Bureau
for Asia and Near East

"I've always been a 'jockette,'
playing varsity basketball, softball
and track in high school. Now, I run
to work about three times a week
along the C&O tow path. It's about
a 40-minute run, but it's time well-
spent and it sure beats sitting in traf-
fic. Winter weather doesn't
intimidate me because I dress
warmly with polypropylene gear.

"I use the fitness room downstairs
to shower and change clothes. What
FARA has in the basement may not
be the Holiday Spa, but it has all the
basics and convenience, too. Fitting
regular running into a busy work
schedule requires a lot of
convenience."

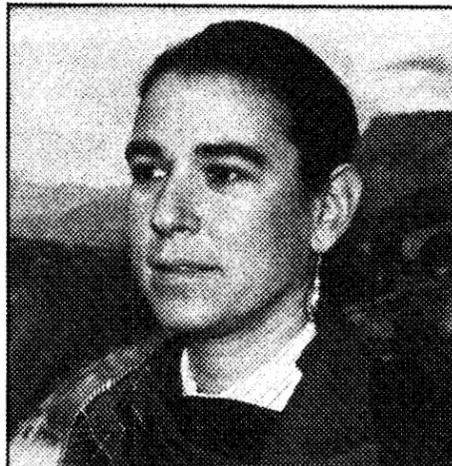
THOMAS HUBBARD



Thomas Hubbard, supervisor, mail
and motor pool, Office of the
Executive Secretary

"I like to ride my bike, play tennis
and run. I first started exercising
because I wanted to lose weight. I
weighed 207 pounds, and I weigh
184 now. In the springtime, I like to
drive out to Columbia, Md., where
it's more scenic and ride my bike.
And, I still watch what I eat."

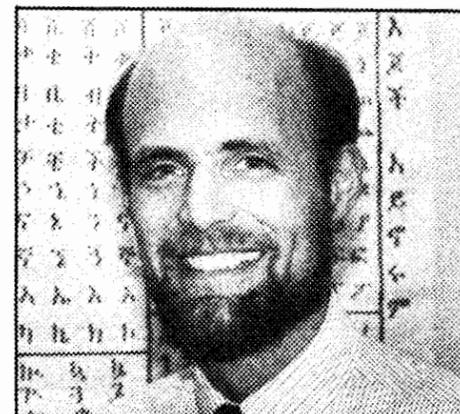
SHARON ISRALOW



Sharon Isralow, editor, *Horizons*,
Bureau for External Affairs

"Exercise is not only recreational
for me, it is also my means of
transportation. Several years ago I
gave up driving, and now I bike and
walk everywhere. For physical
exercise, I bike, jog and walk
regularly. Exercise is an integral
part of my life—I recommend it for
everyone."

WALTER NORTH



Walter North, desk officer for East
Africa in the Bureau for Africa

"I exercise as a form of meditation
and to combat stress. I first began
running seriously in graduate school
on lovely back country roads in Ver-
mont. I used it to clear my head at
the end of a day of classes. Now,
after 10 years, most people think I'm
a fanatic because I always run or
bike to work. It sounds crazy, but I
do enjoy it.

"I also try to go skiing in the win-
ter and swimming in the summer. If
things work out, I plan to go to
Europe for a skiing vacation."

Sanders has sent a proposal to the President's Council on Physical Fitness and Sports requesting three or four additional rooms to expand classes and general workout and locker areas. If approved, it will be sent to the General Services Administration, which will make recommendations to the State Department.

According to Bill Alli, member of the Agency's Occupational Safety and Health Advisory Committee (OSHAC), an OSHAC survey revealed that over 90% of the respondents in Rosslyn wanted physical exercise facilities or lockers and showers. Alli said that management actively supports fitness facilities for Rosslyn.

"We offer a variety of fitness classes geared to different audiences," Sanders says. Women's Lunctime Fitness, a low-impact class; Jazzercise, a dance-fitness program; yoga; After Hours Fitness; and aerobics are some of the scheduled classes.

Sharon Benoiel, evaluation officer in the Bureau for Asia and Near East, finds the Jazzercise class a nice break during the day that allows her to go back to work with a new perspective.

A participant in the class for two years, Benoiel says, "I know it's good for my health, and I feel energized after the class."

This January, two programs were added: "New Beginnings" and "Body Works." "New Beginnings is designed for people who have been away from exercise, and Body Works is an advanced class for the serious exerciser who wants to refine his or her skills," Sanders explains.

And, FARA also offers a host of other wellness programs ranging from CPR classes to weight watchers to classes to help people quit smoking. In addition, in January, FARA began offering Corporate Fitness & Health Testing. Requiring only 30 minutes or less and costing from \$6 to \$28, each of the five packages evaluates individual health statistics. Debra Rose of the Office Health Center, a registered nurse with a master's degree in exercise physiology and co-owner of the center, conducts the testing.

For example, the Mini-Fitness Evaluation includes cardiorespiratory assessment, body composition analysis, tests for flexibility and muscular strength, vital lung capacity, blood serum cholesterol and blood pressure, a cardiac risk profile and an individualized exercise program.

The other health test packages are the Mini-Health Evaluation, the Health Risk Assessment, the Super Saver, and the Cholesterol Evaluation and Blood Pressure.

For a more complete personal health evaluation, fitness room members also can take advantage of the Early Morning Program, which includes pre- and post-fitness testing and an individualized exercise schedule, or the Personal Trainer Program.

Recreational sports activities are another part of the FARA program. FARA sponsors intramural teams in softball, basketball, tennis, football and golf.

Wayne Ching, captain of the State-AID tennis team, has participated in the tennis competition off and on since 1974. "The team practices informally all year long after work," says Ching. From May through August, the team plays round-robin competition against other government departments and agencies and last season won the league's Davis Cup for the third time since 1976.

"There is a synergetic relationship between playing tennis and work," he asserts. "Maintaining a good, healthy body helps a person stay alert. I have no



Two times a week, Sharon Benoiel (second row, center) joins a class of AID and State employees during her lunch break for an hour of aerobic exercise.

doubt that competing in tennis keeps us more energetic on the job."

Studies demonstrate that exercise benefits mental fitness as well.

For instance, in one study, the cognitive reaction times of 64 men and women ranging in age from 23 to 59 were tested. Half of the group were runners, and the other half were non-exercisers. The test measured how fast a participant could react to either of two lights by releasing either his right or left index finger from a switch.

The group of non-exercisers showed a gradual increase in reaction time that was consistent with their increase in age. The runners, however, showed no difference in reaction time between the younger and older runners.

"Overall," Sanders says, "people who have saved time to exercise find they are more productive during the day and are more enthusiastic about their job and where they work."

Long is a writer-editor in the Office of Publications.

New Population Thrust Involves Private Sector

by Nancy Long

Work in the area of voluntary family planning is more vital today than ever," said Administrator Peter McPherson, "vital because it saves the lives of mothers and children, gives parents greater control over their lives and reduces abortion."

Addressing representatives of agencies providing voluntary family planning services at the Annual Conference of Cooperating Agencies in Rosslyn Jan. 21, McPherson emphasized the importance of expanding the role of free enterprise in carrying out population planning programs.

McPherson cited four initiatives AID is developing to promote the

private sector in such activities.

"Employers can include family planning as an employee health care benefit," he explained. "Millions of workers and their families receive health care through their jobs. Many of these employees earn very little and are just the people we need to reach."

In the past, AID projects successfully promoted family planning through employers by financing the costs of this service. For example, in Mexico, family planning was introduced to thousands of employees at 60 factories.

"We would like to see this approach evolve so that the companies pay for the services themselves," McPherson said.

Two of AID's new projects—

TIPPS (Technical Information on Population for the Private Sector) and Enterprise—encourage this by offering technical and managerial assistance in establishing such programs.

The TIPPS project assists companies in analyzing the financial benefits of offering voluntary family planning to employees and their families. For instance, in Peru, TIPPS is helping a mining company

"Entrepreneurs need to be engaged in policy discussions on family planning."

measure the financial impact of lower fertility in terms of health care expenditures. Based on the TIPPS analysis, the company plans to establish and pay for a voluntary family planning program.

"In this case, we have stimulated a private company to take an action that meets both a social objective for the country and a financial objective for the firm," McPherson said.

The Enterprise initiative helps firms design and manage their own voluntary family planning programs. For example, in Indonesia, AID is working with a leading manufacturer of eyeglasses to establish a family planning clinic to serve their work force.

"Enterprise is helping to provide quality services to people who do not have them now," said McPherson. "Equally important, the Indonesian company will assume the costs of the program."

The Agency's second approach is to identify and develop business opportunities in the population planning sector.

"AID can help entrepreneurs get involved in population programs by demonstrating their profitability and assisting with investment decisions," McPherson said.

AID knows from experience that helping people obtain loans and credit for development projects is an effective way to promote business ventures, McPherson stated. In the population area, Enterprise is assisting a private organization in

Indonesia that is seeking to invest in a profit-making family planning clinic.

The third method centers on developing marketing strategies for family planning products, he said. "Much of AID's effort in marketing involves subsidizing products from start to finish—creating demand through low cost."

Finally, AID encourages the private sector to take a leadership role in influencing family planning policy. "Policy dialogue is central to AID's development strategy and involves raising a country's awareness about obstacles to development," McPherson said.

"Many of the most important decisions about social welfare are made by business and labor leaders," he said. "Entrepreneurs decide which benefits will be offered and which products will be marketed. These leaders need to be engaged in policy discussions about family planning."

The national family planning council in one African country requested AID to facilitate this dialogue with large agro-businesses and other industries. "AID expects that this collaborative effort will improve corporate policies on family planning," he added.

"Business leaders often play a major role in formulating economic strategies and can provide a loud and clear voice for government family planning programs and against restrictive policies," the Administrator said.

AID's strategy is expected to increase the availability and use of voluntary family planning services and products without involving high expenditures, he said. "These approaches work within existing free enterprise systems that carry with them economic incentives to stimulate greater involvement," McPherson emphasized.

"Although AID is not turning away from the critical work being carried out in family planning with governments and private voluntary organizations, the Agency wants to spread its long-established tradition of imaginative and effective approaches to our new effort in this field with the private sector."

Long is a writer-editor in the Office of Publications.

Planned Parenthood Files Lawsuit Against Agency

Planned Parenthood filed suit Jan. 13 in the federal court system to challenge the legality of AID's population assistance policy.

The United States contributes half of international population assistance funding.

The policy of the Reagan Administration is to provide strong support for voluntary family planning programs but to firmly oppose coercive population control measures and abortion as methods of family planning. AID has attempted to carry out this policy effectively within the limits permitted by law.

AID has not supported any abortion activities since funding for abortion was prohibited by statute in 1973, explained Richard Bissell, assistant administrator of the Bureau for Program and Policy Coordination.

Carrying out a White House Policy Statement issued in 1984, AID stopped funding foreign non-governmental organizations that perform or actually promote abortion as a method of family planning with

funds from any source, he said. AID also restricts U.S. grantees from using U.S. funds to provide population assistance to foreign non-governmental organizations that engage in these activities.

According to Bissell, Planned Parenthood has filed suit against AID's implementing this policy. Family Planning International Assistance, the international division of Planned Parenthood of America, has been a major AID grantee and would need to accept the new requirements on signing a new grant agreement this year.

The Agency's present policy has been in effect for about a year and a half, and many family planning organizations have chosen to continue to participate in the AID population program.

Last year, AID provided approximately \$240 million worth of assistance to 80 countries, about one-half of which was provided through private non-governmental organizations.

Blank

From page 5, column 4

privilege to get to know and to work with a man who started five successful New York stock exchange companies," Blank says. "He was a natural leader and a self-made man in every way." Rollins defined success as happiness and said that the successful person is not only strong on follow-through but always willing to give a little more than the particular job requires. "I've been sold on that," Blank smiles. "And I should be—Rollins is also the 'world's greatest salesman.'"

Though he never planned to be a press spokesman, Blank notes

ironically that his college acting career prepared him for the role. "I acted in some 20 parts in over 500 performances in college, including Caliban in Shakespeare's *The Tempest*," Blank says. "A spokesman for an agency, like an actor under pressure before an audience, needs to respond in a credible manner. Both have to deal with a skeptical audience—be it in the theater or in the press briefing room."

Blank's newest challenge is to give AID—which he says is one of the government's most underestimated agencies—a more definable image in the United States. "We generally have a positive image abroad which is not communicated domestically. The American public needs to

appreciate the fact that AID does succeed despite the fact that the odds are greatly stacked against it."

Blank is excited about his mission. "The ideas of progress, democracy, the private sector and combating tyranny—that is what America is all about and that is exactly what AID does."

What has been Blank's personal secret for success?

"Actually, it's my understanding wife, Joyce," he beams. "She's always made the sacrifices in terms of moving and in dealing with all those press calls that tend to follow you home." The Blanks have two sons, Tommy and Michael. Six-year-old Tommy is an avid soccer player and a first-grader in McLean. Four-year-old Michael, who loves

books, is presently shopping for a preschool.

The Blanks make every effort to carve out some time in their busy schedule for athletics—particularly ice skating, swimming and soccer. Blank, however, also relishes the opportunity for some quiet reading.

For a once aspiring newsman whose secret ambition was to be writer R. Emmett Tyrrell, Tom Blank has gained an insider's knowledge of the communications process in government and industry. While he may not have had a chance to ask a reporter's tough questions, he has built a career on his ability to answer them.

Scriabine is a former deputy assistant administrator of the Bureau for External Affairs.

Ancient Canals Rehabilitated

Pakistani Irrigation System Gets Face-lift

by Susan Gant

Estimated to be 3,000 years old, the world's largest contiguous irrigation system is getting a face-lift through a comprehensive Irrigations System Management (ISM) project initiated in 1982 by AID and the government of Pakistan and co-financed by the World Bank.

"The outpouring of gratitude from Pakistani farmers helped by the program is overwhelming," says Russ Backus, AID's chief of Water Resources Management. "Farmers who had lost the use of their land due to irrigation problems are now coming back to their farm sites to begin a new life."

According to Backus, the entire economy of Pakistan is in peril because of serious deterioration of the country's irrigation system and an extensive rehabilitation program is needed. Years of neglect and outmoded procedures have resulted in eroded canal banks, heavy silt deposits in canal beds, inequitable water distribution and inadequate freeboard for overflow protection.

Muzammil Qureshi, a senior AID foreign service national engineer and ISM project officer, explains that frequent breaches (breaks or ruptures in canal banks) have created flood hazards in many instances. "Flash flooding causes immense misery in loss of human and animal life. Rural homes constructed of mud 'melt' away, causing catastrophic conditions for entire communities. Crops and roads are washed away; grain stored for daily consumption and next year's planting seed are lost," he says.

As water seeps from poorly maintained canals and choked water drainage systems, croplands are waterlogged and adverse salinity occurs. The resultant loss of fertile farmland displaces farmers and their families. "Pakistan loses one acre of fertile land every five minutes due to the twin menace of waterlogging and salinity," says Qureshi. "Crop productivity has been lowered due to over-irrigation in some areas and downstream water shortages in others."

To help Pakistan address these problems, the ISM project is designed to strengthen the ability of the four provincial irrigation departments to operate and maintain Pakistan's extensive irrigation system. To date, 3,000 miles of irrigation canals have been rehabilitated through AID, Pakistani and World Bank collaboration. The goal is to rehabilitate the canals and establish operation and maintenance programs for nearly all of the country's irrigation system.

Although the project is framed around system rehabilitation, AID support goes beyond this issue. To date, more than \$30 million of the \$90 million total estimated expenditure has been committed in areas of technical assistance, training, improvement of design offices and equipment maintenance areas and creation of micro-computer facilities



Farmers who lost the use of their land due to irrigation problems are now returning to their farm sites to begin a new life.

for management information purposes. Nearly \$10 million is allocated for construction activities; however, the major emphasis will be on water management to achieve optimum yields that will result in greater economic growth for Pakistan and a higher standard of living for those involved in food production.

Pakistan's first irrigation canals, built during Moghul rule, carried Indus River waters to dry croplands beyond the river system. The canals were constructed at permanent flowing water sites and functioned when river levels rose during flood season.

The present canal system operates year-round, using a complex system of dams and link canals to carry water to the far reaches of the Indus plains.

Forty-five thousand miles of irrigation canals now carry life-giving water from the glacial peaks of three of the world's highest mountain ranges: the Hindu Kush, the Himalayas and the Karakoram. Millions of years ago, tributaries of the Indus River carved their way over these mountains, collecting sand and silt that were deposited to form large expanses of fertile river plains in the provinces of Baluchistan, Sind, Punjab and the North West Frontier Province.

"Irrigation systems have made it possible to cultivate these plains to feed a nation of 95 million people," Qureshi says. About 75% of Pakistan's cropped area is irrigated and generates 90% of the nation's total agricultural production. The importance of irrigation systems is further emphasized by the fact that agriculture earns 80% of the country's foreign exchange and employs 55% of the work force.

The most significant result of the ISM project to date has been the reclamation of land through rehabilitation of drains. Open drains have been cleaned and inlet structures provided to reduce future maintenance requirements. The land reclamation has allowed farmers to return to their

farms and contribute to the agricultural development of Pakistan.

ISM Project Management Advisor John Quay says that previously, there was a lack of research, design and technical support for canal rehabilitation programs.

"Although changes normally occur slowly, the ISM project has progressed relatively fast," he says. "At the onset of the project, AID and World Bank technicians took time to consider not only the technical aspects of the situation, but to address cultural and historical perspectives. Technicians worked side-by-side with Provincial Irrigation Department (PID) officials in local offices and in the irrigation fields, showing concern and interest for the needs of the community."

The ISM project has received \$40 million worth of equipment from AID's \$375 million Agricultural Commodities and Equipment project. Over 500 pieces of heavy construction equipment have been imported and distributed to the provinces for use on rehabilitating canals and drains. Bulldozers, dump trucks, dredges, draglines, weed cutting boats, cranes, generators, trailers, fuel and water trucks are examples of some of the types of commodities supplied. Some provinces also use the equipment to address municipal water supply needs and carry out flood control measures.

Existing workshops that support the operation and maintenance of the equipment have been upgraded, and plans are under way for the creation of several new programs. As design work progresses, this equipment will be used in fleet-type operations, a new experience for provincial personnel that will require significant policy changes and reorganization at the operational level. On a basic level, supplies such as drafting tables, resource books and survey and drafting tools are being distributed to field offices throughout the country.

"Training is crucial to the success

of the ISM project," says Quay. So far, 28 Pakistani engineers have been sent to the United States for post-graduate training in fields related to irrigation. Thirty-two additional participants have undergone non-degree overseas training in such areas as construction and survey techniques. Many have completed their studies and have returned to Pakistan to set up training workshops for colleagues in irrigation departments and universities. Under the ISM in-country training program, 617 participants have received formal training while 622 have received on-the-job training.

In conjunction with Utah State University, a three-year training-of-trainers program has begun to accelerate the schedule and institutionalize an in-house program. AID promotes employment of women in PID office staff positions. Several women have been among those selected for computer-assisted design training. "The introduction of computers by the ISM project simplifies and speeds up budget planning and monitoring," notes Quay.

Training programs in management skills improvement and manpower development are also in progress. "The chain of command between farmers, irrigation maintenance personnel, provincial irrigation departments and related government agencies does not operate effectively," Quay says. "Increased agricultural production and demands from farmers for better maintenance require more efficient communication systems and managerial skills."

The Command Water Management (CWM) component of the project was initiated as a step toward effective operation, maintenance and management programs. The CWM concept proposes that concerned organizations cooperate to better ensure that water supplies complement crop production.

"Pakistan has never organizationally connected irrigation systems to agriculture," says Quay, "so the implementation of such a concept required major breakthroughs in technology and institutional change. Now, the CWM concept has been promoted by the Pakistani government as a national policy goal.

"All of these operations, although diverse and not always apparently related, have been required to set the stage for future efforts," he says. "The many projects involved were started from scratch and were accomplished in a little over two years. Now, the benefits and accomplishments of the program are becoming more obvious.

"The ISM project requires continuing action and pressure to sustain the progress achieved and realize further improvements," Quay adds. "If we don't keep this effort going, the ISM project may be viewed as a revolution that failed rather than an evolution which greatly benefited the people of Pakistan."

Gant is a contractor in the Office of Project Development at USAID/Pakistan.

Bookfair '86 Boosts Sales Over \$100,000

Earning a record \$81,000 during the one-week event last October, Bookfair '86 topped the \$100,000 mark in total bookroom sales for the second consecutive year, according to Bente Littlewood, Bookfair director.

Now preparations are under way to ensure that Bookfair '87 is just as successful. Books are needed to fill the shelves, and volunteers to help collect donated items, particularly in northwest Washington, D.C.

Anyone interested in donating books or volunteering should contact Barbara Huso at 223-5796 or stop by the bookroom, room 1524 at the State Department.

Did You Hear the One About the Contest?

No kidding, folks. Results of a recent *Front Lines* reader survey called for more humor in this publication. And, that's where you come in.

We don't want boilerplate material from some punster who thinks "AID" is a presweetened drink mix. We want *your* anecdotes. You're bound to recall a favorite story based on experiences right here in the Agency, particularly in the field.

If you have a knack for drawing, we welcome cartoons as well.

Oh yes, one more thing. If you have an idea for a title for this new humor column, let us know. The clever author who suggests the winning title will be treated to lunch in the State cafeteria in the serving line of his or her choice.

Give it a try. The worst that can happen is bitter rejection by your friends in External Affairs. Submit your contribution of 50 words or less to the editor of *Front Lines*, room 4889 NS.

International Development Meeting Set

The biennial International Development Conference (IDC), "The U.S. and the Third World: Continuing Commitment? Future Policies?" will be held March 18-20 in Washington, D.C.

More than 1,000 leaders in government, education and business are expected to participate in the forum. IDC serves as a platform for American organizations and individuals concerned with world development.

Those interested in attending the conference should contact Gretchen Bloom or Evelyn Chavoor at the International Development Conference office, 1401 New York Ave., N.W., Suite 100, Washington, D.C., 20005, (202) 638-3111.

AID BRIEFS



Jim Lowenthal (center) of the Bureau for Asia and Near East raises a point during a discussion on U.S. agricultural development assistance and its impact on domestic farm concerns during AID's International Centers Day. The forum featured a series of meetings and discussions between AID staff members and directors of the international agricultural research centers.

SID to Host Conference

"Business & Development: Cooperation in a Confrontational World" is the theme of an all-day conference to be held at the Marvin Center of George Washington University, Washington, D.C., Feb. 26.

Sponsored by the Society for International Development (SID), the 1987 annual conference will explore a variety of business and development issues including competitiveness and protectionism and the role of the private sector in developing countries.

Sen. Bill Bradley (D-N.J.), Robert Anderson, president of Atlantic Richfield Corporation, and Stuart Auerback of *The Washington Post* are expected to participate in the forum.

The cost of the program is \$80 for SID members and \$100 for non-members. Advance registration is required. Call (202) 347-1800 for more information.

Assistance to Korea Ended

The last vestige of U.S. economic aid to Korea has ended. The American Embassy in Seoul closed out the local personal services contract position for residual AID activities.

Economic assistance to Korea, an AID "graduate" country, has totaled \$6.1 billion since 1946. The last increment of assistance, provided under P.L. 480 Title I, was sent in 1981.

Businessman Is Sentenced

Ray Darnott, a Miami businessman, was sentenced to two years probation Jan. 14 for paying a \$20,114 bribe to an AID employee in Bolivia to ensure AID's purchase of 34 trucks, valued at \$614,000, from his firm.

The court also ordered restitution of the bribe money and added \$5,000 in fines.

Darnott, chief executive officer of Rhedana International Inc., was awarded the contracts after paying AID employee Oscar Sarmiento for his assistance, according to Herbert Beckington, AID's Inspector General.

Sarmiento previously was ordered to serve six months in jail and was placed on three years probation.

The investigation by AID's Office of the Inspector General revealed that Sarmiento, a procurement supervisor, had received more than \$250,000 in kickbacks in connection with AID's award of contracts between 1982 and 1985. The contracts were for the purchase of medical and other supplies for a rural education project and materials for road construction in Bolivia.

IN MEMORIAM

HAROLD NELSON

Retiree Harold S. Nelson, 77, died of a stroke and lung ailments Dec. 7 at the Mount Vernon Hospital in Alexandria, Va.

Nelson joined AID's predecessor agency in 1951 and was assigned as an executive director in the personnel office. In 1955 on conversion to the Foreign Service, he was sent to Jordan to serve as mission director. His next assignment was in the Near East Bureau in AID/Washington.

In 1960, Nelson served as mission director to Lebanon. From 1962 until his retirement in 1972, he held various positions in Personnel.

Nelson's wife Eleanor died in 1982. He is survived by his daughter, Sheila E. Nelson, of Alexandria, Va.

WILLIAM ELSEN

William T. Elsen, retired AID employee, died of cancer Dec. 27 at his home in Falls Church, Va. He was 69.

In 1961, Elsen joined AID's predecessor agency and served as a training program analyst in the Office of International Training and Planning. The various positions he held in AID/Washington include supervisory participant orientation officer, policy planning officer and education planning specialist. He retired as a program analyst in 1980.

From 1960 to 1973, Elsen was a professorial lecturer in speech at the George Washington University.

He is survived by his wife Mary Jane of Falls Church, Va., four sons and three daughters.

REY MARSHALL HILL

Retired foreign service officer Rey Marshall Hill recently died of cancer at his home in Escondido, Calif. He was 74.

Hill joined the Agency in 1968 and was assigned to Thailand as mission director until 1973. He returned to AID/Washington and served as AID affairs officer until his retirement in 1975.

Prior to joining AID, Hill worked in the development assistance field with the Institute of Inter-American Affairs and the Soil Conservation Service.

Hill is survived by his wife Mary of Escondido and a daughter. Expressions of sympathy may be sent to Mrs. Hill in care of her daughter Lorna Rey Anderberg, 1113 Priscilla Lane, Alexandria, Va. 22308.

JOHN VAN TUYL

Retired AID employee John Van Tuyl, 67, recently died at his home in North Carolina.

In 1958 Van Tuyl joined AID's Office of the Controller as a systems accountant. From 1963-65 he served as a fiscal and budget officer at the mission in Turkey. Returning to AID/Washington, he worked in the Office of the Controller as a supervisory systems accountant until his retirement in 1974.

Van Tuyl is survived by his wife, one son and two daughters. Condolences may be sent in care of his daughter, JoAnne Van Tuyl, at 205H W. Poplar Ave., Carrboro, N.C. 27510.

Boards Approve Awards, Recommend Promotions

Ninety-seven Senior Foreign Service (SFS) members have received Performance Pay Awards, as recommended by the Consolidated Selection Board and approved by the Administrator.

The awards were recommended based on the members' superior performance during the June 1, 1985 to May 31, 1986 rating cycle. During the rating cycle there were 267 eligible members. The SFS Performance Pay Awards range from \$5,400 to \$10,000.

Recommendations for Performance Pay Awards were made based on the following criteria:

- The relative value of the member's achievement to the accomplishment of the Agency's mission;
- The extent to which achievement was characterized by strong executive leadership and significant contributions in the formulation of Agency policies and programming;
- The extent of demonstrated, highly developed functional, foreign language and area expertise;
- Effective supervision and development of subordinates;
- Achievements in the areas of cost reduction, efficiency, quality of work, productivity and timeliness to the end of improving foreign service managerial flexibility and effectiveness;
- Meeting affirmative action goals and achievement of equal opportunity requirements; and,
- Achievements in the identification, correction and control of waste, fraud and mismanagement.

The recipients of the awards are:

- | | |
|------------------------|------------------------|
| Frank Almaguer | John Hummon |
| Peter Askin | Pamela Hussey |
| Janet C. Ballantyne | Michael Jordan |
| Henry Bassford | Mosina Jordan |
| Robert Bell | William Joslin |
| Peter Bloom | Frank Kimball |
| Walter Bollinger | John Koehring |
| Laurance Bond | James Kraus |
| Edna Boorady | George Laudato |
| Timothy Bork | David Lazar |
| Priscilla Boughton | Carl Leonard |
| Gerard Bowers | Donor Lion |
| Neboysa Brashich | Sarah Jane Littlefield |
| Malcolm Butler | Alexander Ray Love |
| Theodore Carter | Alfred Lundberg |
| Anthony Cauterucci | Howard Lusk |
| Daniel Chaij | Owen Lustig |
| Eugene Chiavaroli | Elizabeth MacManus |
| David Cohen | David Merrill |
| Julius Coles | Richard Meyer |
| Frank Correi | Donald Miller |
| Larry Crandall | Robert Nachtrieb |
| Owen Cylke | Edward Nadeau |
| Martin Dagata | James Norris |
| Richard Dangier | Kevin O'Donnell |
| Harold Daveler | Carole Peasley |
| Garber Davidson, Jr. | Robert Queener |
| James Patrick Donnelly | Samuel Rea |
| Bruce Eckersley | Thomas Reese, III |
| John Eyre | Donald Reilly |
| Arthur Fell | Lois Richards |
| Fred Fischer | Edward Sakers |
| Harold Fleming | John Sanbrailo |
| Jerome French | Frederick Schieck |
| Thomas Geiger | Julius Schlotthauer |
| Robin Gomez | Bastiaan Schouten |
| James Graham | William Schoux |
| Abraham Grayson | William Sigler |
| J. Paul Guedet | Steven Sinding |
| James Habron | Jesse Snyder |
| Robert Halligan | Roy Stacy |
| Arthur Handly | Eugene Staples |
| Francis Herder | Samuel Taylor |
| Allison Herrick | John Trayfors |
| John Hicks | Lee Twentyman |
| James Holtaway | Charles Ward |
| Robert Huesmann | John Westley |
| Albert Hullung | David Wilson |
| | John Woods |

FS PROMOTIONS ANNOUNCED

Promotions for 124 foreign service personnel up to class FS-02 and below have been recommended by the 1986 Selection Boards that convened in August, September and October. Members FS-02 and below were evaluated in rank order by occupation.

Each Selection Board was made up of peers, with one public member. The Selection Boards identify deserving employees for promotion who may total more than the number of promotions that are authorized.

The number of promotions is determined by the Administrator, taking into account the number of positions at a particular level in relation to the number of employees at that level; projections of attrition due to resignations; voluntary and mandatory retirements; anticipation of new positions; and budgetary and other considerations.

Because of the statutory requirement that promotions into and within the Senior Foreign Service (SFS) shall be by appointment by the President with the advice and consent of the Senate, promotions to the Counselor class and within the Senior Foreign Service cannot be announced yet.

However, promotees will be notified as soon as the President sends their names to the Senate for confirmation.

1986 FOREIGN SERVICE PROMOTIONS FS-02 AND BELOW

From FS-02 to FS-01:

- | | |
|---------------------------|---------------------|
| Gary E. Alex | Sonia Hanman |
| Robert E. Armstrong | Gerald E. Hensley |
| Edward A. Baker | Gary M. Imhoff |
| John A. Becker | Homi Jamshed |
| William M. Carter | Robert J. Kramer |
| Lisa Chiles | Mary L. Wellen |
| Donald B. Clark | James Lowenthal |
| Thomas Fencion Cornell | Robert P. Mathia |
| James R. Dempsey | Laura K. McGhee |
| Rose Marie Depp | Thomas E. Park |
| John R. Dial | Roy L. Robieson |
| Valerie L. Dickson-Horton | Joel Schlesinger |
| William H. Douglass | Marsha A. Smith |
| Elmer G. Fales | Wenda A. Stichel |
| Paula Feeney | Joe L. Tucker |
| John D. Flood | Marion M. K. Warren |
| Alan V. Getson | James Washington |
| Richard J. Greene | Darva K. Wright |
| Jack C. Gunther, Jr. | Frank J. Young |
| David N. Hagen | |

From FS-03 to FS-02:

- | | |
|------------------------|---------------------|
| David R. Adams | John P. McMahon |
| Stephen C. Allen | Steffi E. Meyer |
| James Bever | Timothy Miller |
| Gary Bittner | Michael Morfit |
| Marilyn B. Buchan | Ursula Nadolny |
| Rosemarie Burgett | Robert Navin |
| Douglas Chiroboga | Francesca Nelso |
| Danilo Cruz-DePaula | James B. Pagano |
| William L. Dunn | Jane Prudoehl-Nandy |
| Sharon Fee | Carl Shakir |
| William J. Garvelink | Rahmaan |
| Rudolfo Griego | Robert Rose |
| David Hess | Linda D. Tarphe-Doe |
| Katherine Jones-Patron | Jerry D. Tarter |
| Donald G. Keene | Michael Crooks |
| Mary E. Lew | Trott |
| Timothy Mahoney | Joseph M. Varley |
| Darrell McIntyre | Theresa Anne Ware |
| Emily Baldwin | Louise Berry Wise |
| McPhie | |

OVERSEAS DUTY

AID's efforts to reduce the turnover rate of key personnel in overseas posts to improve continuity in country programs are paying off, according to a recent analysis of lengths of assignments.

Comparison of lengths of assignments from 1980-81 with those from 1985-86 reveals the following progress:

	Length of Service (in months)	
	80-81	85-86
Mission Directors/ Dep. Directors	25	41
Agricultural Officers	25	43
Administrative Managers	24	29
All categories	25	41

Similar attention is being given to the continuity of contract personnel associated with AID and Title XII programs/projects.

In addition to decreasing turnovers, longer service time results in lower costs to the Agency.

SERVICE AWARDS PRESENTED

President Reagan has approved a Distinguished Service Award of \$20,000 for Martin Dagata and Meritorious Service Awards of \$10,000 each for 16 other career members of AID's Senior Foreign Service.

Dagata, who currently serves as deputy assistant administrator of the Bureau for Program and Policy

Coordination, was cited for "a succession of spectacular performances in four of AID's most difficult assignments, heading missions in Tunisia, El Salvador and Jamaica, and in AID/Washington as director of the Office of Caribbean Operations from 1984-86."

Administrator Peter McPherson noted, "Dagata responded to every demand levied by the Administrator and the National Security Council, winning for AID the NSC's highest commendation" during his service in the Office of Caribbean Affairs.

The 16 SFS career members who will receive Meritorious Service Awards include: Peter W. Askin, Henry H. Bassford, Robert H. Bell, Walter G. Bollinger, Anthony J. Cauterucci, Fred C. Fischer, Edgar C. Harrell, James M. Kelly, Frank B. Kimball, Donor M. Lion, Alexander R. Love, Lois C. Richards, Edward L. Sakers, John A. Sanbrailo, Frederick M. Schieck and William A. Sigler.

Agency Pay Schedule

RATES EFFECTIVE January 6, 1987 Authorized by Executive Order 12578

CATEGORY AND GRADE CLASS	STEP RATES WITHIN GRADE OR CLASS (DOLLARS)						
	GS	FS	1	2	3	4	5
18		86,682*	76,423*	78,968*	81,353*	83,818*	
17		73,956*	65,240*	67,345*	69,450*	71,555*	73,660*
16		53,830	55,624	57,418	59,212	61,006	62,800
15	1	33,830	35,465	37,100	38,735	40,370	42,005
14		45,763	47,288	48,813	50,338	51,863	53,388
13	1	43,619	44,919	46,219	47,519	48,819	50,119
12	1	35,344	36,404	37,464	38,524	39,584	40,644
		32,567	33,652	34,737	35,822	36,907	37,992

CATEGORY AND GRADE CLASS	STEP RATES WITHIN GRADE OR CLASS (DOLLARS)													
	GS	FS	8	9	10	11	12	13	14	15	16	17	18	19
11	4	35,224	36,280	37,336	38,392	39,448	40,504	41,560	42,616	43,672	44,728	45,784	46,840	47,896
10		30,950	31,324	31,698	32,072	32,446	32,820	33,194	33,568	33,942	34,316	34,690	35,064	35,438
9	5	28,547	29,398	30,249	31,100	31,951	32,802	33,653	34,504	35,355	36,206	37,057	37,908	38,759
8	6	25,515	26,280	27,045	27,810	28,575	29,340	30,105	30,870	31,635	32,400	33,165	33,930	34,695
7	7	22,810	23,495	24,180	24,865	25,550	26,235	26,920	27,605	28,290	28,975	29,660	30,345	31,030
6	8	20,391	21,003	21,615	22,227	22,839	23,451	24,063	24,675	25,287	25,899	26,511	27,123	27,735
5	9	18,279	18,776	19,273	19,770	20,267	20,764	21,261	21,758	22,255	22,752	23,249	23,746	24,243
4		16,342	16,784	17,226	17,668	18,110	18,552	18,994	19,436	19,878	20,320	20,762	21,204	21,646
3		14,551	14,946	15,341	15,736	16,131	16,526	16,921	17,316	17,711	18,106	18,501	18,896	19,291
2		12,913	13,262	13,611	13,960	14,309	14,658	15,007	15,356	15,705	16,054	16,403	16,752	17,101
1		11,721	12,025	12,329	12,633	12,937	13,241	13,545	13,849	14,153	14,457	14,761	15,065	15,369

Executive Schedule/Chief of Mission		Senior Foreign Service/Senior Executive Service	
EX-1 \$88,800	EX-UCOM \$74,500	SES-1 \$61,200	SES-5 \$70,700
EX-11 \$72,400	EX-V \$70,800	SES-2 \$65,700	SES-6 \$72,500
EX-UCOM \$75,800		SES-3 \$68,200	SES-6 \$74,500

CATEGORY AND GRADE CLASS	STEP RATES WITHIN GRADE OR CLASS (DOLLARS)													
	GS	FS	8	9	10	11	12	13	14	15	16	17	18	19
11	4	28,640	29,499	30,358	31,217	32,076	32,935	33,794	34,653	35,512	36,371	37,230	38,089	38,948
10		24,732	25,556	26,380	27,204	28,028	28,852	29,676	30,500	31,324	32,148	32,972	33,796	34,620
9	5	22,207	22,903	23,600	24,296	24,992	25,688	26,384	27,080	27,776	28,472	29,168	29,864	30,560
8	6	20,458	21,072	21,686	22,300	22,914	23,528	24,142	24,756	25,370	25,984	26,598	27,212	27,826
7	7	18,547	19,103	19,659	20,215	20,771	21,327	21,883	22,439	22,995	23,551	24,107	24,663	25,219
6	8	16,580	17,077	17,574	18,071	18,568	19,065	19,562	20,059	20,556	21,053	21,550	22,047	22,544
5	9	14,827	15,257	15,687	16,117	16,547	16,977	17,407	17,837	18,267	18,697	19,127	19,557	19,987
4		13,208	13,600	13,992	14,384	14,776	15,168	15,560	15,952	16,344	16,736	17,128	17,520	17,912
3		11,802	12,195	12,588	12,981	13,374	13,767	14,160	14,553	14,946	15,339	15,732	16,125	16,518
2		10,616	11,073	11,430	11,787	12,144	12,501	12,858	13,215	13,572	13,929	14,286	14,643	15,000
1		9,619	9,940	10,261	10,582	10,903	11,224	11,545	11,866	12,187	12,508	12,829	13,150	13,471

CATEGORY AND GRADE CLASS	STEP RATES WITHIN GRADE OR CLASS (DOLLARS)						
	GS	FS	1	2	3	4	5
11	4	28,640	29,499	30,358	31,217	32,076	32,935
10		24,732	25,556	26,380	27,204	28,028	28,852
9	5	22,207	22,903	23,600	24,296	24,992	25,688
8	6	20,458	21,072	21,686	22,300	22,914	23,528
7	7	18,547	19,103	19,659	20,215	20,771	21,327
6	8	16,580	17,077	17,574	18,071	18,568	19,065
5	9	14,827	15,257	15,687	16,117	16,547	16,977
4		13,208	13,600	13,992	14,384	14,776	15,168
3		11,802	12,195	12,588	12,981	13,374	13,767
2		10,616	11,073	11,430	11,787	12,144	12,501
1		9,619	9,940	10,261	10,582	10,903	11,224

From FS-04 to FS-03:

- | | |
|-----------------------|--------------------|
| Beth E. Cypser | John P. McAvoy |
| James Goggin | Elizabeth A. Mills |
| Catherine Gordon | Virgilio S. Perez |
| Stephen J. Hadley | Fred Pollock |
| David A. Himeifarb | Gerald C. Render |
| Richard Hough | Mary Reynolds |
| Thomas Johnstone, Jr. | Denny Robertson |
| Elaine M. Kelly | Andrew Sisson |
| Erna W. Kerst | Donna Stauffer |
| Andrew Maxey | Diana L. Swain |

From FS-05 to FS-04:

- | | |
|-------------------|-----------------------|
| Joseph Coblentz | Sylvia Mitchell |
| W. Colleen Harris | Patricia Moser |
| Linda J. Hooper | Charles Signer |
| Rosella Marshall | Elizabeth B. Warfield |
| Anne E. Mehu | |

From FS-06 to FS-05:

- | | |
|-----------------|--------------------|
| Marsha Albright | Alexander McKinnon |
| Barbara Court | Peggy K. Ngo |
| Edith Flores | Carolyn K. Redman |

From FS-07 to FS-06:

- | |
|--------------------|
| Lorraine J. Jacobs |
|--------------------|

Development Education Connects Global Issues

The point of development education is to create connections between different aspects of global issues—health, population and development,” says Tarzie Vittachie, U.N. Children’s Fund (UNICEF) deputy director, at a recent AID conference focusing on this subject.

Sponsored by the Office of Private and Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance, “Making Connections: A Critical Challenge for Development Education” was held recently in Annapolis, Md.

“This conference has evolved into an annual event that began three years ago when AID sponsored its first workshop for Biden-Pell grantees,” explained Tom McKay, associate assistant administrator of Private Voluntary Cooperation.

“Last year we broadened our reach to include a larger cross section of educators and private voluntary organizations (PVOs) at the first national conference on development education. The trend to include new and diversified groups continued this year when we deliberately attempted to extend our reach by selecting conference co-sponsors representing diverse groups.”

“Making Connections” was designed to explore the links between development, population and environmental issues, as well as the relationship between global issues and domestic concerns. The conference also was intended to help development practitioners and educators make connections among themselves at the local and regional levels to improve their educational outreach.

This year, nearly 200 educators, environmentalists, media specialists,

PVOs and local community organizers took part in workshops and plenary sessions that focused on a variety of issues related to development education, McKay reported.

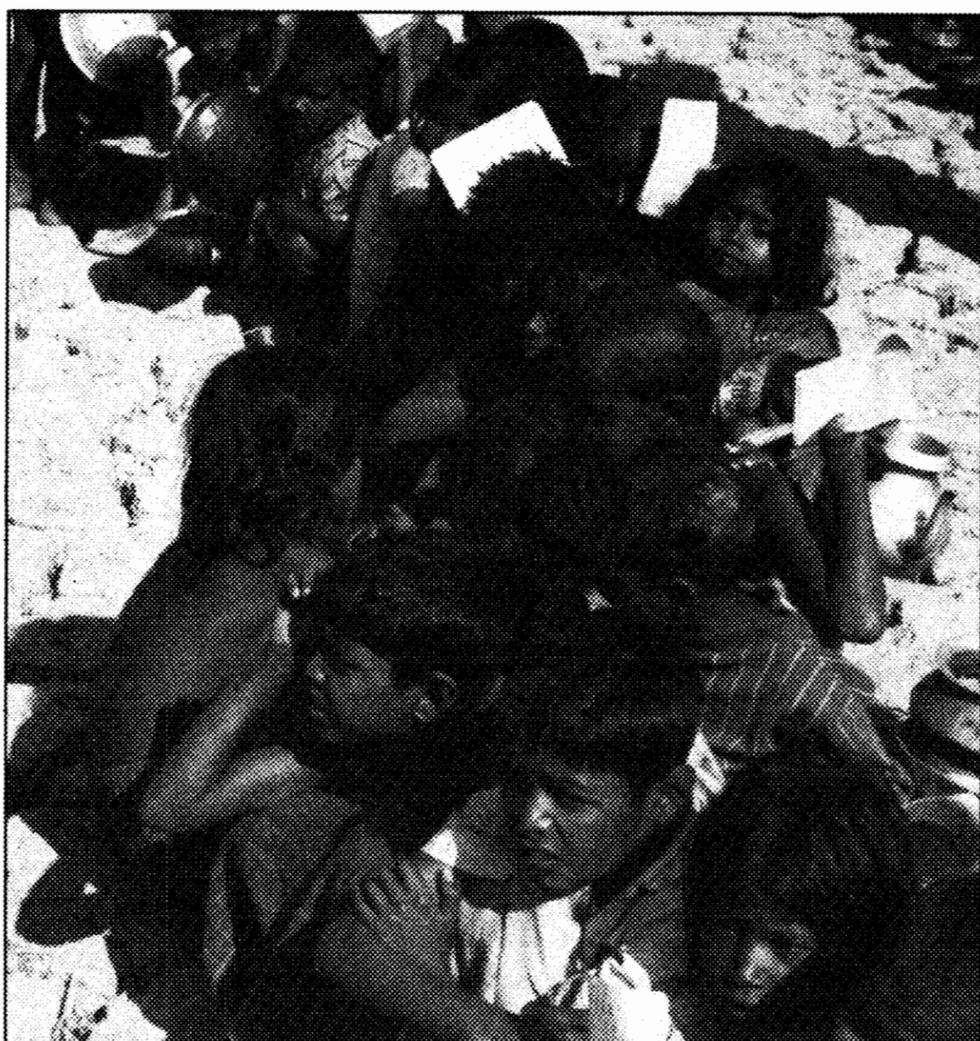
The aim of the conference was to address the growing needs of development education and to explore ways to bring about a long-term commitment by Americans to Third World development. “We used to see development education as a concept. Now we see it as action. This conference has helped to focus that action,” McKay said.

Another topic of discussion was the need to increase exposure to development issues on the primary and secondary educational levels. “The essence of development education,” said Reginald Petty of Educational Resources International, “must go down to the elementary and junior high levels so that they won’t be meeting here in 20 or 30 years to discuss the same issues we’re discussing today.”

An important part of the conference was the involvement of Third World participants. Speakers from Latin America, Asia and Africa spoke about how they think Americans perceive the Third World. They also discussed the messages and images important for development educators to emphasize.

Ruth Groberman of the Canadian International Development Agency described local “Learner Centers” set up throughout Canada to encourage public awareness of development concerns. Groberman stressed that development education is a long-term process to foster local interest in global development issues.

That theme was repeated in workshops where participants were urged to “think globally, but act locally”



Ways to bring about a long-term commitment by Americans to Third World development were explored at a recent meeting of development professionals.

and to see the connections between themselves and the various disciplines of development.

Panelist Kimberly Crews of the Population Reference Bureau, Inc. observed that population “is not just family planning,” but is related to all development areas. Crews urged that the group see the interdependence of child survival, population, food production, health and other issues.

In another session, “Making Development Relevant to the Lives of Americans,” the theme was build-

ing American attitudes beyond the “missionary impulse” and on to greater awareness of world development needs and how they inherently affect U.S. interests.

Beth Hogan, coordinator of AID’s Development Education program who chaired the conference planning group, said, “The most important outcome of this conference was the emergence of new coalitions between international and domestic organizations, which have discovered their common concerns and commitment to development education.”

Recourse for Complaints Explained



“AID has a very thorough complaint and appeal process to ferret out any unlawful discrimination,” says Dennis Diamond, director of the Office of Equal Opportunity Programs (EOP). The Agency is committed to equal opportunity for all men and women.

The responsibility of keeping the commitment belongs to EOP, which vigorously enforces the Agency’s policy against any form of discrimination.

Any employee or job applicant who has been discriminated against in the workplace—for reasons of race, color, sex, age, religion, national origin or handicap—can seek recourse through the equal employment opportunity process. The employee or applicant must follow the EOP’s formal procedure for pursuing a discrimination complaint.

Complaints concerning any form of discrimination are filed with EOP, which investigates the case. If EOP concludes that no discrimination occurred, the complainant, if dissatisfied with that decision, has 15 days to request a hearing or appeal the matter to the AID Administrator. EOP’s conclusion is considered the Agency’s final decision if it is not appealed in the prescribed period.

When requested, a formal appeal hearing is conducted before an Equal Employment Opportunity Commission (EEOC) complaints examiner. If the EOP decision is appealed to the Administrator, he or his designee will review the decision, based on the evidence in the complaint file.

In cases where an EEOC hearing is requested, the Agency can accept, reject or modify the recommendation made by the complaints examiner in preparing its final decision. However, if the complainant requests a review by the Administrator, that decision will be the final Agency decision.

A complainant who is not satisfied with the final Agency decision can appeal to the EEOC Office of Review and Appeals (ORA) within

20 days of receipt of the decision or file a civil action in an appropriate federal district court within 30 days. A complainant also may appeal an ORA decision by filing a civil action within 30 days.

In addition, a civil action can be filed if a decision is not made within 180 days of filing the original complaint or ORA appeal.

Persons who file age discrimination complaints must exhaust administrative remedies prior to filing a civil action. However, an age discrimination complainant may file a civil action after giving EEOC 30 days notice, even though an age discrimination complaint has not been filed with the Agency.

Any complainant who files a civil action has the right to request a court-appointed attorney.

“EOP will counsel any person who is considering filing a discrimination complaint. The office will explain the complaint procedure in detail,” says Diamond. “Our purpose is to vigorously investigate any case of alleged discrimination and enforce AID policy against such unlawful practices.”

Cairo ‘Sting’ Nabs Suspect

An elaborate sting operation—complete with marked money and electronic monitoring devices—helped the Inspector General’s Office in Cairo track down a man suspected of taking \$750,000 in material from a nearby construction site.

Over 600 splice boxes, which are used to distribute electricity between buildings, were stolen from the site of a low-income housing project that is jointly financed by AID and the Egyptian government.

AID and Egyptian authorities traced the stolen property through unsuspecting merchants who offered the material for sale in Cairo, Alexandria and other northern cities. More than 40 people were questioned, and most of the material was recovered.

“AID’s alertness, combined with very professional assistance from the Egyptian government, paid off in this case,” said AID Inspector General Herbert Beckington.

ASHA Revitalizes Agricultural School



The Panamerican Agricultural School in Honduras, with assistance from AID, has received a new look, enabling it to broaden its scope and improve its educational quality.

With ideas and financing from the Bureau for Food for Peace and Voluntary Assistance's Office of American Schools and Hospitals Abroad (ASHA), the post-secondary school revamped its program with the aim of providing students the expertise needed to meet the region's food requirements.

Director Simon Malo, a U.S. citizen of Ecuadorian birth as well as a graduate of the school and former professor of agriculture at the University of Florida, has led the way in revitalizing the school's program.

Recognizing the need for agricultural education in Central America, ASHA has granted \$9.7 million since 1980 for new and renovated facilities, equipment and curriculum improvement.

With this support, Malo has seen that laboratories, classrooms, an expanded library and dormitories have been built or are under construction for the school. In addition, facilities for food storage and processing, farm production, animal husbandry and other improvements are under way.

In just seven years, the school has doubled enrollment, expanded its

curriculum and become co-educational.

This year, the school will be adding a fourth year to its intensive three-year undergraduate program.

"The school's schedule is intense. Much of the learning is done in the field where professors work side-by-side with pupils."

This will allow the school to offer the Ingeniero Agronomo (agricultural engineer) degree as well as that of Agronomo. Course work in agribusiness and economics as well as plant and animal sciences also will be included in the curriculum.

Located 20 miles east of Tegucigalpa in the Zamorano Valley, the school is known by its Spanish initials EAP, Escuela Agricola Panamericana. Its students, known as Zamoranos, come from 15 Latin American nations—principally those of Central America.

In 1981 with ASHA support, EAP admitted its first women students. And in 1984, the first class in which women were graduated, the

valedictorian was a woman.

The school's schedule is intense: Students start daily at 5 a.m. Much of the learning is done in the fields where professors work side-by-side with pupils. This combination of a "hands on" and an academic approach to agricultural education differs from that of other Latin American institutions where rote learning is the norm.

In the second year of the agronomy program, students independently plan and carry out research in basic grain crops on supervised plots. They use microcomputers to process and analyze data for continuing research in horticulture, introducing new varieties of fruits and vegetables and publishing guides for producers.

Students conduct trials of natural and synthetic fertilizers and methods of pest control, analyze multiple crop comparisons and variety yields tests, and examine techniques for hormonal control of fish populations to produce larger catches in smaller ponds.

Animal science studies have resulted in EAP winning top prizes for its Holstein and Jersey cows at the annual National Livestock Show.

EAP's involvement in the sciences of food production, environment, conservation and agricultural management extend far beyond the campus. Seeds and germplasm of forage crops are transferred to five nurseries throughout Honduras.

Pest management courses are offered to technicians, extension workers and farmers living in nearby communities. EAP publishes the results of research and provides guides on a wide variety of crop production techniques.

As a result of expanded capabilities provided through ASHA financing, EAP is undertaking and attracting support for additional activities. For example, AID's Regional Office for Central American Programs is drawing on EAP to train high school agriculture teachers from Central America prior to their coming to the United States under the Central America Peace Scholarship Program.

Furthermore, a recent grant from the Kellogg Foundation will permit EAP to establish a Rural Development Center for Education and Outreach. The center will permit an expansion of short-term, non-degree programs for extension agents, small farmers and campesinos.

AID's mission in Honduras also finances an integrated pest management project with EAP's Department of Crop Protection. The technologies generated to date are expected to boost Honduran production of maize and beans by approximately \$20 million a year.

And, as one indication of its success, EAP reports that project results already are being applied in neighboring countries.

Courier's Capabilities Enhanced



Four months ago when the mission management task force in Tegucigalpa, Honduras, recommended that mail rotations be increased from three to eight a day, there was legitimate concern that Esmerlin could not keep up the pace.

Jose Esmerlin Pineda is the messenger and courier for the mission. Esmerlin also is handicapped, and use of his legs and one arm is limited severely.

He first came to the mission staff three years ago after meeting Rosalba Cauterucci, wife of the former mission director. She had just initiated a program to benefit handicapped persons.

Now Esmerlin is taking a fast turn in life. Three weeks before Christmas, Mission Director John Sanbrailo and the Office Improvement Committee presented Esmerlin with a new electric-wheeled cart.

At present, in addition to the eight rotations a day, Esmerlin handles numerous tasks in the Communications and Records Office.

Esmerlin, delighted with the electric cart, joked, "Too bad the elevators can't keep up with me anymore."

CONFERENCE SPOTLIGHTS ORT

U.S. Ambassador to Paraguay Clyde Taylor recently visited the pediatric ward at the University Hospital of Paraguay's National Medical School to discuss oral rehydration therapy (ORT) medical training and service delivery programs.

The ambassador's visit coincided with a national ORT conference, which was sponsored by AID in collaboration with the Paraguayan Ministry of Health and Social Welfare.

The purpose of the conference was to offer training to Paraguayan doctors and nurses in the latest advances in understanding and treating diarrheal diseases.

At the conference, Dr. Daniel Pizarro, an internationally renowned Costa Rican pediatrician, spoke about the causes, symptoms, duration and treatment of diarrheal diseases.

Rose Schneider, a nurse consultant with extensive experience in Latin America, stressed the importance of creating an interinstitutional national committee composed of public and private sector representatives to coordinate the ORT program.

Discussing the importance of the role of communications, HEALTHCOM staff representatives Diane Urban and Mario Bravo explained how social marketing techniques can be applied to the ORT



Dwight Ink (right), assistant administrator of the Bureau for Latin America and the Caribbean (LAC), discusses AID priorities in the region with Frank Almaguer, mission director for Ecuador, at the LAC Mission Directors Conference held recently in Quito, Ecuador.

program to increase knowledge and use of the product.

Urban and Bravo worked with public and private sector groups to design a child survival program for nine model service delivery health centers. The program includes training programs, a multimedia medical education package, research on ORT consumers' attitudes and

practices, and a consumer education program on the use of ORT and the requirement for normal feeding during diarrhea episodes.

A national coordinating council, a new public and private sector task force and a resident HEALTHCOM advisor will work together to ensure the success of the program.

—Paula Feeney