

## USAID REPORTS: ACQUIRED IMMUNE DEFICIENCY SYNDROME

Presented below are abstracts of recent USAID reports on the subject of acquired immune deficiency syndrome (AIDS). 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 USAID'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 highlighted in a recent issue of ARDA, write to PFC/CDIE/DI, Attn: ARDA, room 209, SA-18, or call CDIE User Services at (301) 951-9647.

### Acquired immune deficiency syndrome: A brief overview

Langford, Nancy  
U.S. Agency for International Development, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C.  
April 1987, 8p., En  
Document Number: PN-AAW-794

Current knowledge about the nature and transmission of acquired immune deficiency syndrome (AIDS) in developed nations points to a potential epidemic of devastating proportions. The disease is almost certain to have amplified effects in developing countries where health and communications infrastructures are either fragile or nonexistent. This overview presents current medical knowledge about AIDS, discussing the nature of AIDS; the course of the disease; testing methods; means of transmission; research on cures and vaccines; and preventive measures.

AIDS is a disease, currently fatal, which is caused by the human immunodeficiency virus (HIV) and characterized by a weakening of the immune system that permits infection by opportunistic diseases.

AIDS has a long incubation period; it is estimated that 10-30% of HIV positives will develop AIDS within the first 5 years of infection, and 30-50% are likely to develop the disease over time. The average survival period with clinical AIDS is 2 years, and few survive more than 3 years. Testing and screening are done not for AIDS but for signs of infection with HIV, specifically, for antibodies. A result of HIV-positive does not mean that a person has AIDS, but that he or she is infected with HIV.

Current research focuses on: (1) drugs to kill/inhibit HIV (at present, the only drugs available are those that, like the toxic and costly AZT, are able only to prevent it from spreading); (2) drugs to bolster the immune system (current research in this area is inconclusive); and (3) vaccines—the development of which is estimated to be years away—against human retrovirus (of which HIV is one).

Appended is a 27-item bibliography (1985-87).

### AIDS: A public health crisis\*

Johns Hopkins University, Population Communication Services, Population Information Program, Baltimore, MD.  
U.S. Agency for International Development, Bureau for Science and Technology, Office of Population, Washington, D.C. (Sponsor) Population reports, Series L, no. 6, Issues in world health, v.24(3), Aug 1986, p.L-193-L-228: ill., charts, En  
Document Number: PN-AAW-800  
\*Available from: Population Information Program, The Johns Hopkins University, 624 North Broadway, Baltimore, MD 21205.

This report provides basic information on six issues relating to AIDS:

- (1) AIDS is a global epidemic. It is increasing rapidly, with over 270,000 cases expected by 1991 in the United States alone.
- (2) Infection occurs in four stages—initial infection with the HIV virus, development of an asymptomatic carrier state (one has the disease but shows no symptoms), persistent generalized lymphadenopathy (swollen lymph nodes in two separate areas other than the groin for over three months), and finally AIDS itself and related life-threatening conditions.
- (3) AIDS is transmitted by sexual intercourse, by contaminated blood and blood products, and by contaminated hypodermic needles. AIDS can be transmitted from mother to child during pregnancy or childbirth. Transmission by casual or even close family contact is unlikely.
- (4) Until a cure is found, education programs are sorely needed to change behavior, especially for those in high-risk groups.
- (5) Health workers and hospitals have a crucial role to play in preventing AIDS.
- (6) Other public health efforts to stop AIDS fall into two categories—measures to identify those infected with AIDS and measures to prevent the latter from infecting others.

A table of the prevalence and a 648-item bibliography are appended.

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

JUNE 1987

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

PN-ACZ-542



## Agency Commits Millions to Fight AIDS

## U.S. Anti-Drug Coordinators Convene

## EPAP Process Spotlighted

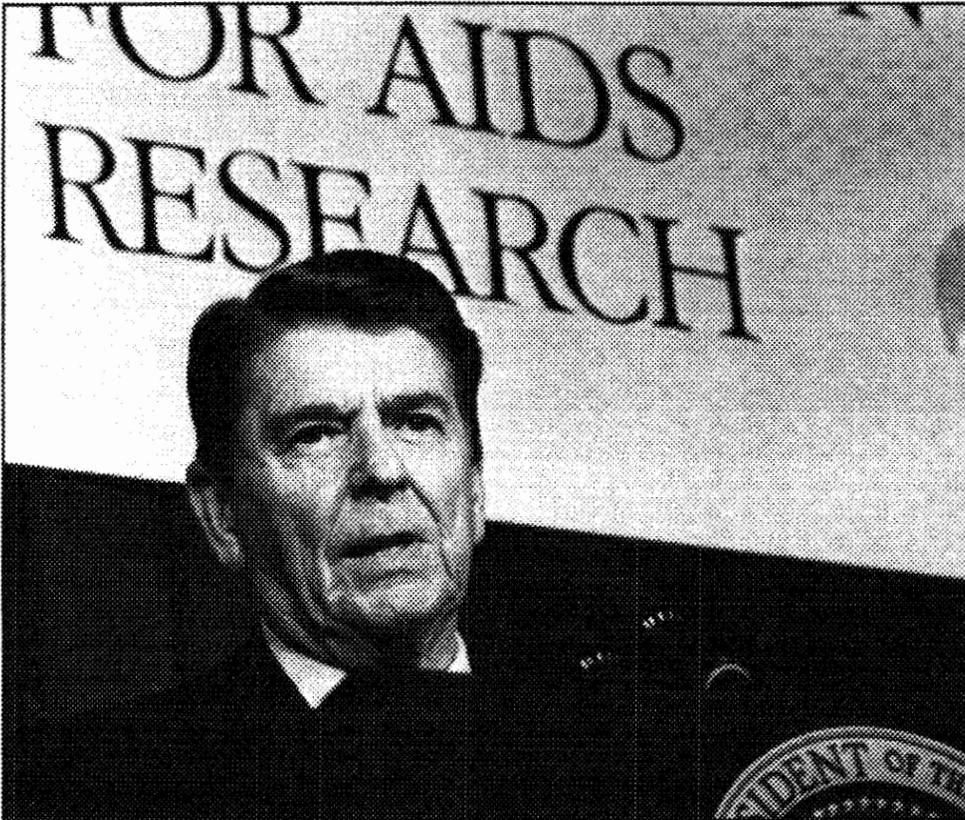
## \$14 Million Pledged to Fight AIDS

by Dolores Weiss

Pointing out that over 10 million people may have become infected with the AIDS virus since its discovery in 1981, Dr. Jonathan Mann, director of the Special Programme on AIDS for the World Health Organization (WHO), underscored to top USAID officials at a June 5 meeting at the State Department the urgency in carrying out a global strategy to combat the deadly disease.

Dr. Mann was in Washington, D.C., to address more than 6,000 scientists, doctors and health officials from 123 countries who were participating in the Third International Conference on AIDS, held June 1-5. The Agency sponsored 105 attendees from 43 countries and two roundtable discussions at the conference.

During the week of the conference, Deputy Administrator Jay F. Morris announced that the Agency is allocating \$14 million during fiscal 1987 for the control and prevention of AIDS worldwide. Morris stated that USAID supports



**President Reagan: "I don't want Americans to think AIDS simply affects only certain groups. AIDS affects all of us."**

the global program of WHO and will continue to work closely with that organization and local governments on request.

Acknowledging the Agency's support, Mann said, "We need to sound a global alarm. An epidemic is beginning. Countries shouldn't wait for their first AIDS case; they should start prevention measures now. During the mid- to late-70s, we were totally oblivious that the virus was being spread throughout

the world. We have been late in recognizing the problem because its transmission has been silent. A lot of people still don't realize the scope of the crisis."

Mann explained that health officials are aware only of the "tip of the iceberg."

"There are 50 to 100 additional people infected for every AIDS case reported," Mann said. To date, AIDS has been reported officially in 113 countries.

The cost not only in terms of medical care but also of human lives is particularly severe for developing countries, nations that can least afford to lose those who are the typical victims of AIDS—people in the prime of life.

"AIDS is a direct threat to development, robbing countries of those people who are most productive," Mann warned.

Though the statistics are grim, he said there is reason for hope. "Transmission can be controlled by human action [because] the virus does not spread through casual contact. And, countries are increasing their reporting of AIDS. The climate is completely different from a year ago."

Mann pointed to the need for continued mobilization of health resources, research, screening of blood and educational campaigns to prevent the spread of AIDS.

At the AIDS research awards dinner, which preceded the conference, President Reagan also called attention to the importance of educating the public. "As dangerous and deadly as AIDS is, many of the fears surrounding it are unfounded," he said. "Education is critical to clearing up the fears, and education is crucial to stopping the transmission of the disease."

During his speech, the President requested that corporations, communities and religious groups help the federal government in providing scientific, factual information.

*(continued on page 11)*

## Religious Leaders Briefed

by Roger Noriega

Dialogue was the order of the day as leaders of the evangelical community gathered May 28 at the State Department for a high-level briefing on the status of foreign affairs funding. A similar meeting for other religious organizations was conducted earlier in the month.

"We're trying to reach out to community leaders to ask for your input," Deputy Administrator Jay F. Morris told the 29 activists, many of whom are involved in international development work. "Your help is needed to help us improve our programs and ensure that the facts about our joint foreign affairs programs are known by the people in your communities."

Stressing the importance of foreign affairs activities as a priority item was the goal of the briefing by a team of officials from USAID, the White House, State Department and U.S. Information Agency (USIA).

"We are at a special moment in history, because things are changing around the world," Secretary of State George Shultz noted at a reception following the briefing. "These changes offer important opportunities for enhancing America's security and prosperity and promoting our ideals."

Shultz cited the tide of  
*(continued on page 4)*

## Bush Hails USAID Role

# Teamwork Against Drugs Urged

"Narcotics trafficking is too big a problem for any one country—even the United States—to handle alone," Vice President Bush told U.S. narcotics coordinators gathered at the State Department for a recent conference on combatting the flow of illicit drugs.

During his remarks, Bush also hailed the anti-narcotics efforts of USAID missions in drug-producing areas of the Third World.

"Increasingly, other governments are recognizing the terrible threat that narcotics trafficking poses to government institutions and societies. The drug lords and their partners are a clear threat to the national welfare of all countries."

"Together we are going to carry this fight to other fronts," Bush pledged. "Today, eradication programs are working in 20 leading drug-producing countries around the world, compared with only two such programs in 1982. And, we are pursuing drug-smuggling extradition treaties with several other nations."

"International and interagency

cooperation is essential if we are going to gain the upper hand against the drug traffickers," said Bush. "I urge you to redouble your efforts."

Richard Bissell, assistant administrator for Program and Policy Coordination, took part in an interagency panel during the conference that focused on the role of U.S. government agencies in the anti-narcotics offensive. He outlined USAID's current efforts to discourage drug production in Latin America and Asia.

In another panel discussion, USAID Narcotics Affairs Coordinator Joseph Esposito reported on the Agency's efforts in several Central and South American countries and in Pakistan and Thailand. He also discussed the results of a comprehensive narcotics education study conducted recently in eight Asian countries.

For instance, the survey revealed that Pakistan and Thailand are suffering a serious domestic narcotics problem, with 450,000 and 300,000 heroin addicts, respectively. In the eight countries

surveyed, the study identified growing public concern over the drug problem and increased demand for government action.

In a related matter, USAID's contribution to the battle against narcotics won praise in Quito, Ecuador, following a recent screening of an Agency-funded television documentary entitled "Cocaine: The Tragic Harvest." The four half-hour segments, filmed in Ecuador, Bolivia, Peru, Colombia and Nassau, present graphic evidence of the toll of drug abuse on the young people of Latin America.

One segment features "Ciudad de los Niños," a center in Colombia where children and young adults are treated for drug addiction. The series also highlights interdiction efforts.

The documentary, produced by an Ecuadorean television station in cooperation with the U.S. Information Service post there, is expected to be aired in Colombia, Peru, Bolivia and Venezuela.

—Roger Noriega

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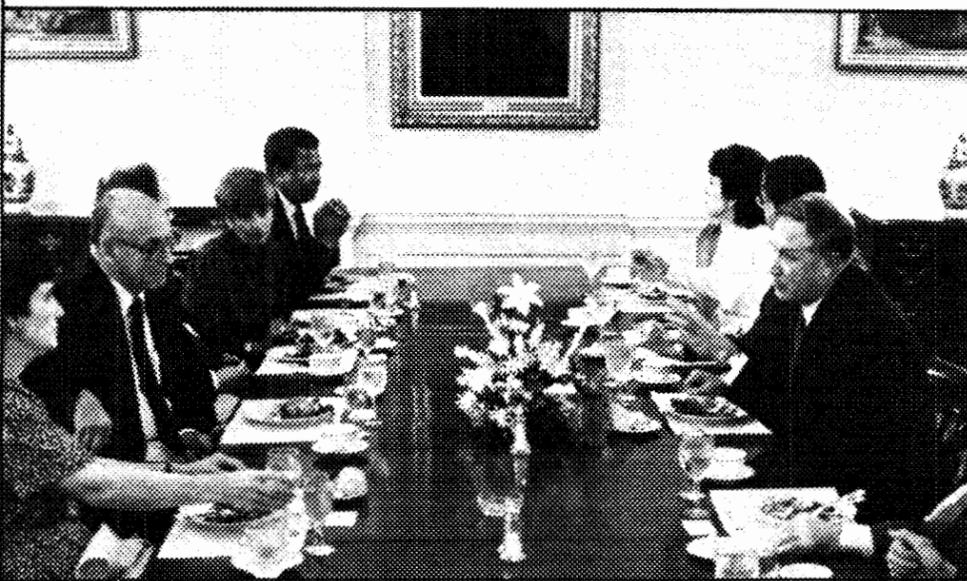
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**Cover Photo:** Planning for the future. Oman sets its goals on developing human resources, with education and training programs as priority concerns. See story on page 3.



At the award luncheon, Senior Deputy Assistant Administrator for the Bureau for Africa Ray Love (right), recipient of the 1986 Luther I. Replogle Award, talks with (from left) Elizabeth Gebhard, donor of the award and Replogle's daughter, and Ambassador George Vest, director general of the Foreign Service.

## Love Wins Replogle Award

Alexander R. Love, senior deputy assistant administrator for the Africa Bureau, is the 1986 recipient of the Luther I. Replogle Award for outstanding managerial achievement. Love is the first USAID employee to receive the award, which includes a certificate signed by the secretary of state and a \$5,000 cash prize.

Love was cited as the driving force behind the U.S. government's disaster relief initiatives in Africa during the 1984-85 famine and for "significantly and substantially improving the Agency's overall efficiency and ability to effect economic change in the developing countries of Africa."

When the African drought intensified in 1984, famine relief assistance became a USAID policy priority. Love undertook the task of coordinating and directing a humanitarian effort of unprecedented proportions, including shipment of more than six million metric tons of food as part of the total \$2.2 billion in U.S. assistance to the continent.

In nominating Love, Deputy Administrator Jay F. Morris wrote, "Love was absolutely critical to our relief effort. He was an indispensable catalyst in the U.S. government's response to the crisis in Africa, and his quick and decisive actions proved to have a galvanizing effect."

Love was chairman of the Inter-agency Task Force on the Africa Drought in 1985 and twice visited the Sudan to analyze the extent of the emergency there.

As the crisis eased, the task force was replaced by an interim Drought Control Staff under Love's direction, which developed a program designed to assimilate drought assistance activities into the line operations of the Africa Bureau, the Bureau for Food for Peace and Voluntary Assistance and the Office of U.S. Foreign Disaster Assistance.

When the integration effort was completed in May 1986, Love

assumed overall Agency responsibility for the final phase of drought activities. Those efforts include evaluating and developing follow-on bilateral assistance programs and creating an "early warning system" to detect future problems and potential disasters. These activities are intended to improve donor response and more effective relief aid.

While citing Love's role in emergency relief efforts, his nomination noted that his most lasting accomplishments may lie in his reorganization of the USAID Africa Bureau.

His support for the career development of junior and mid-level employees, especially within the context of the Agency's Equal Employment Opportunity objectives, has helped attract some of the best talent in the Agency to the Africa Bureau, Morris noted.

As the senior deputy assistant administrator, he also "advocated and subsequently executed the most significant re-delegation of authority in the Agency's history," according to Morris.

Consequently, mission directors now have more authority in the design and implementation of bilateral assistance projects.

"The broad implications of Ray Love's managerial initiatives within the Africa Bureau are now becoming apparent in daily operations," said Morris. "His expert and incisive reforms have made the bureau one of the tightest and best managed organizations in the Agency."

The Luther I. Replogle Award for Management Improvement was established under an endowment from the late Luther I. Replogle, former American ambassador to Iceland. It is granted to an employee of one of the participating agencies—USAID, Department of State and the U.S. Information Agency—who has made an outstanding contribution to management improvement.

—Ellen C. Irving

# Education Develops Oman's Resources

by Dolores Weiss

**E**ducation in Oman before 1970 was severely limited for boys and almost nonexistent for girls. Only three schools existed in the entire country where most of the population was dispersed throughout desert wastelands, mountainous regions and coastline villages.

To bring Oman into the 20th century, His Majesty Sultan Qaboos Bin Said, began to revitalize the country by accelerating the construction of roads, hospitals and schools through a series of five-year plans.

Now, six mornings each week, multicolored school buses wend their way through crowded city streets. Boys wearing the traditional dish-dasha and hats and girls wearing pastel uniforms and veils carry books to modern classrooms even in remote areas of the sultanate. Today, free education through the university level is available to both sexes.

"When the Omani-American Joint Commission for Economic and Technical Cooperation was formed in 1980, we recognized the importance of developing Omani human resources. We made education and training one of our priority concerns to assist Oman in developing a skilled labor force less dependent on expatriates," says Gary Towery, USAID representative to the joint commission.

Under a major school construction project, financed jointly by USAID and the government of Oman, 88 primary and inter-

mediate schools are being built or upgraded in seven educational regions of the sultanate, according to Edvard Markeset, chief engineer for the joint commission.

"By expanding access to education through new and improved educational facilities, we are helping the nation extend education to all citizens," adds Towery.

To date, USAID has committed \$37.5 million, and about 66 schools have been completed and are in operation, explains Markeset. The Agency also provided a regional engineer in the early stages of the project to review and approve the designs, which resulted in an economical construction plan.

"I'm very impressed with the quality of the schools I've inspected," says Markeset. "These are modern facilities with laboratories and libraries."

The largest school built so far is the Al-Hamra Boys' Preparatory School, which serves 15 communities. Its 16 classrooms accommodate approximately 900 boys and 54 teachers.

"Some areas of the country didn't have any classrooms, and existing schools often were tents or straw huts," he adds. "Although no formal surveys have been made, attendance seems to have increased, and students are staying in school longer."

"Because Oman entered the modern age less than 20 years ago," Project Officer Stan Stalla points out, "it has relied heavily on expatriate labor to meet its manpower requirements. Therefore, a top government priority has been to 'Omanize' its labor force.



Today, free education through the university level is available in Oman to both sexes.

The joint commission's scholarship and training project has the potential to make a major contribution to this effort." Over a seven-year period, the total cost estimate is \$55.5 million of which USAID is contributing \$31.9 million.

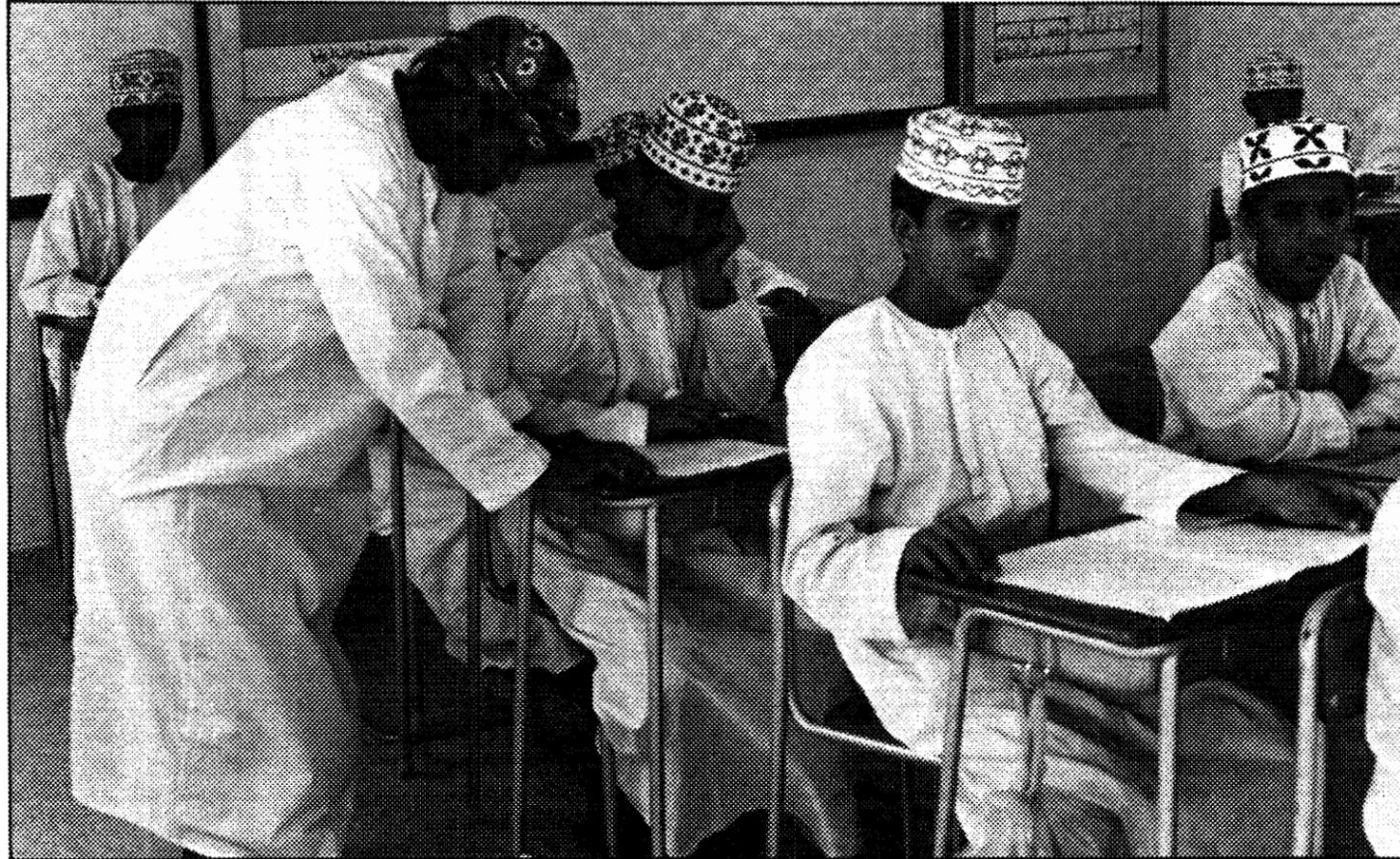
The project's objective is to provide long-term academic and short-

term job-specific training in such priority fields as education, health, fisheries, economics, agriculture, engineering, computer science, environmental studies and statistics and to improve the institutional capacity of the government, according to Stalla. By 1990, more than 1,000 Omanis should be better able to contribute to the economic growth of their nation as a result of the project.

For example, four nurses are receiving training at the University of California. Each nurse already has had one year of advanced training in Britain and five years of hospital experience. When they return, the nurses will join the teaching faculty at the national health institute.

Also, 12 Omanis are participating in a specially designed non-degree course at the University of Rhode Island that will enable them to take an active part in the Marine Science and Fisheries Center in Oman.

"Through our collaborative approach to addressing Oman's economic development needs," Towery says, "we have for the first six years of the commission's life devoted the commission's resources to supporting Oman's second five-year development plan. Joint commission involvement has not only resulted in increased access to better educational facilities for Oman's students, but also training in specialized fields in which virtually no Omanis had been trained before."



Under a major school construction project, financed jointly by USAID and the government of Oman, 88 primary and intermediate schools are being built or upgraded in seven educational regions of the sultanate.

## Briefing

From page 1, column 1

democratization in Latin America and the Philippines as evidence of the prospects for spreading American ideals and protecting U.S. interests.

However, he expressed concern with a growing isolationism in the country that is reflected in the pressure on Congress to make deeper cuts in the foreign affairs budget, in general, and overseas assistance programs, in particular.

"There is the sense of our having borne responsibilities for a long time. Some Americans wish that someone else would carry the load. But, we know the 'somebody else' who is more than ready," Shultz warned, in reference to the threat of Soviet expansion. "When we move out, a vacuum is created."

Earlier in the day, the group heard from Ambassador Robert Dean, special assistant to the President for International Programs and Technical Affairs and member of the National Security Council staff.

"Continuity, dependability and strength are hallmarks of U.S. foreign policy," said Dean. "A weakening of any of our national security, diplomatic or economic assistance programs means a *de facto* weakening of American leadership in promoting humanitarian concerns, upholding democratic ideals and fostering stability throughout the world."

Dean said the foreign policy success in recent years of advancing democracy, entrepreneurship and respect for the individual in the Third World is at risk if inadequate resources are invested in development and security assistance.

"Strategic countries with which we have security agreements, such as Turkey, Spain, Portugal, Greece and the Philippines, are wondering why we can't make good on our promises of assistance," he said. "If this keeps up, our President's word will no longer be good enough. These countries will demand 'cash on the barrel head.'"

"We should be willing to spend at least enough to promote democracy with the vigor that the Soviets promote communism," Dean counseled.

Asked about the policy of setting aside significant portions of the foreign affairs budget for particular countries, Dean stressed that the administration is opposed to congressional earmarks because they "limit flexibility and our ability to respond to emergencies."

Another participant expressed support for development assistance but noted that many of his group's members opposed military sales, which he suggested undermine support for the foreign affairs package.

"We would much rather put our money into 'butter' than 'guns,'" Dean responded. "But, we have no choice in many areas. We think we strike the right balance."



**Secretary of State George Shultz: "Changes around the world offer important opportunities for enhancing America's security and prosperity."**

Walter Bollinger, deputy assistant administrator for the Bureau for Food for Peace and Voluntary Assistance, explained the links between private voluntary organizations (PVOs) and USAID. "We share a history; we share common beliefs; and we share goals for the future," he said.

"We are committed to preserving the principle of partnership," Bollinger pledged. "PVOs have the ability to work at the grassroots level, sometimes on very small-scale projects. That is something we don't do well but that must be done."

Bollinger said the African famine relief effort was one of the best examples of how religious PVOs—which comprise 25% of the 200 PVOs registered with USAID—cooperate effectively with the Agency.

"We contributed more than \$750 million, about 40% of our assistance, through PVOs for delivery of commodities and services in Africa," he reported. "It is the PVOs and the church groups that deserve a great deal of the credit, because they really had the toughest job and worked where governments could not go."

"The contributions of PVOs to child survival programs are very significant," Bollinger added.

"There are 60 grants related to this effort worldwide being managed by religious groups."

Bollinger announced that new grants, totaling nearly \$2 million, had been awarded to World Vision and the World Relief Corporation for separate projects in Africa and the Caribbean.

Stan Burnett of USIA told the group that the "war of ideas and a war of values" are being compromised by proposals that would cut that agency's budget below fiscal 1987 levels.

"If these cuts are made, the American flag will be coming down on 35 to 40 USIA facilities around the world," Burnett

predicted. "And, just when jamming of our signals to Eastern Europe has ceased, we'll have to eliminate Voice of America broadcasts in several languages by a total of 185 hours a week."

"There have been studies that show there is public support for foreign assistance, but that support is 'soft,'" observed Thomas Getman of World Vision. "Part of the reason is a disagreement on priorities, such as where and how we're spending the money. For instance, many people would prefer to see money spent in sub-Saharan Africa than in so-called strategic areas. Many people approve of humanitarian aid but have problems with the security assistance."

Morris responded that "USAID recognizes the need in sub-Saharan Africa" and has proposed a \$600 million development fund for that region.

Another participant noted, "Private groups can give humanitarian assistance, but only the government can provide security assistance. And, if there is a will to help people in humanitarian ways, there is nothing holding the American people back."

Keith Gingrich, on the staff of the Mennonite Central Committee based in Washington, D.C., said his group tended not to accept U.S. government funds because of disagreements with certain

policies. "A meeting like this helps both government officials and church leaders to clarify areas of misunderstanding," he said in an interview following the session. "This sort of communication is very helpful even though it's obvious we don't come out in total agreement on various aspects of the program."

"We have overlapping areas of concern with USAID in humanitarian aid to less developed nations," said Gingrich, who worked in Sudan for seven years on church projects, some of which received USAID funding.

"We try to promote the use of government funds for development programs that we feel aid the poor. And, we want to get the word out to our constituency to support those parts of the foreign aid budget we feel positive about," he added.

After the briefings, Getman praised USAID's efforts to promote better communication with religious PVOs. "We find it a mutually nurturing relationship."

Getman reiterated his concern over differences in "priorities" in foreign assistance spending. "This session has allowed us to share our concerns," he said. "We have to try to get a less isolationist view among the U.S. public and a greater concern for the needs of really desperate people in the developing world."



**World Vision's Tom Getman (left): "We have to try to get a less isolationist view among the U.S. public."**

## Tunisia Reforms Assisted

A three-point economic assistance package totaling \$15.7 million was signed recently by USAID and the government of Tunisia.

"These agreements confirm our continued support of the ambitious and important endeavor of structural reform—reform efforts that we believe will continue to have a positive impact on Tunisia," said Deputy Administrator Jay F. Morris at the signing ceremony with Tunisian Ambassador Habib Ben Yahia.

The assistance includes a Commodity Import Program of \$8.2 million to purchase approximately 40,000 metric tons of soya pellets that will provide funds to

assist the Tunisian government's foreign exchange shortfall.

Over \$2 million has been earmarked to carry out the Agricultural Structural Adjustment Program.

The program includes the Agricultural Policy Implementation Project, which will provide Tunisian planners with data, information and reform options and help assess the effects of reform strategies.

Under the \$5 million Technical Assistance Transfer Project, some of Tunisia's most gifted students will be awarded scholarships for graduate and undergraduate training in U.S. institutions.

*Personality Focus***Norma Ayers**

by Ellen C. Irving

**F**or many people, the popular advertising slogan "master the possibilities" suggests the immediate gratification of consumer spending. But, for Norma Ayers, special assistant to Senior Assistant Administrator Nyle Brady of the Bureau for Science and Technology (S&T), mastering the possibilities has been a lifelong credo, propelling her from a small farm community in Minnesota to the international development arena. Ayers has always bought into the future.

Perhaps it was the cyclical nature of agriculture that fostered her innate desire to seek change and growth. "I was born, literally, on a farm," Ayers notes. "Verdi, Minn., was really just a wide place in the road. There were two grocery stores—one sold gasoline and the other had the post office in the rear."

Although she recalls no regular political discussions at the dinner table, her parents, one a rockrib Republican, the other a Roosevelt Democrat, became more vocal during the national elections. "I was aware of the 1944 presidential race because my parents generally disagreed on the candidates," she smiles.

By 1948, Ayers, though still in grammar school, was enthralled by

***"I saw the ascendancy of science and technology as a moving force within the Agency. I believed in it and wanted to be a part of it."***

the radio coverage of the national political conventions that summer. She recalls having been particularly impressed by reports of Minnesota's favorite son, Hubert H. Humphrey, being carried from the convention floor on the shoulders of his supporters after a fiery speech demanding that a civil rights plank be included in the Democratic platform. Humphrey, then mayor of Minneapolis, and his philosophy of a "fair shake for all people" inspired the young schoolgirl to look beyond the confines of her small community.

Another formative influence was her German-born great-grandmother, who lived with her family. Her stories of faraway places intrigued Ayers. "I knew I did not want to live on a farm, and I was very young when I decided to go to college," she says. "There had to be more."

Her parents, although not college-educated, were supportive. Ayers' mother envisioned her daughter as a teacher. But, that was not to be.

"I settled on political science in my senior year of high school," she says. "I knew I was interested in

the social science area, and when a political science professor from South Dakota State University addressed our group of college-bound seniors, I was convinced."

The high school valedictorian declared her major as soon as she entered college. Ayers dutifully took the education courses but soon abandoned them. "I wanted the substance," she reflects. "The doing, not the teaching, is what attracted me."

Following graduation, she was offered a Swiss Government Fellowship from the University of Geneva to study international affairs. Ayers declined. There were college loans to pay—she completed her studies in three years to save money—and, she says frankly, "I chickened out. I didn't think my French was good enough, and it was a long way from the Midwest."

Instead, she headed for Aberdeen, S.D., to work for the Social Security Administration (SSA). "I knew I wouldn't be there a long time," she remembers. "I planned to go to graduate school someday."

The family of a close college friend lived in Aberdeen, and Ayers stayed with them while settling in. Her friend's father was area director for the Bureau of Indian Affairs and a future congressman. It was during the many dinner conversations she shared

with that family that her career goals began to crystallize.

"I have never been reticent about disagreeing with authority figures," Ayers smiles. "And through those discussions and my work as a claims examiner at SSA, I realized that Washington, D.C., and national—not state or local—government was where I wanted to be."

In the meantime, the professor who had inspired her to pursue her studies in political science had kept tabs on his star pupil's progress during her two-year hiatus. Knowing of her aspirations and the declined fellowship, he mentioned her to a colleague at the Maxwell School of Syracuse University. An offer of a Maxwell Fellowship followed.

Ayers had one concern: Could her studies encompass international affairs? The answer was an emphatic "yes," and in 1960 the Maxwell Fellow received her master's in public administration with distinction and headed for Washington, D.C.

"After graduation," she recalls, "I was accepted into the Atomic Energy Commission (AEC) intern



**Norma Ayers: "You can take the girl out of the country, but you can't take the country out of the girl."**

program, then considered the best in the federal government. Ironically, I also was accepted by the International Cooperation Agency (a USAID predecessor), but it was too late. I was committed to AEC." After completing the one-year program, which included several months in the New York operations office, Ayers joined AEC's personnel division at the Germantown, Md., headquarters. "That," she notes wryly, "was where the women worked."

But a year later, a newspaper article regarding the creation of USAID caught her interest. Here was a government agency that offered the possibility of combining her administrative talents with her international interests and belief in social justice. Ayers joined the fledgling Agency in 1962 as a management analyst in the Office of Management Planning. Her 25-year career in international development had begun.

Ayers' current position in the Bureau for Science and Technology was preceded by almost two decades of management planning and analysis during which she played an active part in guiding the Agency through its various incarnations.

"Over the years, I have served on several task forces and commissions to evaluate and redirect the Agency's programs, style of operations and structure," she says.

"In the 1960s, USAID did it all. We made large resource transfers to the developing world and that was reflected in our strongly directive style of assistance. Also, many technical assistance projects were implemented with direct-hire staff," Ayers observes. In the early 1970s, she served on a task force to restructure the sprawling Agency—a favorite project and one with far-reaching implications.

"A major principle of the restructuring effort was a more collaborative style of assistance in our relationships with developing countries, with other donors and with the American private sector, which was encouraged to play a

larger role in carrying out development work," she explains. "The idea of using the services of contractors and private voluntary organizations to design as well as carry out programs was introduced. These concepts radically changed the way USAID operated. We became planners and monitors, not implementors.

"The changes in emphasis meant a shift in staffing needs throughout USAID. We then worked to identify the technical and programmatic skills required to meet the new needs of the Agency."

Later, as deputy director of the Office of Management Planning and special assistant to the assistant administrator for Program and Management Services, Ayers would once again serve on committees to fine-tune the Agency, oversee the creation of the International Development Cooperation Agency and assess the inter-bureau technical advisory committee's involvement in the personnel process. Her recommendations served as a basis for the inter-bureau councils developed under Administrator Peter McPherson.

Ayers' interest in science and technology harkens back to her days as chief of the Management Consulting Division. One of the "clients" assigned to Ayers was the head of S&T's predecessor bureau, whom she counseled on organization, staff use and other areas.

"It was then that I became interested in the research programs of the Agency and developed an appreciation for the important role science and technology plays in development," she remembers.

Ayers greeted her 1981 move to the Bureau for Science and Technology with characteristic enthusiasm. "It was something I wanted to do. I saw the ascendancy of science and technology as a moving force within the Agency. I believed in it," she emphasizes, "and I wanted to be a part of it."

Her positive outlook is well-

*(continued on page 14)*

by Roger Noriega

**W**orking his way up through the ranks at USAID over the last 26 years, Peter Askin has been exposed to most of the unique resources and challenges the Agency has to offer.

As chief of Executive Personnel Management (EPM), a post he assumed in mid-May, Askin hopes to put this experience to work in helping the Agency forge and maintain a corps of well-equipped professionals that can marshal the Agency's resources to meet the challenges of the future.

"My background as a careerist gives other foreign service officers (FSOs) someone they can identify with, someone who understands

## 'Openness' Urged in Selection Process

to USAID's highest echelon in carrying out the mandate to maximize Agency talent.

Before taking the EPM post, Askin was director of the Office of Central American and Panamanian Affairs in the Bureau for Latin America and the Caribbean. He was mission director in El Salvador from 1980-82 and director of the Regional Office of Central American Programs based in Guatemala.

"Years ago, prior to going out into the field, there was no structured way to get a 'good dip' into

Askin is determined to help establish an integrated regimen of training and counseling that not only enhances the management skills of the staff, but also identifies and develops the Agency's future managers in a more systematic way.

Within one week of taking the reins at EPM, Askin sat in on a first-ever management seminar for 13 executives who have been assigned to overseas posts. The five-day course, held in Washington, D.C., was designed to prepare the new mission directors and deputy directors for important aspects of these jobs. The classes dealt with personnel problems, financial management, media relations, contracting and ethical issues.

In addition, over the past year, 67 USAID executives have attended a Senior Management Course designed to hone skills that are critical to effective management. The most recent two-week session, held in Annapolis, explored the role of a manager, explained how to develop a vision of where the Agency should be headed and discussed how to reach the organization's goals through good leadership, teamwork and conflict management.

Askin hails this program, which is expected to train 300 USAID executives, as a key step toward improving management and enhancing professionalism in the Agency.

Just as the Agency is focusing on improving the management skills of its executives, Askin stresses the need to identify staff members

with those qualities that could make them candidates for executive positions.

He mentions several ways in which USAID personnel can make their ambitions and talents known to those people responsible for making executive assignments. For instance, supervisors can recommend employees whom they consider particularly talented for special interviews by top Agency managers or "mini-panels."

Askin encourages all FSOs interested in executive-level assignments to discuss their goals with their supervisors, their career development officers, EPM staff and with the top managers of their bureaus.

"My office is only one element in the executive development chain," he stresses. "The responsibility of identifying and encouraging up-and-coming managers rests as much or more with bureau, mission and office heads as it does with the personnel staff. There are many actors in this, but top managers and supervisors are key in making the system work."

In appointing Askin to the EPM post, McPherson singled out "upward movement" of women and minorities as part of EPM's mandate. "I recognize the need to attract more women and minorities into the Agency's management corps, and we're exploring ways to do just that," Askin says.

"Openness" is what the system needs most, Askin says. "We need to take the mystery out of EPAP (Executive Personnel Assignment Panel). For example, we could do a better job of notifying affected people of assignments once decisions are made. That would cut down on a lot of unhealthy speculation."

Askin notes that openness also involves being frank with employees on their chances of reaching executive management levels within the Agency.

"Realistic counseling and candid appraisal of an employee's potential are very important."

He encourages senior managers to accept a more active role in guiding and counseling employees when performance problems arise.

"When there are early signs of management problems, we hope the bureaus will move quickly so that positive, constructive action can be taken before a situation becomes unsalvageable."

Askin cites the need for "better timing" of executive staff assignments to minimize the occurrence of extended gaps in managerial expertise, particularly in overseas posts. "There is no easy solution here," he concedes. "It requires the full cooperation of all affected parties."

"This EPM position—emphasizing developing the Agency's human resource base rather than international development—is totally new for me," Askin says. "It's different, challenging and exciting. This is a great opportunity to establish some concepts and systems that my successors can build on and improve."

**"The Agency is focusing on training and counseling to enhance management skills and to develop candidates for executive positions in a more systematic way."**

their concerns," he says. "Having been in the Foreign Service since 1963—spending about half of that time overseas in a variety of assignments, including some 'hot spots'—I have an empathy for field managers."

Announcing the appointment of Askin in April, Administrator Peter McPherson hailed the USAID veteran's "highly successful career" and said that the appointment was evidence of the commitment of top Agency management "to an effective personnel system for the Foreign Service." McPherson noted that Askin would have a "direct line"

all the problem areas a manager faces," Askin remembers. "When we went out as mission directors, we often had to pick up on our own those aspects of the Agency that we weren't familiar with but were important to our jobs."

"There was a tendency to select field managers based on their knowledge of our program, or development in general, not necessarily because they had essential management skills," he says. "Now that the program has grown in visibility and complexity, it is even more important that mission directors know what they're getting into."

### Executive Personnel Assignment Panel Explained

**W**hat is EPAP? How does it work? These are questions most often asked by USAID's foreign service officers interested in executive-level assignments within USAID.

The Executive Personnel Assignment Panel (EPAP) is a discussion body that considers recommendations for filling foreign service executive-level positions. These positions include deputy assistant administrators, office directors and some deputies. EPAP also considers overseas positions, such as mission directors, regional directors, USAID representatives and USAID affairs officers. Officers thought to be most competitive for the available executive positions are considered by the panel.

The panel, the executive-level counterpart to the Foreign Service Assignment Board, is chaired by the Administrator.

As chief of the Executive Personnel Management (EPM) staff, Peter Askin works closely with the Administrator, the Deputy Administrator, assistant administrators, the counselor to the Agency and the director of Personnel Management in determining executive-level recruitment needs and proposing and assigning officers to foreign service executive-level positions.

Assignments receiving general agreement by the panel are subsequently approved by the Administrator in a Decision Memorandum. Chapter 39 of Handbook 25, "Executive Level Assignments—A.I.D. Foreign Service," describes the annual EPAP process in more detail.

The EPAP meeting planned for this year will con-

sider assignment recommendations covering Jan. 1, 1988 through May 31, 1989. The period of consideration has been expanded for this year's panel to coincide more closely with the assignment board process.

In the past, officers who were not approved for an assignment to an executive-level position often found that the more substantive assignments handled by the assignment board were no longer available to them. Officers who are under consideration for an executive-level assignment for the 1988-89 cycle also should register their assignment preferences for non-EPAP positions announced through the assignment board process.

As part of the EPAP consideration process, officers may be asked to go through a series of interviews with senior Agency managers; the popular name for this process is "mini-panel." EPM schedules the interviews. Although the interviews are confidential, the chief of EPM will discuss the overall results with the officer. Career counseling also is provided.

An individual does not need to be a member of the Senior Foreign Service to be a candidate for EPAP appointments. Incumbents of EPAP positions range in grade from FS-2 to the class of career minister in the Senior Foreign Service. The grades assigned to EPAP positions range from FS-1 to the SFS career minister class.

Questions on the EPAP process should be directed to Peter Askin, (202) 663-1308, or Verna Reynolds, (202) 663-1302. M/PM/EPM offices are located in room 1426, SA-1 (Columbia Plaza).

— Verna Reynolds

# Identical Twins Offer Parallel Views

by Lucy Shepard and Martha F. Brady

Visitors to the American Embassy in El Salvador have good reason to think they are seeing double. Identical twins and USAID foreign service officers Rose Marie Veith and Dora Veith Meeks not only look alike, but also have followed parallel career paths.

Driven by an irrepressible wanderlust and the need for intellectual stimulation, the twins have successfully negotiated the climb from secretary to foreign service officer in their 27 years with the Agency.

"We're proud of our achievements," Veith says. "We feel good about our careers. Success is not where you are, but how far you've come."

After worldwide postings in Asia, Africa and South and Central America, the twins were reunited in El Salvador, sharing a house with two poodles and four Pekingese. Veith is acting program officer for the third largest USAID portfolio in the world, and Meeks is on detail from USAID to the State Department as personnel officer in the office of Joint Administrative Operations.

Colleagues at the embassy and USAID office in San Salvador think highly of them. One officer

**"Never count on anything so strongly that you don't have an alternative."**

observed, "They made their careers the old-fashioned way; they earned them."

Veith takes pleasure in managing the mission's large and complex operational accounts and coordinating the Economic Support Fund and P.L. 480 local currency programs. She prepares tax returns "as a hobby."

"When I was working as a secretary in program offices," she remembers, "the job of the program officer looked dull. I never really understood the fascination of managing funds. Now that I'm in a position to see the broad picture, I love matching money to priorities."

Meeks finds the human side of personnel work challenging. She has taken particular interest in foreign service nationals (FSNs), working closely with them to determine salary schedules and to upgrade positions.

"When I arrived in El Salvador," she recalls, "I found that due to the rapid expansion, the FSNs were carrying workloads that were not recognized in their personnel grades. We had to rewrite position descriptions to reflect actual



**Dora Meeks (left) and Rose Veith: "We have spent the better part of our lives overseas. Now we want to get a van and just take off across America, meet Americans and hear their stories."**

responsibilities. We were able to upgrade many positions simply by describing what was expected in the job."

Veith and Meeks agree that they climbed the career ladder the hard way. Looking back at their high school years in the '50s, they recall the limited opportunities for women. "We acquired secretarial skills because our mother always said, 'They can't take that away from you.' But, the only real ambition we had was to travel," says Meeks.

They first tried to join the Navy as WAVES, but even the military had few opportunities for women. A rejection prompted Veith to formulate one of her lifelong rules: Never count on anything so strongly that you don't have an alternative.

"Plan B" involved using their secretarial skills in an organization that might some day offer travel. The Navy was recruiting civilian office help. They got the jobs but not the travel.

"Instead, we worked in what we called a cement factory—a pile of offices," Veith groans. "After two years, we vowed never to work in 'cement factories' again."

Still determined to travel, they started writing letters to all the Washington, D.C., agencies they knew. Three months later, they got lucky. The International Cooperation Agency, the forerunner of USAID, hired them as secretaries, and two days before their 23rd birthday they arrived in Kabul, Afghanistan.

"We were awfully young," Veith laughs. "We finally got overseas and were working in jobs we really thought were important, but we were always being mistaken for somebody's dependents. People

would ask, 'And, what office does your daddy work in?'"

After Afghanistan, the twins served together in Thailand, Nepal and Vietnam. It was in Vietnam that their careers began to diverge. Meeks' supervisors recommended her for personnel training. In fact, she had the course all lined up when she decided to get married.

"That set off a whole series of events," she relates. "Vietnam was a 'no dependents allowed' post. In those days, there was no such thing as a tandem couple. Even though I had nine years with the Agency, and my husband had just begun, it was expected that I would resign or agree to take the next available post overseas without him. I never thought of myself as a crusader, but there was no justice here."

Former U.S. Ambassador to Vietnam Ellsworth Bunker agreed. Meeks petitioned him to adopt the military policy that neither employee was considered a dependent. He did, and she was allowed to stay until her husband completed his tour.

In the meantime, Veith had accepted the offer for personnel training that her twin had to decline and returned to Washington in 1968. After training, she worked as a personnel assistant and was nominated to the after-hours college-study program.

Three years later, she got her degree in management but remained in the support staff career track. The International Development Intern (IDI) program provided the vehicle from support staff to professional status. Veith describes her first assignment as right down her alley.

"My job was to sensitize USAID to the Percy Amendment calling for an increase in the role of women in development. I was a human resource officer in the Labor Office, and I got to set up and design the job. I think my own struggles to achieve brought some extra sensitivity to the task," she says.

Meeks, on the other hand, encountered career delays. After Vietnam, she and her husband returned to Washington. There was no position open for her, and the Agency was unwilling to carry spouses on leave without pay. She remembers that period as the low point in her career.

"I went to the Peace Corps as an assistant desk officer for five years. When I tried to return to USAID after my divorce, I was told that I had forfeited my re-employment rights. I lost all my pay increases and the promotion I had gained in the Peace Corps. So when I finally made FS-1, I told people I had already made it. I was jumping through the hoop the second time."

Then Meeks joined the IDI program with postings in Colombia, Honduras and Washington. There, she headed the newly-created Foreign Service Nationals Coordinating Unit.

"This was exciting. State and USAID were finally taking an interest in FSN concerns overseas, and the new classification system for FSN positions had just been implemented. The FSN system is an entirely different personnel system. It was a real challenge to set up that office."

Meeks' commitment to foreign service nationals remains. "We really need to do more for the FSNs in areas such as training and upward mobility. We need to inspire supervisors to invest more in their FSN staffs. After all, the FSNs are the ones who stay when we pick up and leave. They represent the backbone and continuity of our missions around the world, and there's great value in that."

Today, the twins are looking forward to their return to the United States.

"We've got a house and 35 acres in the Catoctin Mountains that we're anxious to get back to," Veith says. "We both love the life there. We want to remodel the house, clear the brush and tend a garden."

But Veith and Meeks don't plan on settling down and staying put.

"We're going to see America," Meeks announces. "We want to visit our own country. We've spent the better part of our lives overseas and now feel we've missed something. We want to get a van and just take off across America, meet Americans and hear their stories."

*Shepard and Brady are contractors at USAID/El Salvador.*

# Filipinos Launch Privatization Program

by Douglas Trussell

The Agency is playing a key supporting role in the Philippine government's ambitious new program to privatize the many state-owned enterprises that have contributed to the country's economic problems.

The program was launched in Manila at a recent conference that was keynoted by Philippine President Corazon Aquino.

Since then, the Aquino government has targeted state-run companies and acquired assets valued at \$4 billion for sale over the next five years.

The Philippine government estimates that about \$25 million will be generated this year from the sale of government-owned or -operated corporations and \$200 million from acquired assets.

In 1988, the government expects to receive \$150-175 million from sales of corporations and \$250 million from the acquired assets.

"The sale of government corporations is both a necessary measure

**—“Market forces propel growth and allow nations to reach their potential.”**

to alleviate the strain on the national budget and imperative to national economic growth," Aquino told 400 potential foreign and local investors at the three-day Conference on Philippine Opportunities for Entrepreneurs and Investors (PHOENIX).

Aquino welcomed foreign investors, preferably those working with Filipino counterparts, and pledged a business climate "with a minimum of state regulation and protection."

"As we commit to sell," she said, "we likewise pledge not to compete with the private sector in those businesses which properly belong to them."

"The PHOENIX conference was a dramatic example of the growing recognition in many developing countries that government ownership and control of productive enterprises create unwieldy monopolies, retard efficiency and waste resources," said Neal Peden, assistant administrator for the Bureau for Private Enterprise (PRE), who was a featured speaker at the conference. "Helping these countries plan for and carry out privatization and open their economies to free-market competition are priority items in many USAID mission strategies."

The Bureau for Private Enterprise contributed \$40,000 to the PHOENIX conference through the PRE-funded Center for Privatization and provided panelists for a conference discussion on valuation—the techniques for set-



**Philippine President Corazon Aquino (left) and Neal Peden, assistant administrator for the Bureau for Private Enterprise, discuss USAID's commitment to support Philippine privatization efforts.**

ting a price on enterprises slated for sale to private investors.

Addressing the conference, Peden announced a commitment of \$2.5 million, on behalf of PRE and USAID/Manila, for technical assistance and expertise needed to promote Philippine privatization.

"As we have found in working with a number of other countries," Peden told conferees, "technical assistance is vital in nurturing privatization through its various phases and in attracting the sources of capital needed for implementation."

She said the United States applauded the Aquino government's program of economic and political reconstruction. "We especially applaud your recognition that market forces—not government bureaucracies—are what really propel growth and allow nations to rise to their full potential."

President Aquino used the conference to announce steps taken by her government under "Proclama-

tion No. 50" to promote a privatization action program.

These include:

- Forming a Committee on Privatization, a cabinet-level, policy-making body chaired by Finance Minister Jaime Ongpin, to oversee the program. The committee recently presented detailed guidelines to Aquino for approval.
- Establishing an Asset Privatization Trust (APT) charged with the actual valuation, packaging and marketing of many of the government-held assets. The trust is headed by David Sycip, a Philippine banking consultant and former bank executive. Mission Director Frederick Schieck and USAID staff have consulted with Sycip to define how the Agency can assist in the implementation phase.

At the top of APT's agenda will be the privatization of acquired assets. These are assets and companies acquired by state banks under the Marcos government

when they failed or defaulted. State institutions involved include the Development Bank of the Philippines, the Philippine National Bank and the Government Service Insurance System.

According to the mission, the new Committee on Privatization has formally recommended privatization of more than 120 government-held enterprises. Most of these are subsidiaries of the Department of Trade and Industry-National Development Company that, like the APT, has divestiture powers. An asset disposal unit also is to be set up within the Philippine Department of Agriculture.

The PHOENIX conference was organized by the then-active Presidential Commission on Government Reorganization, whose chairman, Luis Villafuerte, told delegates that current expenditures to maintain government-held enterprises would equal the expected budget deficit.

Villafuerte emphasized the importance of strengthening capital markets as a complementary action to privatization, noting that these financial props are needed to attract and mobilize the capital required for a vigorous divestiture program.

In her remarks, Peden quoted from a 1981 speech by President Reagan declaring that growth and prosperity "are created from the bottom up—not the government down."

Peden continued, "Nowhere has this been demonstrated more clearly than in Asia and the Pacific. The countries with economic success stories in this region have a common link: They save; they encourage private investment; they export. But above all, they channel the creative energies of their people through the private, rather than the public, sector."

*Trussell is a special assistant to the assistant administrator, Bureau for Private Enterprise.*

## IG Investigation Yields Settlement

The Xerox Corporation has paid the U.S. government \$805,000 in response to claims that Xerox and a former wholly-owned subsidiary, University Microfilms International, Inc. (UMI), allegedly submitted false statements and invoices to USAID.

The agreement settled the government's claims against the companies in connection with the sale of copiers and related equipment to the Supreme Council of Universities of the Egyptian Ministry of Education (SCU), financed under foreign assistance grants by USAID, and also resolved additional allegations of overpricing.

The investigation, initiated by

the USAID Office of the Inspector General (IG), initially focused on the false certifications made by Xerox and UMI on an Agency supplier's certificate. This certificate requires that all discounts, credits and allowances granted an importer be declared and deducted from the gross price when determining the net amount to be financed by USAID.

Neither Xerox nor UMI disclosed the existence of certain "bonuses" totaling \$393,000 that each had provided to SCU.

IG expanded the investigation when it learned that Xerox had claimed reimbursement from USAID at prices substantially higher than its listed prices.

The company also quoted an expensive brand of one product but subsequently delivered a much cheaper replacement and failed to adjust the price.

In addition to the determinations of false statements and claims and overpricing that formed the basis for the settlement, the investigation also highlighted procedural weaknesses in the procurement process and established employee abuse and misconduct on the part of both Xerox and USAID staff. Consequently, one Xerox employee was fired and another demoted. A USAID employee was suspended for 10 days without pay, and three others were reprimanded for accepting gratuities from Xerox.

A treasure chest of biological diversity, Madagascar is famous for its unusual flora and fauna—including the endangered lemurs that can be found in the island's forests. Situated off the coast of Africa, Madagascar is the world's fourth largest island and is unique developmentally because of the environment. Most of its 10 million people are descendants of Indo-Malay immigrants.

Not long ago, Madagascar took a step on the path to rural energy independence with the inauguration of a USAID-Government of Madagascar micro-hydropower project located just 60 miles west of the island's capital, Antananarivo. Now, villagers in Ampefy have electricity, and rice farmers in the area have a more productive way to make a living.

The pilot project, a subproject of USAID's Energy Initiatives for Africa (EIA) Regional Project, was designed to investigate the potential for developing small water-powered turbine facilities for use in the mechanical processing of rice, maize, groundnuts and other commodities, said Anthony Pryor, regional energy advisor for the Agency's Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA).

"Perhaps as a result of their

**"Special precautions were taken to ensure that the prized natural environment of the area was not harmed."**

Asian origins," he said, "the Malagasy depend on irrigated rice for most of their sustenance. Traditionally, rice-growing was highly organized at the village and community levels."

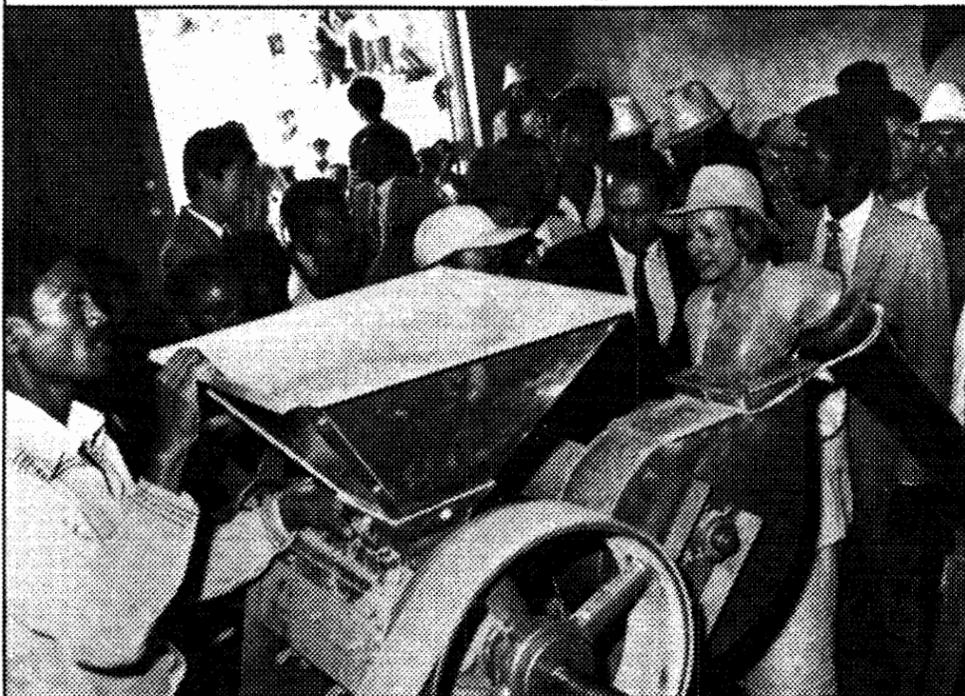
But Madagascar's economy suffered over the last two decades, resulting in budget deficits and balance-of-payments problems. "Excessive government controls on prices and the monopolization of the rice market led to decreases in rice production and economic activity," Pryor said.

By 1983, the island country was importing 20% of its annual rice consumption.

A year later, in an effort to regain self-sufficiency in rice production, the Madagascar government liberalized its rice marketing and distribution policies, but over the years the rice processing infrastructure throughout the country had disintegrated substantially.

Malagasy farmers and entrepreneurs now are trying to increase the number of operating mills to take advantage of the new policies. "But the scarcity and cost of diesel fuel and the lack of foreign exchange to finance the im-

## Madagascar Moves Along Energy Path



**After a ceremony inaugurating the micro-hydropower facility in the village of Ampefy, U.S. Ambassador Patricia Lynch and Emmanuel Randrianarisoa (third from right), minister of Industry, Energy and Mines for Madagascar, watch a demonstration of the mechanical turbine in operation.**

port of motors, generators and other machinery pose significant obstacles for them," Pryor said.

In September 1984, in an effort to promote a freer rice market, USAID focused its program on improving national rice productivity and promoting continued policy reform. And, according to Pryor, harnessing Madagascar's available water power was viewed as a way to provide an additional, vital incentive for the expansion of decentralized rice milling in the country.

Furthermore, Pryor emphasized, it was important to show that the turbines could be constructed efficiently by local companies—cutting down on the need for foreign currency.

Impressed by the successful hydromechanical program in Nepal where more than 290 hydropower sites have been constructed over the past 10 years, Madagascar and Agency officials sought the expertise of Markus Eisenring, a USAID consultant who was instrumental in developing the Nepal turbine power projects.

After an economic and technical analysis of various areas, a team of technical professionals from REDSO/ESA and the contractor for EIA selected the village of Ampefy, situated on the River Lily and Lake Itasy, as the pilot hydropower site. In Ampefy, rice-growing farmers had no local capacity to mill and polish the rice. Consequently, farmers were trucking rice to the capital and back home at substantial costs in time and money.

There are both hydroelectric and hydromechanic generating aspects to the power plant, with each turbine generating about 40 kilowatts of power. One turbine provides running electricity for the village,

and the other works as a drive shaft to grind and polish rice. "A university team from Madagascar conducted an environmental assessment required under USAID regulations. Their studies reveal that the fish, eels and other wildlife and plant life were not disturbed by the project."

"Because the project was successful in demonstrating the potential use of hydropower in building up the nation's rice production capabilities," continued Pryor, "the Malagasy government organized a national committee, composed of specialists from the banking, government, university and private sector communities, to design a plan for establishing similar projects throughout the country."

"Madagascar has all the basic resources available to build the turbines at many other sites, including the necessary engineering and manufacturing capabilities," said Pryor.

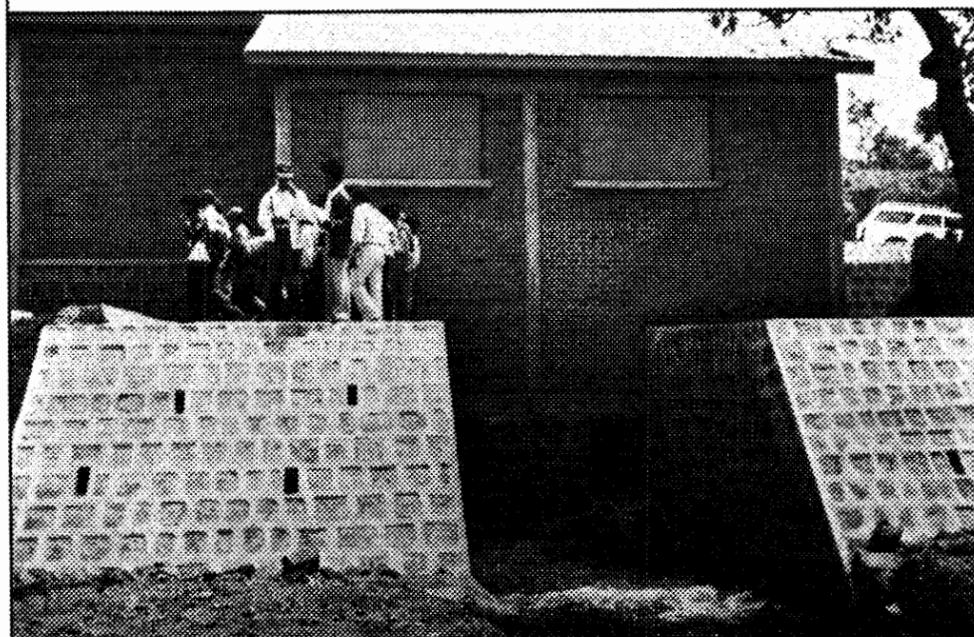
Eisenring has designed a computer program to analyze the suitability of other sites on the island. USAID is encouraging the private sector to take a larger role in the production, processing and marketing of rice and is promoting innovative uses of counterpart funds, he said.

"In fact," noted Sam Rea, USAID's representative in Madagascar, "several other donors are particularly attracted to the idea of micro-hydropower projects and are interested in funding similar operations in other areas in Madagascar."

"In addition, USAID will be working with the government to allocate local currency generated by P.L. 480 for use as a loan fund by local entrepreneurs and communities," Rea continued.

"During the remaining year-and-a-half of the subproject, the Agency will continue its efforts to benefit rice farmers and the people in Madagascar who can use a new, affordable source of energy to improve their lives."

*Information for this article was provided by REDSO/ESA and USAID/Madagascar and edited by Nancy Long.*



**The powerhouse contains both electrical and mechanical turbines, enabling farmers in the area to polish their rice locally while providing villagers with electricity.**

# Biotechnology Benefits Development

 Development professionals recently explored the growing number of biotechnological applications in agriculture and livestock and the issues surrounding their use in developing countries at a Biotechnology Orientation Seminar sponsored by the Bureau for Science and Technology's Office of Agriculture (S&T/AGR).

Bradshaw Langmaid, S&T's deputy assistant administrator for research, opened the session with a summary of USAID's current and anticipated use of modern biotechnology. He cited "the recent strides in developing effective vaccines for malaria and other human and animal diseases that are prevalent in the tropics" as examples of the important role biotechnology can play in bureau programs.

Langmaid encouraged the participants to stretch development research dollars as far as possible by the careful selection of applications and institution-building

***"Biotechnology is a dynamic field because it is based on continually expanding knowledge in the biological sciences."***

efforts that will encourage and augment developing-country scientific capacity while generating solutions to major problems in agriculture, health, energy and other areas of concern.

Kerri Ann Jones, a consultant to USAID's Science Advisor's Office, emphasized four key points that are useful in understanding biotechnology.

"Biotechnology is not a new science," she noted. "The ability to draw on the biological sciences to develop useful technologies has existed for centuries; the use of yeast to produce bread or beer is a good example of early biotechnology.

"Second, biotechnology is a dynamic area because it is based on continually expanding knowledge in the biological sciences. Third, biotechnology is not a discrete scientific discipline. It is the result of advances in many disciplines, including immunology, genetics and biochemistry. And, finally," she pointed out, "biotechnology is applied, not basic, research."

Joel Cohen, American Academy for the Advancement of Science Fellow in S&T/AGR and coordinator of the seminar, described some of the tissue culture- and germplasm-based methods currently used for crop improvement.

He noted that "while experimental processes such as micropropagation and anther culture are already in use, scientists have only begun to scratch the surface of possible biotechnical applications." Cohen stressed the need for effective integration of biotechnology with crop-oriented plant breeding to achieve the best results.

Rockefeller Foundation Senior Economist Robert Herdt, currently working with the International Food Policy Research Institute, discussed how biotechnology is being incorporated into the research efforts of the international agricultural research centers. He described some of the crop varietal breakthroughs of significant value to small-scale farmers in the developing world who often cultivate their crops under less-than-ideal conditions.

John Pino of the National Academy of Sciences' Board on Agriculture outlined how biotechnology also is helping animal scientists in their efforts to design vaccines, drugs and diagnostic methods that will benefit animal raisers around the world.

The rapid growth of U.S. private-sector involvement in these new endeavors was the focus of David Bathrick's remarks. The director of S&T's Office of Agriculture noted, "While only 12 U.S. firms were involved in applied biotechnology research 10 years ago, today about 300 companies in the United States are so occupied.

"Although this private, for-profit emphasis works well in highly-developed nations that have sophisticated, wealthy entrepreneurial sectors," he cautioned, "developing-country private sectors do not have anything like this potential and cannot play a similar applied-research role."

According to Bathrick, "U.S. firms working in biotechnology are unlikely to invest in Third World applications—even those that may be important solutions to serious problems—because purchasing power in those regions is meager and unreliable and will probably remain so for many years to come."

Will Klausmeier, director of the Project Development Fund for the Resources Development Foundation, agreed that most biotechnology research and development is carried out by firms in the industrialized countries. However, he cited the foundation's positive experience with commercialization of biotechnology in Southeast Asia as an example of the growing role developing countries may play in indigenous research.

Peter Carlson, director of Research and Development for Crop Genetics International, addressed some of the problems commercial firms face in marketing biotechnological products in developing countries. "One of the primary problems," he counseled,

"is the very nature of the products, such as seeds, which often need to be purchased only once because they are self-replicating. While buyers in developed countries may purchase new products to access the latest technological advances, poor farmers in developing countries are more likely to reuse what they have." This fact alone, Carlson stressed, may cause many in the applied research industry to avoid applications for developing countries.

Al Adamson, also from Crop Genetics International, took a more positive view of biotechnology's potential in the Third World.

According to Adamson, vice president for marketing, "The limited agricultural land coupled with rapidly growing populations in the developing world create tremendous opportunities for marketing scientific innovations."

He conceded, however, that problems created by inadequate management and infrastructure would have to be addressed. Adamson also said, "Perceptive salespeople will be able to identify opportunities. To do so, however, they will have to be aware of the indigenous constraints and become well acquainted with national areas of interest, relevant social issues and other factors that point to market opportunities."

For further information, contact Joel Cohen, S&T/AGR, (703) 235-8877.

## PROJECT AIMS TO IMPROVE SHEEP PRODUCTION

Traditionally, sheep have been an integral part of Morocco's economy and heritage. For centuries, they have foraged on the country's vast rangeland. However, just five years ago there appeared to be little hope for the diminishing sheep herds.

Today, due to USAID's Small Ruminant Collaborative Research Support Program (SR-CRSP), work is under way at the Tadla Sheep

Research Station to improve the country's sheep production. Established in 1982 under a CRSP agreement between the Moroccan Institut Agronomique et Veterinaire (IAV) Hassan II and the University of California, Davis (UC, Davis), the 262-hectare facility currently houses over 1,000 sheep.

"Between 60-70% of Morocco's agricultural population depends on sheep to survive," says Yves Berger, a UC, Davis academic staff member. "But Moroccan sheep producers face serious threats."

Because of increasing pressure for agricultural land, erosion and desertification, caused by overgrazing, are common. Loss of rangeland and forage resources, occurring in conjunction with pressures created by Morocco's growth in population, has caused a dramatic decline in per capita sheep meat and wool production.

Once an exporter of these products, the country currently is unable to meet its own needs. About 20,000 tons of wool now are imported annually, and the Moroccan Ministry for Agriculture and Agrarian Reform has estimated that by 1990 the yearly sheep meat deficit will reach 52,000 tons.

"Fortunately, the solution to Morocco's sheep meat and wool problem may be found close to home," says Dr. Fouad Guessous, of the IAV Hassan II Animal Production Department and co-principal investigator for the Tadla nutrition project. "The country has a number of excellent indigenous breeds of sheep that can serve as a genetic base for developing a breed suitable for contemporary Moroccan needs."

The most promising, he explains, is the D'Man, a breed of small, multicolored sheep originally found on oases of the High Atlas Mountains. One of the world's most prolific breeds, D'Man ewes average two to five lambs per lambing and may give birth to as many as six. The D'Man also is the first breed of sheep found outside the tropics

*(continued on page 11)*



**Morocco has a number of indigenous breeds of sheep that can serve as a genetic base for developing a breed suitable for contemporary Moroccan needs.**



Genetically engineered crops can help alleviate hunger and malnutrition in developing countries, according to tuber researchers in USAID's Program in Science and Technology Cooperation (PSTC) and U.S.-Israel Cooperative Development Research program (CDR).

It now is possible to grow individual cells from plant tissue in artificial culture media. In many cases, each cell can be regenerated into a whole plant. Plant tissue culture techniques have already proven their worth in screening, breeding and rapidly disseminating new, improved varieties.

The Office of the Science Advisor (SCI) funds a wide variety of research projects involving everything from beans to bananas, from ulluco to alder. Genetic engineering multiplies the potential benefits of this research.

For example, recombinant DNA techniques allow scientists to snip small DNA fragments out of the genome of one organism (donor) and insert them into carriers (vectors) that transport them into tissue cells from a different (host) organism.

Few DNA vectors are known for plants, especially for grass-related

## Genetic Engineering Improves Nutrition

crops such as maize and wheat. Furthermore, such crops do poorly in plant tissue culture. For this reason, the current focus is on potatoes.

Potatoes grow well in culture and are easily regenerated into plants. Scientists can even induce plantlets to produce small tubers in culture to get a "sneak preview" of potato properties without growing the full plant. The plasmids of *Agrobacterium rhizogenes*, a bacterium that causes hairy root disease, make excellent DNA vectors for potatoes.

The purpose of the effort to add improved heat tolerance and protein quality to potatoes using such genetic techniques is anything but academic.

More than 290 million tons of potatoes, worth \$13 billion, are produced in over 130 countries annually. And, the potato's popularity is increasing rapidly in most less developed countries.

Much of the credit for recent successes in adapting this Andean crop to the tropics goes to breeders

at the International Potato Center (CIP) in Peru. USAID provides considerable core support to CIP through the Consultative Group on International Agricultural Research (CGIAR) system.

Unfortunately, potatoes are low in protein and—like most plants—are particularly low in several essential amino acids.

John Dodds of CIP and Jesse Jaynes of Louisiana State University have designed and constructed an artificial gene whose DNA "message" codes for new proteins high in essential amino acids.

One such protein has twice the essential amino acid content of milk; it also is unusually high in lysine (23%), which improves its digestibility.

These SCI grantees have succeeded in cloning the gene in plasmids, transferring it to potato cells and making it produce the EAA protein in the tubers of potato plantlets regenerated from plant tissue culture.

The resulting tubers have twice the lysine and tryptophan content

of normal potatoes.

Also, Ezra Galun of the Weizmann Institute in Israel is taking a radically different approach to the vector problem. His SCI-funded researchers already have created potentially useful new hybrids by combining the organelles of one potato cultivar with the nucleus of another, using cell fusion techniques.

Even more promising is the long-term prospect of directly modifying organelle DNA and using the organelles themselves as vectors.

This work is only a part of broader SCI efforts to stimulate innovative research on tuber crops important to development. The rich natural genetic diversity of these crops is being explored by U.S., Israeli, Peruvian and Mexican investigators. Peruvian, Indonesian and U.S. investigators are using plant tissue culture to preserve virus-free cell lines for future breeding and research. The molecular activities work being pioneered by SCI's grantees should not disrupt the genetic progress already made by conventional breeding.

Advanced biotechnology techniques are being used to exploit these genetic treasures to the fullest.

—Irvin Asher

## S&T

From page 10, column 4

that breeds year-round.

"The disadvantages of this breed are that it is very small, has little meat and provides extremely poor wool," adds Dr. Eric Bradford of the UC, Davis Animal Science Department. Research activities at Tadla revolve around crossbreeding the D'Man with other indigenous, hardy breeds such as the Sardi to obtain an animal with good body conformation, wool, prolificacy and year-round breeding.

"This should enable farmers to choose the best time of year to breed according to the forage available and to get a higher lamb crop," notes Dr. A. Lahlou-Kassi, head of IAV's Reproduction Department and co-principal investigator for the Tadla breeding and reproduction project.

Tadla researchers have produced a flock of animals with graduating levels of D'Man inheritance. Genetic experiments are under way to examine reproductive performance, lamb growth and overall meat and wool productivity for each of the crosses. Geneticists hope to determine the optimum amount of D'Man inheritance to produce specific mean litter sizes for different production systems.

Nutritionists, physiologists and veterinarians are working together to solve problems associated with increased reproductive rhythms and litter size. Work also is taking place on D'Man reproduction, nutrition, physiology and management techniques.

Located between Marrakesh and the capital, Rabat, the site has most of the prerequisites for research on sheep production: irrigation, intensive agriculture, forage and agricultural by-products for feedstuffs. Construction designs were kept simple to minimize the time and money spent on construction and maintenance and to build facilities well-suited to both the station's function and local climatic conditions.

Tadla contains four barns for breeding and group experiments with a holding capacity of 1,200 head and a barn for nutrition trials. In addition, two well-equipped laboratories, darkrooms to study the effect of photoperiodism on the estrous cycle and an office-pharmacy were built.

While the facilities were under construction and the flock was being assembled, farm workers and technicians were given special training in handling large numbers of sheep.

Considering the high prolificacy of many of the ewes, special attention was given to lamb survival, and lamb mortality has dropped steadily since the first lambing at the research station in January 1983.

At Tadla, Moroccan scientists now have access not only to high quality facilities and animals, but also well-trained personnel for developing efficient Moroccan sheep production systems—ensuring yesterday's traditions in tomorrow's world.

—Suzanne Jones, editor, *Department of Animal Science, University of California, Davis*



Widely available and inexpensive, potatoes are the world's fourth most important food crop.

## AIDS

From page 1, column 4

tion about the disease. "I don't want Americans to think AIDS simply affects only certain groups," Reagan said. "AIDS affects all of us."

"Since we don't yet have a cure or a vaccine, the only thing that can halt the spread of AIDS right now is a change in the behavior of those who are at risk."

Vice President Bush echoed the President's remarks when he delivered the opening speech at the conference. "AIDS is spreading and killing in every corner of the world," he declared. "It does not

discriminate. It is an equal opportunity merchant of death.

"Education is our best weapon against this dreadful disease," the vice president continued. "When it comes to educating our young people about AIDS, we must all work together—parents, educators, religious and community leaders, medical doctors and scientists."

"Research, warning, risk reduction—these three phases have served us well in the past and must continue to serve us well in combatting the AIDS crisis."

"We must wage an all-out war against the disease—not the people, not against the victims of AIDS but an all-out war against the disease itself," Bush stated.

## Students Earn Scholarships

Five graduating high school students from USAID foreign service families were among those honored at the 1987 American Foreign Service Association/ Association of American Foreign Service Women (AFSA/AAFSW) Merit Awards ceremony in May.

Given for academic excellence and leadership qualities, the \$500 merit awards were presented this year in memory of ambassador and statesman W. Averell Harriman.

The USAID dependents were among 32 scholars to receive the awards and honorable mention certificates.

The USAID Merit Award winners are:

- William David McKinney Jr., a graduate of Phillips Academy, Andover, Mass. His father, William David McKinney Sr., is a program officer at USAID/Jordan.
- Shilpa Shah, a graduate of the International School of Kenya. Her father, Satishchandra Shah, is deputy director, Regional Economic Development Services Office/East and South Africa, USAID/Kenya.
- Julia Schlotthauer, a graduate of McLean Senior High School, McLean, Va. Her father, Julius Schlotthauer, is deputy mission director at USAID/Jamaica.

The Honorable Mention certificate recipients are:

- Nadia Claire Billig, a graduate of the Country Day School of Costa Rica. Her father, Neil Billig, is private sector project officer at USAID/Costa Rica.
- Lara Elizabeth Howley, a graduate of the International School of Bangkok. Her father, Peter Howley, is a contract officer at USAID/Thailand.

The recipients were recognized at the annual Foreign Service Day ceremonies for the first time since the Merit Awards were established in 1976. Mrs. Averell Harriman attended the May 1 event.

## 'Aloha Corps' a Possibility

The state of Hawaii is considering creating a corps of young people, modeled in part after the Peace Corps.

According to a resolution passed by the 14th Legislature of Hawaii, in a spirit of "aloha," or sharing, the youth of Hawaii would provide assistance to the developing world of the South Pacific. The youth, in turn, would develop a conscious sense of the international community and Hawaii's role in that community.

Administrator Peter McPherson received a copy of the resolution, initially proposed by the Senate of Hawaii, and a request for a USAID grant from the Pacific Islands Development Program to help fund the study that would determine the economic and social benefit of a voluntary Aloha Corps.

# USAID BRIEFS



Tom Blank (left), assistant administrator for the Bureau for External Affairs, and Charles Redman, assistant secretary of state for the Bureau for Public Affairs, have correspondence stamped by a postal official in the State Department lobby. The special cancellations honored USAID's "25 Years of Expanding the Frontiers of Freedom" and the 40th anniversary of the Marshall Plan.

## U.S.-Oman Continue Joint Efforts

The Agency has agreed to provide an additional \$5 million to the Sultanate of Oman to help finance high priority development projects through the Omani-American Joint Commission for Economic and Technical Cooperation, according to USAID Representative Gary Towery.

Established by the sultanate and the United States in August 1980, the Omani-American Joint Commission works to promote Oman's development. Projects include: constructing 88 primary and intermediate schools; building the Wadi Al-Khawd aquifer recharge dam; staffing the Marine Science and Fisheries Center; training over

1,000 Omanis in the United States, Oman and other countries; developing Oman's fisheries resources; and improving water resource management.

Towery pointed out that the agreement represents the seventh U.S. contribution to these development projects, bringing the total to \$35 million in grants.

During the April 6 ceremony, U.S. Ambassador G. Cranwell Montgomery and His Excellency Saif Bin Hamed Al-Battashi, undersecretary for foreign affairs, signed the agreement. Also present was the joint commission managing director, His Excellency Hamood Bin Hilal Al-Habsi.

## Embezzler Indicted by Senegal

Senegalese judicial authorities recently indicted Henri Badiane, a former foreign service national working for the USAID mission in Senegal, for embezzling approximately \$17,000 from the Casamance Agricultural Development Project.

Badiane, in pretrial confinement since last August, faces a possible maximum sentence of five years imprisonment, along with fines and restitution.

In December 1985, the Office of the Regional Inspector General (IG) for Investigations and Inspections in Dakar, Senegal, initiated the investigation that led to the official charge against Badiane.

According to IG officials, Badiane's supervisor and other

project members failed to follow prescribed Agency management regulations, enabling Badiane to manipulate project funds.

As assistant project officer, Badiane exercised complete control of the agricultural project from placing orders and contracting with vendors to paying and accounting for requisitions. He also was entrusted with presigned blank checks for project payments.

USAID employees and contractors can report any suspected incidents of waste, fraud or abuse by calling the IG telephone hotline in Washington, D.C., at (703) 235-3528 or by writing P.O. Box 9664, Arlington, Va. 22209.

Reports also can be made directly to IG regional offices overseas.

## Boughton to Head Mission

Priscilla Boughton was sworn in June 3 as director of the USAID mission in Bangladesh. Boughton, who took the oath of office in a ceremony at the State Department, will direct the Agency's \$130 million program in the world's most densely populated agrarian country.

"Our program in Bangladesh has been successful because it has directly addressed major needs and supported significant policy reforms," she said. "I intend to keep up this commitment and look for new opportunities, particularly in an effort to create jobs, which is a major concern in Bangladesh."

Boughton's most recent assignment was director of the Office of South Asian Affairs in the Bureau for Asia and Near East. She also served as mission director in India from 1979-83. Prior to joining USAID in 1966, Boughton worked for the Department of State and the Peace Corps.

She has a bachelor's degree from Swarthmore College and holds a master's in international economics and politics from Tufts University.

## IN MEMORIAM

### DORIS GULLION

Doris Guthrie Gullion, former foreign service employee, died in her sleep April 11 at her daughter's residence in Bowling Green, Ky. She was 65.

Gullion joined USAID in 1963 and was posted in Laos for the next eight years as a secretary. Subsequent assignments included Korea, the Philippines and Indonesia. In 1978, Gullion was reassigned to USAID in Washington, D.C., as an administrative aide until her retirement in December 1979.

She is survived by two daughters and two sons. Expressions of sympathy may be sent to Guthrie Gullion, American Embassy Ottawa, P.O. Box 5000, Ogdensburg, N.Y. 13669-0430.

### HENRY SMITH

Henry L. Smith, 56, died of leukemia April 3 at the Washington Hospital Center.

Smith joined the Agency in 1979 as a special assistant to the assistant administrator of the Africa Bureau until 1981 when he was reassigned as a program analyst in the bureau. From 1984 until his retirement in 1985, Smith again served as a special assistant to the assistant administrator for the Africa Bureau.

Prior to joining the Agency, he served with the Peace Corps in Jamaica, Belize and Uganda.

He is survived by his wife, Ida, a son and a daughter, all of Silver Spring, Md.

**T**wo hundred years ago, 55 delegates, including many of this nation's most famous historical figures—George Washington, James Madison, Alexander Hamilton and Benjamin Franklin—gathered in Philadelphia, Pa., at the Constitutional Convention to form a permanent system of government.

On Sept. 17, 1787, after four long months of debate and compromise, the framers of the U.S. Constitution approved a document that when ratified by the states became the supreme law of the land, establishing a federal government of the people, by the people and for the people.

Together with the Bill of Rights added five years later, the U.S. Constitution defines the fundamental principles of the American form of government and spells out the rights and freedoms guaranteed to U.S. citizens—rights that characterize this nation the world over.

Former Supreme Court Chief Justice Warren Burger chairs the Commission on the Bicentennial of

## Agency Marks Birth of U.S. Constitution

the Constitution, which coordinates national and international events in honor of the bicentennial and serves as a library of information for Constitution-related activities and papers. USAID and all federal agencies are planning activities to commemorate the signing of this enduring document.

According to Doug Baker, Agency coordinator for the bicentennial, "USAID has a special interest in the principles central to the commemoration. As part of its economic and humanitarian assistance program, the Agency emphasizes support for democratic institutions and constitutional safeguards in developing countries."

As two examples, Baker cites USAID's support of human rights programs and its Administration of Justice Program, an educational initiative aimed at strengthening

democratic judicial systems in Latin America.

As part of the Agency's participation in the bicentennial, USAID sponsored five representatives from Africa at the "Human Rights and Constitutions" conference at Columbia University in New York on June 8.

In addition, the Agency is planning to take part in a constitutional conference next February in the Philippines. The conference, sponsored by the Supreme Court of the Philippines, the Asia Foundation, the American Bar Association and private foundations and corporations, will celebrate the bicentennial of the U.S. Constitution in conjunction with the one-year anniversary of the Filipino Constitution.

Hosted by the Philippine Committee on the Bicentennial, the conference will bring together

more than 70 representatives from 15 countries to examine the role of a constitution in democratic societies as well as citizens' responsibility in making constitutional government work.

USAID's television program, *Front Lines Television*, will highlight the U.S. Constitution and its effect on the constitutions of developing nations in a special edition of the program. The five-minute show is beamed by satellite and is available for broadcast by stations across the country.

The complete celebration of the U.S. Constitution will span five years, each year concentrating on a separate element of the document: 1987 will center on the diverse philosophies embodied in the document; 1988 will celebrate the ratification process and the creation of the legislature; 1989 will highlight the presidency; 1990 will be devoted to the judiciary; and, 1991, the 200th anniversary of the Bill of Rights, will spotlight the amendments to the Constitution.

—Nancy Long

### PRIVATE ENTERPRISE STRATEGIES UPDATED

The Agency launched a private enterprise initiative in 1981 to enable less developed countries (LDCs) to rely more heavily on private enterprise and individual entrepreneurship and to encourage competition and market forces to stimulate economic growth.

CDIE's Development Information Research and Reference Services recently prepared an update on strategies and projects in private enterprise development begun or proposed for use between 1985 and 1988.

The overview examines a narrowly defined segment of activity—that of aiding privately-owned, profit-making entities in the productive or manufacturing sector and those segments of the service sector that involve such entities. Omitted were activities aiding small farmers; private voluntary organizations unless directly involved in the development of privately-owned, for-profit entities; divestiture of state-owned entities; and development of cooperatives. The report summarizes the methods used by the regional bureaus to meet their objectives and outlines several current and proposed projects.

One vehicle for encouraging private enterprise development that is available to all bureaus is the Revolving Fund of the Bureau for Private Enterprise (PRE). The purpose of the Revolving Fund is to assist the indigenous private sector and to improve management and technology transfer through advisory services and training. Revolving Fund loans may be made to LDC private intermediate financial institutions or directly to private businesses in the develop-



ing country or to U.S. firms engaged in joint ventures with local firms. A number of such loans to commercial banks in developing countries have made funds available to private small and medium-size businesses, manufacturing firms and services.

The regional bureaus employ a number of approaches to meet the challenge of private enterprise development, including the use of policy dialogue to improve the business and investment climate in



**In Caribbean and Central American countries, the Agency uses intermediate credit institutions to provide credit to entrepreneurs and promote exports such as handicrafts.**

LDCs and training and technology transfer to upgrade skills and management capabilities.

The Bureau for Latin America and the Caribbean (LAC) uses intermediate credit institutions to provide credit to entrepreneurs, provide capital assistance in the area of free zones, promote exports and market non-traditional agricultural products to develop private sector agribusiness. Light industry development in the Dominican Republic, handicraft export development in Bolivia, commercialization of alternative crops in Belize and small business assistance in El Salvador are a few examples of the many LAC projects that focus on private enterprise development.

The Africa Bureau's efforts in this area include the assessment of appropriate private enterprise vehicles, privatization efforts and incorporation of private entities into the service sector. The Africa Bureau also has created loan funds for small and medium-size businesses, established intermediate credit institutions and used joint ventures with U.S. firms for expanding indigenous businesses as mechanisms for private sector development.

Project activities include small enterprise support in Swaziland; use of the PRE Revolving Fund for standby letters of credit to the lending bank, EDESA, which, in turn, provides subloans to small and medium-size enterprises in sub-Saharan Africa; and capital

assistance to establish a new venture capital firm and support another in Kenya. Policy dialogue will play an increasing role in improving the private sector growth climate for fiscal 1988.

The Bureau for Asia and Near East's mechanisms for achieving private enterprise development objectives include financing short-term loans through central banks to "retail" banks, arranging collaborative ventures between U.S. companies and indigenous private firms and promoting investments. A number of projects use PRE Revolving Fund monies for such purposes as extending loans to the Serum Institute of India to support diversification and establishing a standby letter of credit to the Bank of the Philippine Islands for subloans to agribusinesses. Other projects include developing agricultural marketing capabilities in Jordan and providing technical and financial assistance to entrepreneurs in Bangladesh who are interested in improving production efficiency and product quality.

The Agency also supports many projects not covered by this overview that exemplify the cross-cutting nature of the private enterprise initiative. For instance, infrastructure projects may use indigenous private sector businesses in carrying out the work. Such projects also improve access to markets. All of the sectors include the development of private enterprise programs to stimulate economic growth.

For more information on private enterprise development as well as other issues, write or cable Research and Reference Services at PPC/CDIE/DI, room 209, SA-18 or call (703) 235-2753.

—Kaaren Christopherson

# Assistance Available to Accent Women



As part of the ongoing effort to integrate women's needs in development planning, the Bureau for Program and Policy Coordination's Office of Women in Development (PPC/WID) is expanding its technical assistance program in the field.

This spring, Administrator Peter McPherson directed PPC, in collaboration with other bureaus, to provide specific guidance on how it can assist and monitor mission and Washington, D.C., success in achieving the institutionalization of the Agency's policy on women in development.

To ensure that the field was aware of the types of assistance

**“WID is developing written guidance for mission personnel on integrating women into Agency programs.”**

available through the Office of Women in Development, a cable delineating the WID programs was sent to all missions.

During the past four years, WID has offered technical assistance to the missions under a number of options, including agreements with both private organizations and university consortia. Given the lessons learned and in response to a number of project evaluations

that have been conducted, WID's technical assistance approach has been further developed and refined.

In cooperation with the International Center for Research on Women (ICRW), PPC/WID has increased both the quantity and flexibility of its technical assistance to missions. During the past six months, ICRW has worked with USAID/Dhaka in developing a WID program strategy to span the entire mission portfolio; assisted USAID/Kinshasa project managers in designing a pilot agricultural training/extension program; and prepared project designs for a Pakistani area development project and assessed capabilities of local private organizations for USAID/Islamabad. Future ICRW activities will include reinforcing critical linkages in the policy and project development cycle.

WID's technical assistance program also includes “buy-ins” to the Bureau for Science and Technology's ARIES Project, which is designed to strengthen the institutional capabilities of indigenous support organizations to implement small-scale and micro-enterprise development programs. Either directly or through a PPC/WID buy-in to ARIES, missions can request the services of a specialist on women's roles in small-scale and micro-enterprises.

This spring, for example, PPC/WID provided a consultant to a four-member team to help USAID/Amman develop a Small Entrepreneur Development Project in Jordan. The consultant conducted a comprehensive study focused on female entrepreneurs in



**WID provided a consultant to USAID/Amman to conduct a comprehensive study focused on female entrepreneurs in Jordan and to recommend how to integrate women into its Small Entrepreneur Development Project.**

Jordan, including surveying organizations, programs and projects that work with them. Recommendations then were made to USAID/Amman on how best to integrate women into the project.

In addition to direct field work, PPC/WID also is developing written guidance for mission personnel on the integration of women into Agency projects and programs. Entitled the Gender Manual Series, the guidebooks include both geographic- and sector-specific manuals.

The first two volumes, *Gender Issues in Latin America and the Caribbean* and *Gender Issues in Basic Education and Vocational Training*, now are available. Volumes 3 and 4, *Gender Issues in Small- and Micro-Enterprise Projects* and *Gender Issues in Agricultural Production*, are scheduled for release this summer and will be followed later in the year by guidance on natural resource management and export promotion.

—Mary Mulhern

## Ayers

From page 5, column 4

suiting to a bureau with a global reputation for initiating innovative research. “As a bureau, we look at the possibilities of the future. Research, by its very nature, is forward-looking. I think there is always the tendency in a bureaucracy to see obstacles as permanent restraints inhibiting action rather than as challenges or opportunities to accomplish something. I like to focus on the opportunities.”

As special assistant to the senior assistant administrator, Ayers begins each day by meeting with Brady, and that, she says, is about the only routine part of her job. “In a sense, my ‘in-box’ is Dr. Brady’s, and its contents govern my day.

“I am expected to be aware of what we are doing in the bureau, of what is being done at the Agency-level in relation to policy decisions, the Administrator’s concerns and the concerns of Congress and how these sometimes divergent factors affect the Bureau

for Science and Technology,” she explains.

Ayers cites the creation of the sector councils and the Presidential Agricultural Task Force as two programs in which she has been particularly involved. The sector councils link S&T staff with the technical people in the regional bureaus, encouraging input on questions of policy, strategy, personnel and staffing. “The councils provide a mechanism for ensuring that substantive technical issues and questions are focused on,” she notes with satisfaction.

In addition, Ayers helps foster information links between USAID and the external science and technology community, coordinating the ongoing seminars and symposia that are sponsored with the National Academy of Sciences. Until recently, she also served as executive secretary to the Science and Technology Advisory Group, an in-house organization comprised of representatives from S&T, the regional bureaus and other offices.

Ayers celebrated her 25th anniversary at USAID in April. How does she view the Agency to-

day? “There is now a greater emphasis on substance,” she points out. “The hard questions are being asked.

“The emphasis on science and technology transfer, policy dialogue, institution building and the private sector is grounded in substance. Substance over process—I think that is the contribution Administrator McPherson has brought to the Agency.”

There is an old adage that says, “You can take a girl out of the country, but you can’t take the country out of the girl.” Despite traveling worldwide for the Agency and vacation trips abroad, Ayers admits that it’s true. “I have to get back to the soil. Even though I longed to get off the farm when I was younger, I now find that I need the country. I have a little home in up-state New York, where I have almost 40 acres. That is where I go to recharge.”

In a job that requires superb communications skills, she notes that “dialogue does not regenerate me. I regenerate in solitude. I really value my time alone.”

Closer to home, Ayers is known as the “official” tour guide for

visiting friends and family. “I love this city, and I love to show it off,” she says of Washington.

The widow of Jack Ayers, a former USAID foreign service officer, she also loves to show off pictures of their son, Jonathan, now in the U.S. Air Force stationed in Michigan.

An admitted balletomane, Ayers considers dance “the ultimate art form.” And, since the National Symphony Orchestra runs a close second in her affections, she frequents the Kennedy Center for the Performing Arts.

Also active in her Alexandria neighborhood church, Ayers sees her work in community outreach activities and volunteer programs at the Sarah House and Harriet Tubman House women’s shelters in Washington as an extension of her professional life.

“My church is very much other-oriented,” she stresses, “concerned about the welfare of people and the possibilities that can make a difference in their everyday lives.

“That’s the reason I’m at USAID, too. I don’t separate personal and professional ethics. It’s a way of life.”

**MOVED ON**

Charles Brower, COMP/CS/DS  
 Rosa Cistone, M/FM/CAD/FA  
 Antonia Greenman, COMP/CS/DS  
 Gwendolyn Hargrove, LEG/CL  
 Edgar Lacy Jr., COMP/CS/DS  
 Rosemary Leinbaugh, S&T/AGR/RNRM  
 Molly Mengebier, XA/PL  
 Mona Miller, AFR/MGT/MISR  
 Valary Morrison, M/SER/MO/TTM/S  
 John Movroydis, Egypt  
 Lillie Mae Pearson, PPC/CDIE/DI  
 Hope Pridgen, ANE/DP/PA  
 Carlett Reed, IG/SEC/PS  
 Nancy Reed, AA/XA  
 Bruce Rickerson, PPC/PDPR/SP  
 Richard Rosberger, COMP/CS/R  
 Virginia Van Cleave, IG/RIG/II/W  
 Marilyn Woodward, M/SER/MO/CPM/P

**RETIRED**

Walter Abbott, Jr., M/SER/MO/CPM/T, supervisory message analyst and dissemination specialist, after 7 years  
 Thurman Boggs, M/SER/MO/RM/PPM, administrative operations assistant, after 29 years  
 Arthur Handly, Egypt, deputy mission director, after 25 years  
 Walter Kreutzer, M/SER/MO/RM, special projects officer, after 23 years  
 Larry Marshall, ANE/PD/ME, project development officer, after 21 years

# WHERE? IN THE WORLD ARE USAID EMPLOYEES

Patricia McLarney, S&T/POP/CPS, clerk stenographer, after 8 years  
 Ronald Miller, RFMC/OD, data management officer, after 18 years  
 Yvonne Price, M/PM/FSP/A, supervisory personnel staffing specialist, after 25 years  
 Otto Schaler, S&T/TT/RS, development and training specialist, after 20 years

*Years indicate USAID service.*

**REASSIGNED**

Bernadette Bundy, PPC/WID, social science analyst, to disaster operations specialist, OFDA/AE  
 Barbara Court, Burma, executive assistant, to IDI (administrative), COMP/FS/ENTRY/T  
 Sheila Cunningham, M/PM/TD/AST, employee development specialist, to administrative officer, M/SER/MS/EMS  
 Dianna Curry, M/SER/OP/W/CO, secretary typist, to procurement assistant, M/SER/OP/W  
 Alan Getson, S&T/PCP/FPS, population development officer, to project development officer,

AFR/PD/CCWA  
 Robert Hechtman, PPC/PB, supervisory program officer, to supervisory Food for Peace officer, FVA/FFP/ANE  
 Howard Helman, AFR/PD/CCWA, supervisory project development officer, to USAID representative, Brazil  
 Richard Hynes, PPC, development coordination officer, to program officer, AFR/DP/PPE  
 John Mitchiner, M/FM/ASD, systems accountant, to staff accountant, M/FM/CAD  
 Paul Neifert, COMP/FS/ENTRY/T, IDI (commodity management), to contract officer, REDSO/WC  
 Irelene Ricks, ANE/TR/PHN, secretary typist, to clerk typist, AA/ANE  
 Macalan Thompson, M/SER/OP/O/ANE, supervisory commodity management officer, to commodity management officer, Sudan.

**PROMOTED**

Delores Armstead, S&T/RD, secretary typist

Charles Brandi, M/PM/PCF/PP, supervisory management analyst  
 Joy Carpenter, ANE/SA, secretary typist  
 Diane Carter, M/SER/MO/PA/PB, management analyst  
 Dorothy Cunningham, LAC/CAP, secretary typist  
 Deborah Currie, S&T/MGT, administrative officer  
 Nongkran Daks, ANE/TR/ARD/APA, secretary typist  
 Amanda Downing, OFDA/OS, program operations assistant  
 Cynthia Fair, S&T/EY, clerk typist  
 Penelope Farley, LAC/SAM, international cooperation specialist  
 Cynthia Ginyard, M/SER/MO/RM, financial operations specialist  
 Victoria Halstead, M/PM/EPM, clerk typist  
 Lagena Hines, S&T/POP, secretary typist  
 Pamela Ingram, ANE/DP, secretary typist  
 Monyetta Jones, S&T/EY, clerk typist  
 Consuelo Luckett, M/SER/MO/TTM, traffic manager  
 Janie Mason, M/FM/LMD/LS, operations accountant  
 Deborah Mendelson, AFR/EA/KS, international cooperation specialist  
 Jennifer Montano, S&T/TT, clerk typist  
 Debi Mukherjee, M/FM/WAOD/FS, voucher examiner  
 Charlotte Suggs, FVA/FFP/PCD, program analyst  
 Cheryl Williams, M/SER/OP/W/FA, contract specialist

## Law Bans Discrimination Based on Cultural Traits



Agency employees or applicants for employment who believe they have been discriminated against by a supervisor, manager or through an employment practice or policy can file an individual or class action complaint of discrimination with the Office of Equal Opportunity Programs (EOP). Under Title VII of the Civil Rights Act of 1964 as amended, national origin is one of the seven bases on which a complaint of discrimination can be filed.

The Equal Employment Opportunity Commission (EEOC) defines national origin discrimination as including, but not limited to, the denial of equal employment opportunity because of an individual's or ancestor's place of origin or because an individual has the physical, cultural or linguistic characteristics of a national origin group.

National origin claims of discrimination in the federal sector are varied in scope. They cover such allegations as discrimination due to country of birth, physical traits (height and weight requirements), limited knowledge of

the English language (expressed orally or in writing) and foreign accent.

In investigating an employer's procedures for discrimination on the basis of national origin, EEOC has found that fluency-in-English requirements, which can result in denying employment opportunity because of an individual's foreign accent or inability to communicate well in English, can be discriminatory unless the decision to deny employment is based on a legitimate business necessity. For example, an applicant or employee who possesses a strong foreign accent may not be properly suited for a position as a speech therapist but, with some accommodation of an accent, could qualify to lecture or teach.

EEOC recently issued a policy statement for federal agency guidance regarding the investigation of discrimination complaints based on manner of speaking or accent. Based on case law, it states that if an employee or applicant for employment can show that a foreign accent was a factor in the employment decision, an agency must articulate a legitimate, non-discriminatory reason for its

actions—such as the accent interfered with the applicant's or employee's ability to perform certain tasks essential to the position—to avoid liability.

Under Section 703e of Title VII, an employer may invoke a bona fide occupational qualification as a defense to claims of national origin discrimination by showing the business necessity of the disputed employment practice.

For additional information regarding national origin discrimination, contact the Office of Equal Opportunity Programs or an Equal Employment Opportunity counselor.

**NAFEO HOSTS BLACK EDUCATORS**

The Office of Equal Opportunity Programs (EOP) recently coordinated the Agency's participation at the 12th National Conference on Blacks in Higher Education in Washington, D.C.

The conference was sponsored by the National Association for Equal Opportunity in Higher Education, an association comprised of all 116 Historically Black Colleges and Universities across the country.

Ten Agency employees representing EOP, the Office of Small and Disadvantaged Business Utilization and the bureaus for

Asia and Near East, Africa and External Affairs attended the conference and answered questions about USAID programs and career and contract opportunities. USAID was among 125 organizations that staffed exhibition booths at the exposition.

Under the theme "Implementing Idealism," the conference included discussions on such issues as "Blacks on Predominantly White Campuses—How to Survive," "Government and Federal Regulations" and "Political Awareness for Black Colleges."

Among the featured speakers were Douglas Wilder, lieutenant governor of Virginia; Congressman A. Mike Espy (D-Miss.) and William H. Gray (D-Pa.); Elizabeth Dole, secretary of transportation; and Marian Wright Edelman, founder and president of the Children's Defense Fund.

—Voncile Willingham

**REMINDER**

Attorney Virginia Green is available to USAID employees for counseling on any aspect of workplace harassment. She can be reached at 457-6184. Strict confidentiality will be observed.