

Tax Revisions for 1987 Year

For 6 million low-income taxpayers removed from the tax rolls, 1987 does spell tax simplification. For the rest, quite the opposite is true. In fact, to most people, the new law appears overly complicated!

Major Changes in 1987:

- New tax rates range from 11% to 38.5%;
- Standard deductions (\$3,760 for joint returns, \$2,540 for single/head of household) replace zero bracket amounts for nonitemizers. An additional deduction is available for blind and elderly taxpayers;
- The personal and dependent exemption rises to \$1,900 from \$1,080. Exemptions for the blind and elderly are eliminated;
- Only 65% of consumer interest is deductible. Deduction of home-mortgage interest (including second mortgage) is usually restricted to cost of the home plus improvement, or fair market value, whichever is less;
- Miscellaneous itemized deductions are limited to an amount exceeding 2% of adjusted gross income. Unreimbursed employee business expenses and investment expenses are included in these deductions;
- Medical expense deduction is limited to an amount exceeding 7.5% of adjusted gross income (up from 5% in 1986);
- Children under 14 will be taxed at the parents' top rate, on unearned income above \$1,000. A "dependent" cannot take a personal exemption for self;
- Annual personal contribution to 401(k) is limited to \$7,000, and averaging for lump-sum distribution is reduced from 10 to five years;
- Moving costs are deductible only by those who itemize;
- All unemployment compensation is taxable;
- Alternative minimum tax rate rises to 21% from 20%;
- Exempt-interest income must be shown on the tax return;
- Wage earners must file a new W-4 form; and,
- Maximum earned-income credit rises to \$800.

Investment and Personal Business Taxes:

- Deduction for home office is greatly reduced;
- Deductions for seminars and conventions are restricted. No deductions are allowed for seminars on investing or financial and tax planning or for managing investment property;
- Deduction for investment interest is limited; deduction of losses from "passive" activities is restricted;
- New rules for real estate investments go into effect;

- To be treated as a business rather than a hobby, an activity must generate a profit for three of five consecutive years; and,
- Social security taxes continue to go up: a) Self-employed is 12.3% in 1986-87; 13.02% in 1988-89; 15.3% in 1990 and later applied to first \$43,800 of net self-employment income; b) Employee/employer relationship is 7.15% for 1986-87; 7.51% in 1988-89; 7.65% for 1990 and later applied to both the employee and employer on first \$43,800 of earned compensation. This amount increases to \$45,600 for 1987 and will have further automatic increases for 1987-90.

Deductions No Longer Allowed in 1987:

- Exclusion for dividends received;
- Sales taxes;
- Cost of adopting children with special needs;
- Cost of travel as a form of education;
- Income averaging;
- Two-earner deduction;
- Exclusion of 60% of net long-term capital gains; and,
- Partial credit for political contributions.

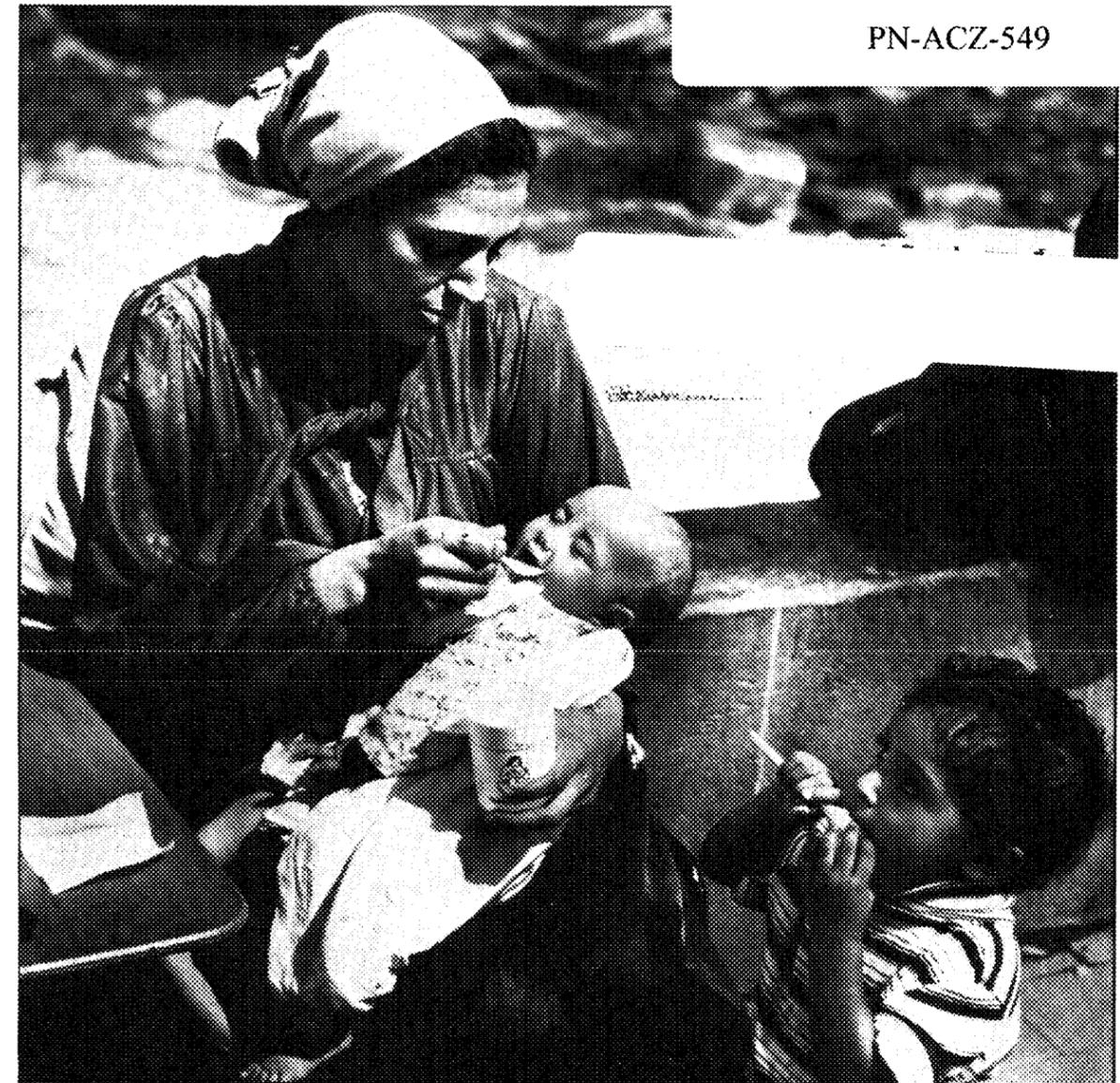
Earnings of Americans Stationed Abroad—The amount of foreign pay received by qualified U.S. citizens living and working abroad that goes untaxed is reduced from \$80,000 to \$70,000 beginning in 1987, with strict adherence to no exclusion for amounts of earned income received from the United States or its agencies.

Miscellaneous Itemized Expenses—Certain items are described on tax returns as miscellaneous. These include costs connected with producing income as an employee and with managing one's money. In 1987, they will lose much of their deductibility because they can be deducted only to the extent that their total exceeds 2% of the adjusted gross income. A partial list of such expenses includes: professional dues, unreimbursed business expense, investment and tax publications and advisory services, legal and accounting fees, professional clothes and uniforms, tools and business supplies, educational expenses and employment agency fees. These expenses also will incorporate the official residence of foreign service officers and home leave expenses.

This information was prepared by AFSA Tax Counsel Bob Dussell, who has acted for AFSA in tax matters since his retirement from USAID in 1972. Tax questions can be referred to Dussell through his firm Tax Matters, 3601 N. Fairfax Drive, Arlington, Va. 22201, (703)841-0158.

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

PN-ACZ-549



Egypt ORT Successes Provide Model

Ethiopia on 'Razor's Edge'

Congress Passes Foreign Aid Funding

Ethiopia on 'Razor's Edge,' as Famine Looms

by Nancy Long

Taking immediate action to strike back at the latest crop failure threatening the lives of millions in Ethiopia, the Agency has pledged an additional 105,000 metric tons of food aid and 25 trucks to help transport food from port to people.

Announcing the additional food relief at a December press briefing at the State Department, Administrator Alan Woods described the situation as "razor's edge," noting that the feeding distribution centers have only a limited supply of food.

"At present, people are coming to the centers, obtaining two-week rations and returning to

their homes," he said. "But if more people come to the centers than expected or if truck convoys are unable to reach the centers, feeding camps will form."

In the 1984-85 famine, disease-infested feeding camps were largely responsible for an estimated 1 million deaths.

Woods briefed the media after his return from a three-day fact-finding trip to the imperiled country. He visited Tigray and Eritrea, the Ethiopian provinces where 40% of the endangered people live. These areas also pose the

greatest logistical problems because of an ongoing civil war.

Famine is the result of drought, two separate civil wars and the Marxist government's poor economic policies, Woods said. "Those policies discourage greater food production by holding down food prices," he emphasized.

In addition, the rugged terrain typical of many regions of the country is inaccessible to trucks. In these areas, USAID is providing two U.S.-chartered planes to deliver food.

Emphasizing that the Ethiopian

government was being "much more cooperative" in the relief effort than in 1984-85, Woods said the government still needs to do more. "For instance," he explained, "government officials need to give the famine even higher priority in their own planning, encourage additional trucks from southern Ethiopia to serve the northern provinces and allow better access to rebel areas where the effects of the drought are the most severe."

U.S. pledges combined with the
(continued on page 2)

Market Economy Progresses

Egypt Reaffirms Policy Reform Program

The Egyptian government's commitment to economic policy reform was reaffirmed in a recent meeting between Administrator Alan Woods and Egyptian President Hosni Mubarak. "Economic reform is the key to growth in the Egyptian economy," Woods said following the discussion. "President Mubarak knows this and is not hesitant to express it."

The meeting took place Jan. 29 in Washington, D.C., during Mubarak's state visit to the United States, shortly after Woods returned from a fact-finding trip to USAID missions in the Asia and Near East region.

"A lot of very positive things are happening in Egypt on the economic policy front," Woods said. "Policy reforms are being implemented, and the government recognizes that it must continue moving in this direction to provide for economic growth adequate to handle the burgeoning population."

"Keep up the good work" was the message the administrator delivered during his meeting in Cairo with Egyptian Prime Minister Atef Sedki and the economic cabinet.

Woods also reiterated the responsibility of government to create a competitive environment conducive to market forces in a speech to 40 prominent Egyptian and American businessmen at a luncheon and reception hosted by the American Chamber of Commerce in Egypt.

"The steps that the Egyptian government takes to open the economy to market forces and to private business are among the most important steps it can take to promote the development of the country," he said during his remarks. "And, we want USAID programs to support private sector efforts to invest productively in Egypt's future."

"I am here to learn," Woods told the group. He then opened the meeting to a roundtable discussion on the state of the Egyptian economy and prospects for future growth.



Administrator Alan Woods (left) discusses economic policy issues with Egyptian President Hosni Mubarak during Mubarak's recent state visit to the United States.

"Although most were cautious in their assessments and appropriately so as good businessmen," Woods said afterwards, "there was a fairly positive consensus about the progress of the economy as it moves toward the use of market forces."

The USAID portfolio in Egypt, the Agency's largest project-related bilateral assistance program, provided the opportunity for Woods to review the range of activities in which the Agency is involved. The administrator visited major projects in each sector, including the Shoubra El Kheima power plant, sewage treatment facilities, an agricultural production and credit project, a health clinic and a seed plant currently undergoing partial privatization. In addition, Woods visited Bab el Sharia, one of the most densely populated neighborhoods in Cairo where the mission is proposing assistance to small businesses and microentrepreneurs.

During his trip, Woods also held discussions pertaining to specific policy reforms with key Egyptian government officials, including Minister of Electricity Mohamed Maher Abaza, Minister of Agriculture Youssef Amin Wally and Minister of State for Scientific

Research Dr. Adel Abdel Hamid Ezz.

The administrator's itinerary also included a visit to Pakistan for discussions with President Mohammad Zia ul-Haq, Prime Minister Mohammed Khan Junejo and members of the cabinet.

At a press conference in Islamabad Jan. 21, Woods noted that his visit at this early stage as administrator shows "the importance the U.S. government attaches to its foreign policy and economic development relationship with Pakistan."

Concerning his discussions with senior Pakistani officials, the administrator said that he was impressed by the commitment to further liberalize the economy in recognition of private sector potential to mobilize capital and generate employment. "We also welcome the increased emphasis the government is giving to the social sectors," he said.

"I believe the Pakistani government is headed in the right direction as far as economic policies are concerned. We look forward to a close and productive relationship in economic development."

—Suzanne Chase

Hill Passes Foreign Aid '88 Funds

Congress has approved the President's principal new foreign assistance initiative for fiscal 1988, the Development Fund for Africa, as part of the Omnibus FY 1988 Continuing Resolution (CR).

The Development Fund for Africa received the requested \$500 million, which includes authority for project and non-project development assistance activities in sub-Saharan Africa.

The Development Fund represents a unique effort by USAID and Congress to address the economic difficulties confronting most of the countries of sub-Saharan Africa.

In addition to the fund, Congress appropriated \$50 million for the Southern Africa Development Coordination Conference and earmarked \$90 million from the Economic Support Fund (ESF) for sub-Saharan Africa, for a total of \$640 million in bilateral economic assistance to Africa.

In total, Congress provided \$1.7 billion for functional Development Assistance (DA), \$3.2 billion for ESF and \$1.06 billion for Food for Peace.

The Continuing Resolution requires that the Agency provide \$50 million in DA and ESF money for credit and other assistance to microenterprises in developing countries.

In general, funding levels for functional DA accounts were not far from the Agency's requests.

The Development Assistance accounts include \$488.72 million for agricultural development, \$197.94 million for population activities, \$119 million for health programs, \$66 million for the Child Survival Fund, \$117 million for education and human resources

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Ethiopia

From page 1, column 4

440,000 metric tons of food contributed by other Western donors and the 250,000 metric tons of grain pledged by the Soviet Union represent more than half of what the Ethiopian government estimates will be needed this year.

Woods was optimistic that donations to meet the remaining projected relief needs of Ethiopia would be forthcoming. To date, the United States has donated just under 250,000 metric tons of food, worth more than \$95 million.

The outlook for food being available is good, Woods said. "Donors, the Ethiopian government and private voluntary organizations (PVOs) charged with the actual distribution of the food are far, far ahead of where they were in December 1984 in responding to the food emergency," he said. "This gives us the chance to save literally hundreds of thousands of lives."

Woods attributed the early preparation to the Famine Early Warning System (FEWS), which last August alerted policy-makers to potential famine conditions. Initiated by the Agency since the last drought, FEWS includes satellite imagery to measure physical data that would indicate an impending famine. Social data including health and nutrition status, food prices and population movement also are monitored to help predict food shortages.

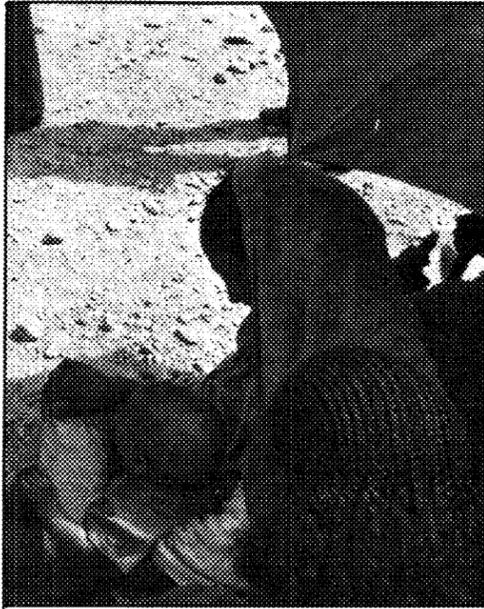
With donors and PVOs in place early to give assistance, the critical factor may be internal transportation, said Woods. In this instance, the problem is in trucking large amounts of food through disputed territory.

On Oct. 23 and again on Jan. 15, rebels attacked convoy trucks en route to Ethiopia's northern provinces and destroyed food supplies. Woods said that "because of these attacks, government officials have resorted to blocking roads for travel.

"The United Nations and PVOs are advocating an open-roads, own-risk policy for Tigray and Eritrea. This means encouraging the government to allow roads to remain open in rebel areas, allowing truckers to proceed at their own risk."

Woods said drivers delivering food without military escort in those two areas "are some of the most courageous people imaginable." The open-roads, own-risk policy seems to be working in Eritrea but has not been adopted for Tigray, he added.

Early in January, Woods also briefed U.N. Secretary General Javier Perez de Cuellar on the fact-finding trip to Ethiopia. During their discussion, Woods reiterated the Agency's view that the United Nations should play a leadership role in responding to the situation, particularly in overseeing internal transportation.



Ethiopians wait for rations at a feeding center.

"We asked the secretary general to urge the government of Ethiopia to pursue the open-roads, own-risk policy and to facilitate the movement of food as much as possible," he said.

Perez de Cuellar expressed his gratitude for the American response, Woods said, and added that he would take a "hands-on" approach to address the crisis in Ethiopia. In a recent action, Perez de Cuellar raised the rank of the U.N. representative in Addis Ababa to special assistant to the secretary general.

To underscore his concern about the severity of the Ethiopian situation, Woods on Jan. 8 participated in Worldnet, an international forum broadcast by satellite that is sponsored by the U.S. Information Agency.

Journalists, government officials and development professionals from London, Paris, Rome, Brussels, Copenhagen and Hamburg questioned the administrator on a range of issues relating to the potential famine, from its underlying causes to short- and long-term solutions.

When one participant asked how the U.S. government reconciles its relief activities during the crisis with its political differences with the Ethiopian government, Woods explained, "With 5 million to 7 million in danger of dying, we are morally obligated to do everything we can to help save lives, regardless of politics."

Foreign press coverage and other feedback indicated the program was well-received. Major newspapers, including the *Times* of London, Copenhagen's *Politiken*, the *Milan Catholic Daily* and *Il Tempo* of Rome, covered the event.

Even with the aggressive action to counter the full effects of the summer drought, Woods would not rule out a repeat of the 1984-85 famine, adding that "at best, fewer people will die.

"There is a substantial chance that it won't happen, that we've moved out far enough in advance. But all the cards have to fall right," he cautioned, "and a lot of people are working hard to ensure they do."

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Cover Photo: Egypt has achieved nationwide coverage in its ORT campaign, using mass media advertisements to encourage mothers to use oral rehydration therapy when treating their children for dehydration. See story on page 3.

TV Ads Help Promote Egyptian ORT Program

by Jim Pinkelman

With a boost from television ads that run during primetime soap operas, an Oral Rehydration Therapy (ORT) program in Egypt has achieved nationwide coverage and has helped thousands of children.

The program, which USAID has supported since 1981, is one of the largest and most comprehensive undertaken by any developing country, says Constance Collins, a health development officer at the

"The successes of Egypt become even more important when viewed as examples for developing countries worldwide."

Cairo mission who managed the project from 1982-86.

"Egypt now has more than 3,000 oral rehydration therapy centers," says Collins. "It also has more than 30,000 doctors trained in ORT techniques."

About 5 million to 6 million children worldwide under the age of five are estimated to die each year of dehydration from diarrheal diseases. Experts estimate that two-thirds of those children could be saved through the use of ORT, a simple solution of salts and water first widely used in the early 1970s in Bangladesh as an inexpensive way to restore body fluids lost in diarrheal episodes.

Egypt began an ORT program in 1977, but it was not very extensive, says Collins. In 1979, USAID undertook a widespread, ex-

perimental ORT program that cut the infant mortality rate by 40% over the span of a few months.

"The Egyptian Ministry of Health was impressed by the results and decided to start a national campaign," Collins says. USAID contributed \$26 million to develop the program.

"The project started in 1981-82, with most of the work being done between 1983 and 1985," she notes. "During this period, we established many of the ORT centers and worked with Egyptian doctors and other health providers, both in the private and public sectors, in the use of ORT to help administer the program." In addition, substantial emphasis was placed on careful monitoring and follow-up activities in the field.

Children are particularly susceptible to dehydration during the Egyptian hot season, which lasts from April to October, says Collins, who has a master's degree in public health nursing. "When temperatures climb, food can spoil more easily, and bacteria growth is more prevalent," she notes.

The program in Egypt has been very effective in reaching people, says Collins, "mainly because we did a lot of consumer research."

The Egyptian project, she says, was unique in two ways: the use of smaller ORT packets and the intensity and the effectiveness of mass media efforts to promote ORT use. "Most countries use a packet that mixes with one liter of water," Collins says. "Egyptian women whom we talked with thought that was too much fluid to give to an infant. They showed us a tea glass that is commonly used in Egypt and can hold about six ounces of water. They thought that was about the right amount, so the packets were tailored to that



Constance Collins, a health development officer for USAID/Egypt, administers the oral rehydration solution to a dehydrated baby as the child's mother watches. The USAID-supported ORT program in Egypt has achieved nationwide coverage.

requirement."

Under the Egyptian program, television was used to encourage mothers to use the solution.

"Our consumer research showed that many Egyptian mothers watched soap operas during the day and the evening," says Collins, who adds that Arabic "soaps" are similar to those shown on U.S. networks, with intricate plots that require daily viewing to follow the story.

"We knew that many women would be watching and that they would see the ads over and over," says Collins, who notes that Cairo, known as the "Hollywood of the Middle East," had ample facilities to produce the advertisements.

An Egyptian actress, Karima Mohktar, portrays a mother who mixes the ORT formula in the easy-to-understand advertisements. They also describe how and when to use ORT at home, how to continue feeding and how to recognize signs of dehydration in an infant.

"Mohktar had appeared in a lot of soaps, usually as a 'good mother' figure, so she was very believable," says Collins. "She was already known because of her TV roles, but now the ads have made her famous."

The advertisements are shown four or five times a day. "Women who watched the ads on TV understood how to mix the formula better than those who had been shown how by a doctor," says Collins.

A small pharmaceutical company in Egypt produces the ORT packets. Although the company has been subsidized by USAID, it now is making enough money from sales of the packets that the subsidies are ending.

"Production rose from 5 million packets in 1982 to 50 million in 1985," says Collins, "which indicates how extensive the program has become."

More than 60% of the packets are sold in pharmacies. Mothers now purchase the packets and keep them at home to begin early treatment of diarrhea. This has resulted in a marked decrease in severely dehydrated children seen in ORT clinics.

The project has been extended through September 1990, and funding has been increased to \$36 million. "The focus of the project during this next period," says the current project manager, Charles Mantione, "will be to strengthen the Ministry of Health's ability to institutionalize ORT activities in its regular programs by 1990."

"The successes of Egypt become even more important when viewed as examples for the developing countries throughout the world and particularly for Egypt's East African and Mideast neighbors," says Mission Director Marshall Brown. "In many parts of the world, the death of children has been accepted as a tragic fact of life by poor families and has led to a fatalistic outlook that has discouraged health providers and government officials.

"The success of the ORT program has helped to break that cycle. Mothers have responded when they learned that their children could be helped by ORT, and they have learned that they can prevent dehydration by giving treatment at home. They are beginning to realize that diseases can be prevented before they harm or cripple their children and cause a severe economic burden on the family and the country."

Collins' efforts with the program have been recognized by her alma mater, Ohio State University. Last October she received the university's Alumni Citizenship Award, which recognizes alumni who have distinguished themselves in service to humanity beyond the call of duty.



Administrator Alan Woods talks with an Egyptian mother as she feeds her baby the ORT solution at a health clinic in Cairo.

Agronomists Honor Brady for Service

USAID's Senior Assistant Administrator Nyle Brady recently received the prestigious International Service in Agronomy Award at the annual meeting of the American Society of Agronomy in Atlanta, Ga.

Society President John Nicholaides III honored Brady, head of the Agency's Bureau for Science and Technology, as "a man of extraordinary vision, remarkable energy and outstanding accomplishments."

Among the lifetime achievements cited during the presentation ceremony were the international research networks Brady established during his eight-year tenure as director-general of the International Rice Research Institute in the Philippines. These networks, which integrated the activities of scientists in developing and more developed countries, have had worldwide impact, said Nicholaides.

Brady's college-level textbook, *The Nature and Properties of Soils*, now in its eighth edition, has been translated into six languages and is widely used in developing countries as well as the United States. *Advances in Agronomy*, edited by Brady, is an international review journal that also contributes directly to the world's knowledge about soils and soils management.

Brady's contributions to international agricultural development through his leadership of the Agency's science and technology programs also will leave a lasting mark, Nicholaides observed.

Lebanon Gets Food Relief

USAID will contribute an additional 15,434 metric tons of Food for Peace commodities to the people of Lebanon in response to recent appeals by the government of Lebanon and the Secretary General of the United Nations.

The foodstuffs, consisting of soy milk, bulgar wheat, vegetable oil, lentils and navy beans, will be channeled through Save the Children's Lebanon Emergency Feeding Program. The additional food—scheduled to begin arriving in April—will allow the Agency-supported project to reach about 135,000 families representing one-fourth of the population.

Under the current program, 31,000 metric tons of food feed about 100,000 families nationwide.

Save the Children distributes food rations every two months to those most in need due to dislocation or the economic crisis. Orphans and families without wage earners are a priority of the program, which provides about 50% of the food consumed by recipients.

USAID BRIEFS



Deputy Administrator Jay F. Morris (left) presents the Aid and Trade Promotion Award to Randy Owen, lead singer of Alabama, at an Alabama concert in Fairfax, Va., on Jan. 23. Alabama was cited by the Agency for the band's help in promoting new markets for American farmers and businessmen in developing countries. The band's hit song "40 Hour Week" is used in the Agency's video presentation "The Winds of Trade," which explains the direct benefits Americans receive from the U.S. foreign aid program.



Sandra Vogelgesang, deputy assistant secretary of state for International Organization Affairs (IO), presents Antonio Gayoso, Agency director of the Office of Human Resources in the Bureau for Science and Technology, with the State Department's Superior Honor Award in December for his six years of service as director of IO's Office of International Development.

Parents Form Support Group

A Parent Support Network has been formed for foreign service families whose children have special needs as a way for parents to share their educational experiences at home and abroad.

For further information, contact Maryann Minutillo, Education Counselor, M/FLO, Room 1212A, Department of State, Washington, D.C. 20520, (202) 647-3178.

Training in Procurement Skills Offered

Agency procurement and supply management personnel and their host country counterparts can brush up on their skills at a monthlong training program offered by AAPC, Inc., starting April 25.

Every major aspect of procurement will be covered, including commodity specifications, negotiation strategies, advertising, bidding procedures, bid evaluation, contracting and inspection.

AAPC, Inc. was established through an Agency grant 23 years ago to provide training for host country nationals and procurement services to developing countries and USAID missions. Its programs vary in length from three to 30 days and are carried out in the field and at AAPC headquarters in New Jersey.

A recent three-day training session jointly sponsored by the Jamaican Ministry of Education and USAID/Jamaica had 21 participants from the ministries of education, agriculture and finance as well as mission project officers.

Representatives from Thailand, Burundi, Cape Verde, Kenya, Sri Lanka and Mali also attended a one-month training program at AAPC's New Jersey offices.

A one-week in-country program currently is planned for Fiji in addition to the four-week session in New Jersey this spring. For further information, write to AAPC, Inc., The Meadowlands Corporate Center, 1275 Valley Brook Avenue, Lyndhurst, N.J. 07071.

-TV Special-

The Public Broadcasting Service will present a new eight-part series beginning March 4 that may be of interest to development professionals.

"World Beat" will focus on foreign policy issues facing the United States, including recent elections in South Korea, the Mexican presidential elections, Mideast policy, the Soviet policy of glasnost, competition in world markets, the global environment and the Western Alliance.

The 30-minute program will air every Friday through April 22.

THE NEW FEDERAL PAY SCHEDULE

ANNUAL SALARIES FOR 1988

GS STEPS	1	2	3	4	5	6	7	8	9	10
1	\$9,811	\$10,139	\$10,465	\$10,791	\$11,117	\$11,309	\$11,631	\$11,955	\$11,970	\$12,275
2	11,032	11,294	11,659	11,970	12,103	12,459	12,815	13,171	13,527	13,883
3	12,038	12,439	12,840	13,241	13,642	14,043	14,444	14,845	15,246	15,647
4	13,513	13,963	14,413	14,863	15,313	15,763	16,213	16,663	17,113	17,563
5	15,118	15,622	16,126	16,630	17,134	17,638	18,142	18,646	19,150	19,654
6	16,851	17,413	17,975	18,537	19,099	19,661	20,223	20,785	21,347	21,909
7	18,726	19,350	19,974	20,598	21,222	21,846	22,470	23,094	23,718	24,342
8	20,739	21,430	22,121	22,812	23,503	24,194	24,885	25,576	26,267	26,958
9	22,907	23,671	24,435	25,199	25,963	26,727	27,491	28,255	29,019	29,783
10	25,226	26,067	26,908	27,749	28,590	29,431	30,272	31,113	31,954	32,795
11	27,716	28,640	29,564	30,488	31,412	32,336	33,260	34,184	35,108	36,032
12	33,218	34,325	35,432	36,539	37,646	38,753	39,860	40,967	42,074	43,181
13	39,501	40,818	42,135	43,452	44,769	46,086	47,403	48,720	50,037	51,354
14	46,679	48,235	49,791	51,347	52,903	54,459	56,015	57,571	59,127	60,683
15	54,907	56,737	58,567	60,397	62,227	64,057	65,887	67,717	69,547	71,377
16	64,397	66,544	68,691	70,838	72,985	75,132	77,279	79,426	81,573	83,720
17	73,958*	76,423*	78,888*	81,353*	83,818*					
18	86,682*									

*Federal workers who make more than \$72,500 receive no increase as a result of congressional action.

Personality Focus

Katherine Blakeslee

by Ellen C. Irving

A curiosity about the "how" and "why" of life is common to most Agency employees. For Katherine Blakeslee, director of the Office of Policy Development and Program Review in the Bureau for Program and Policy Coordination (PPC/PDPR), the search for answers has been a lifelong quest, reflecting a tenacious inquisitiveness since childhood.

Born in Baltimore and reared in the shadow of Johns Hopkins University, Blakeslee credits living in a large, heterogeneous port city, access to a great university and a family attitude of "If you don't know, ask" as primary influences in her life.

Blakeslee's parents, both alumni of Hopkins, encouraged her to use the resources at the university—

"USAID must take risks to find solutions to complex development problems."

including the staff. Seeking help with a genetic experiment involving fruit flies, the 13-year-old Blakeslee began a relationship with the faculty that would span her adolescence and culminate with a part-time research and editorial assistant job for the head of the social relations department at Hopkins during her senior year of high school.

"It became the most natural thing in the world to call up a professor and say, 'I've got a question,'" she says. "I always believed, from the time I can remember, that if you have a curiosity about something, you can go out, find the answer and accomplish the goal."

Blakeslee graduated from Wellesley College in 1965 with a bachelor's degree in sociology. She went on to take graduate courses in social sciences and management at the Massachusetts Institute of Technology's Sloan School of Management, where she also worked as a research assistant.

It was while working on an analysis of technology transfer between the United States and Ireland that she first began to understand the importance of bridging the gap between different worlds—be it between scientists and business leaders, the private and public sectors or cultures and beliefs.

"I discovered the importance of not only understanding disparate cultures, viewpoints and approaches to life, but of being able to communicate those differences," Blakeslee says.

Work on the *Law & Society Review*, a combination law and sociology journal, and at the Council on Intersocietal Studies at Northwestern University strengthened her interest in interdisciplinary approaches to international problems.

Blakeslee began to look at bridging the gap between policy and program considerations in development, first as a social science research officer and then as a program adviser, during her eight-year tenure with the International Planned Parenthood Federation. Based in London but spending much time in developing countries, she became committed to international development work.

Returning to the United States in 1979, she worked as a consultant to several private voluntary organizations and briefly as a contractor to PPC's offices of Policy Development and Program Review and Women in Development before joining the Agency in 1980 as PPC's senior population policy adviser.

"Working with the Agency was a natural outgrowth of my interests and experience," she explains.

Blakeslee's responsibilities expanded in 1984 when, as chief of PPC's Sector Policy Division, she undertook responsibility for developing and reviewing the Agency's policies in health and child survival, nutrition, education and training, energy, environment and rural development, as well as population.

During this period, she worked on a number of important and sometimes sensitive policy issues in which there was not only a great deal of interest within USAID but outside the Agency. The swift emergence of the Acquired Immune Deficiency Syndrome (AIDS) pandemic with its implications for developing and developed countries was a phenomenon for which the world—including USAID—was unprepared, she observes.

Blakeslee was responsible for the development of the Agency's AIDS policy last year, making USAID one of the first international agencies to have a policy for dealing with the disease.

The Agency's long-standing family planning programs and specific child survival interventions also have become more focused and visible in the past few years.

Blakeslee thinks that there are opportunities for increasing the involvement of the private sector in the delivery of these services, and she is committed to stimulating and supporting efforts to adapt private sector mechanisms to provide services that have been for the most part seen as government responsibilities.

She assumed her current position in March 1987, building on a body of knowledge and experience ac-



Kathy Blakeslee and her daughter Sarah share a love for the beach.

quired during her years with the Agency.

As director of the Office of Policy Development and Program Review, Blakeslee is responsible for initiating, planning and directing the development of policies for all sectoral aspects of the Agency's programs and their implementation. She manages a staff of about 20 economists and social scientists with expertise and experience in specific development sectors.

"In PPC, we often must balance meeting immediate needs with carefully assessing the direction that USAID policies should take," she says. "Add the need to incorporate the most up-to-date sector and country knowledge, and you can see why having one of the best staffs in the development business is a real plus."

Blakeslee's approach to management—that most problems can be solved—is reflected in her belief that risk-taking and innovative thinking must be encouraged. It is a philosophy she says sometimes appears to conflict with normal constraints of public accountability.

"USAID, by its very definition, must take risks to find solutions to complex development problems," she says. "The private sector knows that to move ahead, there must be innovative risk-taking, and that is calculated into their budgets. The private sector also has tangible, short-term indicators of success that we rarely have in the development field," Blakeslee points out.

"A major challenge of development work is the careful evaluation and selection of those risks and the use of both failures and successes as learning experiences.

"One of the reasons I enjoy being

at PPC," she continues, "is that our mandate is to look at development in its entirety, across all geographic and functional areas—to approach development from a problem-solving perspective."

Interdisciplinary work is a vital component in developing integrated, comprehensive policies, she says. For example, the health, population, education and private sector staffs often work together, as do the environmental, private sector and agricultural advisers. "The research projects that we fund reflect this team approach," she notes, "together with input from the missions and sector councils."

Blakeslee, whose development career has taken her to three continents, also thinks that field experience is invaluable in the development of workable policies and programs. She encourages her staff to work in the field with missions on policy development and evaluation and to help design projects responsive to host-country sensitivities.

"That link with the field is essential if the Agency's programs and policies are to be grounded in reality," she stresses.

"We must understand the cross-cutting issues—economic, social, cultural and political—that shape the institutional structure of a country. Only then can we devise strategies to work with host countries to sustain growth and development."

Blakeslee's years with the Agency have brought a better appreciation of the difficulties of running a complex development program, she says. "I've learned that we must go beyond understanding another's point of view to build a consensus. It is essential to bring

(continued on page 7)

Procurement Works to Deliver the Goods

by Jim Pinkelman

Whether involving food for Ethiopia, heavy equipment for a project in Bangladesh, fertilizer for a farm in Burma or the computer software that writes and prints paychecks for thousands of USAID employees, the Office of Procurement (OP) plays a significant role in the Agency's operations.

"Much of the business of the Agency consists of the delivery of goods and services," says OP Director Terry McMahon. "Our office is the conduit for that."

On one of the walls in McMahon's Rosslyn office hangs a

portunity to participate in the system, they will have a stake in the foreign assistance program," he says. "By involving them, we are building support from valuable constituencies for our programs."

The greater the competition for government business, he continues, "the greater the opportunities we have to build relationships with a lot more people."

For years, OP operated as two distinct entities, the Contracts Management Office and the Commodities Management Office. In 1985, Robert Halligan, now the Agency's personnel director, supervised a reorganization that brought the two offices together

"The greater the competition for government business, the greater the opportunities we have to build relationships with more people."

plaque overlooking his desk. Its inscription is short and straightforward:

Our Mission and Commitment: By maintaining a highly motivated and professional staff, we will exercise leadership to ensure the timely, effective procurement and delivery of goods and services needed to fulfill USAID's development objectives.

That directive summarizes the goals that McMahon and his staff are working toward.

"Our office is responsible for managing the Agency's commodity and contract programs worldwide in support of its development assistance programs," McMahon explains. "We also assist USAID managers in procurement planning and work to resolve problems in commodity and contract management."

About 125 OP employees are based in Washington, D.C., with about 50 situated in USAID missions around the world.

OP is "only a small piece of the puzzle," says Frank Moncada, deputy director for program operations who has worked in Agency procurement since 1962. "The timeline for projects is five miles long. Procurement is the last five yards of that. We're a small part of the process, but we're an important part."

OP also is bound by government-wide rules, he adds, which require federal agencies and offices to follow a competitive-bid process to ensure appropriate quality at fair and reasonable prices to the government.

"The regulations are designed to open up the bidding process and the whole government procurement system to smaller businesses and entrepreneurs," says Moncada.

USAID can use that to its advantage, he points out. "If more and more small businesses have an op-

portunity to participate in the system, they will have a stake in the foreign assistance program," he says. "By involving them, we are building support from valuable constituencies for our programs."

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were equally creative. The Commodity Support Division drew up a dinner "menu," with each "course" describing a feature or a function of the office. Staff members in the Transportation Division dressed up as sailors and pirates, with McMahon designated "commodore" and division chief Howard Cradick the "captain," as the "crew" explained how the division operates.

"The fairs were a great way to get everyone involved," says McMahon. "They were an easy and enjoyable way to explain the functions of the different divisions and branches so that everyone could benefit."

In addition to the fairs, McMahon has held frequent staff meetings and also holds a monthly meeting with OP secretaries.

Increased training is another goal, says McMahon. "We have recruited 12 new foreign service officers who will train for a year in Washington and then be assigned overseas," he notes. "The new people are already organizing among themselves, meeting biweekly to obtain additional training."

All those steps, says McMahon, have made OP employees conscious of the goals laid out in the mission statement.

"We're working toward just what that statement says: excellence in procurement," he adds. "And, we're having fun along the way."

Although the fairs were enjoyable and produced a lot of laughs, Agency project officers aren't always smiling at the procurement process. The length of time required can sometimes be frustrating, says Moncada.

"A program officer may spend several months drawing up a project paper before he receives approval," he says. "Then he finds out that he has to wait even longer as OP works on a contract." The competitive process that OP must follow by law can take from nine months to a year in some cases, Moncada notes, "and that time needs to be taken into account."

To enhance understanding and cooperation between procurement and program staff, OP is enrolling contract officers in courses that

describe project design and implementation. "We're making sure there is a personal link between contract officers and project officers," says McMahon. "The result can only be greater understanding of the role the other plays."

In OP, that role includes dealing with some large numbers. For example, in fiscal 1987 alone, the Program Operations Branch participated in 2,931 "direct actions"—contracts, purchasing orders, grants, etc.—with a total value of \$676 million.

The Technical Operations area, Kingery notes, arranges contracts between suppliers and the developing countries themselves, working with USAID missions. "We are an overseas-oriented operation, geared toward supporting the field," he says. "Our people overseas are contract and procurement specialists. We support them, and they make things happen."

Because the source of much of the equipment and material that USAID requires is in the United States, Kingery's office maintains a large staff in Washington, D.C., which includes "people with years of experience in buying equipment," he says. "Some of them are engineers with extensive technical background. The mission decides what it needs to carry out a project, and our people work with the program officers to provide it."

Kingery's office also is the principal contact point for all government-to-government procurement with the General Services Administration and the Veterans Administration in pharmaceuticals and medical devices and is the Agency's contact for all UNICEF procurement.

Where Kingery's office is geared toward arranging contracts for goods and services between suppliers and host countries, Moncada's office deals more with service contracting for the Agency. "We contract directly with a supplier to provide something for USAID," he says.

"OP is a service organization," Moncada says. "We're mindful of that role. Our mission is to get through those last five yards of the process, and that's what we are doing."



(From left) Michael Kingery, director of technical operations; Terry McMahon, director of the Office of Procurement; and Frank Moncada, director of program operations, review a contract.

Development Dialogue

Johan Holmberg

Johan Holmberg, assistant director general of the Swedish International Development Agency (SIDA), visited Washington, D.C., recently for discussions with officials of the U.S. Agency for International Development. Holmberg was particularly interested in the ways in which USAID has included environmental concerns in its development assistance projects, a concept that his agency is attempting to incorporate into its activities.

Front Lines: What was your impression of USAID's efforts to make environmental concerns a part of its programs?

Johan Holmberg: In my view, no bilateral donor agency has come as far as USAID in this regard. With USAID, it is more than policy. The Agency does this as a matter of law.

I got the impression that USAID's procedures for doing this are embraced by staff throughout the organization. It is no longer a matter, as one Agency official put it, of "adding a paragraph in a project document," but of viewing environmental concerns as an integral part of project planning and implementation.

The staff I spoke to expressed pride and confidence in the procedures and considered them workable and realistic, a view that was confirmed by those I spoke to on Capitol Hill. The screening procedures USAID uses when separating projects with a potential environmental impact from those with little or no relevance to environmental concerns seemed particularly effective.

FL: What action is the Swedish International Development Agency taking to include environmental concerns in its own programs?

Holmberg: My visit to Washington, D.C., was prompted by a forthcoming requirement by the Swedish government that preservation of the environment be made an objective for all Swedish development assistance.

For SIDA, this will have a number of operational consequences. We will have to review our project portfolio with a view to including more projects directly relevant from an environmental perspective. We will also have to review our operating procedures compared to those in use by USAID. Our systems will have to be less ambitious.

SIDA is much smaller than USAID. We have bilateral programs in only 17 countries, and we have a staff of 600, of whom about 500 are in Stockholm and the others in the field. We can only hope to introduce a more modest system and in a more rudimentary manner than the system in use by USAID.



Johan Holmberg: "Environmental concerns must not be allowed to take a backseat to economic growth."

We will prepare environmental country profiles, but they will have to be less comprehensive than USAID's. I think that our ambition should be to adopt a less wide-ranging approach but to try to maintain high quality when we decide to intervene and require, for instance, that environmental impact assessments be carried out as part of a project planning process. I would expect that this will happen in a limited number, perhaps a handful every year, of large projects.

FL: At what point should environmental concerns be addressed in the development process?

Holmberg: Clearly, environmental issues should be treated from the outset of the project planning process and not added at a later stage. It would seem to me that USAID's procedures fully account for this requirement.

The World Commission on Environment and Development earlier this year stressed in its report, *Our Common Future*, that the environment must not be treated as a separate sector but as an integral part of all development work.

Considering that the USAID procedures were established in 1980 in their present form, I can only note that USAID has been far ahead of the commission and of the

donor community at large in this regard.

FL: Are economic growth and environmental awareness and quality mutually exclusive? Can common ground be found?

Holmberg: The basic answer to the question of the compatibility between economic growth and environmental concerns, I think, is that in the long term there can be no growth without environmental preservation, and also, perhaps paradoxically, there can be no environmental preservation in the absence of growth.

There is a strong connection between the two, and one cannot exist, at least in the long run, without the other. The experiences to date indicate rather conclusively that environmental concerns must not be allowed to take a back seat to economic growth.

Much of the economic growth that has taken place in the Third World to date has been at the expense of the environment. Such growth is not sustainable over the long term. No doubt there will be cases when intervention may be justified despite negative environmental consequences, particularly in the poorest countries. But these cases will be few and should be fewer.

FL: In what ways can USAID, SIDA and other donors improve environmental awareness in developing countries?

Holmberg: Donors such as USAID and SIDA must begin by placing environmental concerns high on the agenda of their political dialogue with recipient countries.

Environmental action always requires an element of financial outlay and, hence, sacrifice in the short term. It will involve regulation and expenditure by the government. Thus, environmental programs entail an expression of political will, and rich and poor countries often lack the ability, even if they have the will.

It should be a prime responsibility for donors to try to raise the political awareness within recipient governments of environmental issues and to bolster that awareness with resources.



Much of the economic growth in the developing world has been at the expense of the environment, says SIDA's Holmberg.

Blakeslee

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differing factions together in a common understanding if our programs and policies are to work."

She cites professional and personal satisfaction as a compelling reason to stay in the development arena. "I have seen firsthand how women in a small Honduran village, who previously had no source of income, learned to run a profitable business through a research program supported by PPC. On another level, helping achieve a common and pragmatic

policy among people who hold very different viewpoints is equally satisfying," Blakeslee says.

"Development is too challenging and stimulating to think that I would be satisfied working in another field."

Blakeslee's hobbies outside the office also reflect her creative nature and international interests. In her spare time, she collects oriental rugs and sews many of her clothes.

Her 13-year-old daughter, Sarah, shares her curiosity about people and other countries. "When she was in 5th grade," Blakeslee relates, "Sarah read about oral rehydration therapy (ORT) in my

USAID papers. She organized her classmates to write a list of questions on the topic for then-Administrator Peter McPherson. In her cover letter, she told McPherson that her class would like to come to his office and talk with him."

The administrator was enthusiastic about meeting with the children and went to John Eaton Elementary School to talk with Sarah's class about ORT and the Agency's Child Survival Program, as well as the effects of the drought on the children of Africa.

Mother and daughter also share a love for the beach and head for the ocean whenever they can.

"It's my favorite place to do nothing," Blakeslee says. "But it also reminds me of how large and yet how small the world is. As a child, I remember standing at the edge of the water with my foot in the waves, thinking, 'Somebody in Spain has their foot in the same water. That's where the rest of the world is.' It was one of the first times I made the connection between myself and the people of other countries."

That connection has grown over the years as Blakeslee, no longer standing at the edge, has plunged in to seek answers for the "how" and the "why" of international economic development.

Education and Research Focus of BIFAD Effort

by Jim Pinkelman

U.S. universities have played a key role in American agriculture in the last century, be they educating America's future farmers, providing support for working farms or performing research that has helped make American agriculture the most productive in the world.

In view of that record of achievement, a decision was made more than a decade ago to share agricultural skill and experience with developing countries. To coordinate the effort, the Board for International Food and Agricultural Development (BIFAD), now in its 12th year of operation, was created in 1975 by the Title XII amendment to the Foreign Assistance Act.

Title XII's purpose is to increase the involvement of American land-grant colleges and universities in USAID's policies and programs in food, nutrition, and agricultural and natural resource development.

"Title XII was conceived as a way to help prevent hunger in the world," says William Lavery,

"Title XII was conceived as a way to help prevent hunger in the world."

chancellor of Virginia Polytechnic Institute and State University and chairman of the BIFAD board.

"The best way to achieve that is to create self-sufficiency in developing countries. U.S. universities, with their reservoir of talent and resources, can bring their expertise to bear in advancing that process."

American colleges and universities are implementing more than 100 USAID-funded projects. In fiscal 1986, more than \$120 million in university contracts with the Agency came through BIFAD. Projects are helping Third World countries improve their level of agricultural training, research and techniques in an effort to achieve self-sufficiency in basic foods.

Lynn Pesson, executive director of the BIFAD staff, noted that the land-grant colleges and universities with which BIFAD works are "uniquely qualified, because of their experience and resources in science and agriculture, to carry out the goals of Title XII."

Land-grant schools in America "have traditionally been the institutions that provide education for the common man at the university level," he says. "They have brought university-level education to more people."

Universities in Africa, on the other hand, are based on the "ivory tower" model, says Pesson, and thus are less accessible to

many people. USAID would like the land-grant concept to take hold in Africa, he adds, because those institutions would tend to be more democratically and developmentally oriented.

BIFAD also is investigating regional approaches in Africa, says Pesson. "Most African countries are too small to support major research projects," he notes. "African universities also are small, with very few resources. The answer may be to establish regional universities."

A number of projects have been aimed at bolstering the level of agricultural research and development in Africa, he says. One project, a \$7 million joint undertaking by Louisiana State University and Southern University, involved the design and development of a food crop adaptive research and extension system in Sierra Leone.

"The project made remarkable progress in training researchers, extension staff and farmers in Sierra Leone in the adaptive crop research and extension approach," according to the project evaluation.

In another project, the University of Minnesota helped Morocco establish a college-level training and research institution. By the end of the current phase of the 10-year project, which will last until 1990, the institution will have awarded 140 doctoral degrees and the equivalent of 150 master's degrees in a variety of agricultural disciplines.

In Lesotho, Washington State University has helped the Ministry of Agriculture to train scientists and conduct agricultural research as part of a multiyear effort.

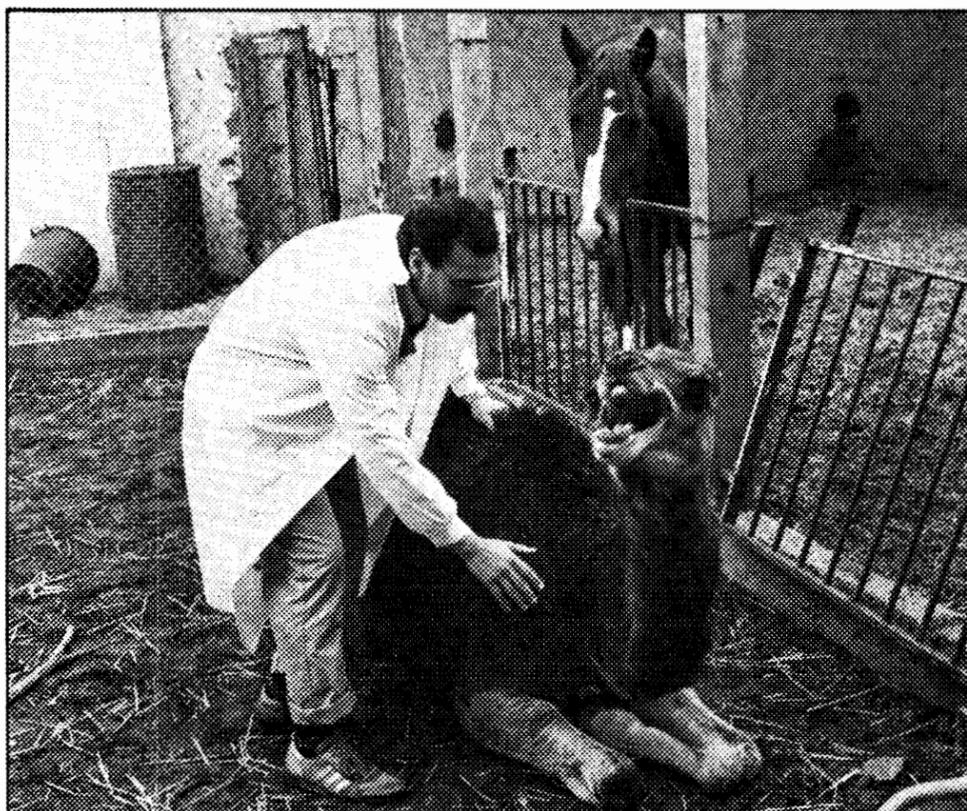
Colleges and universities can participate in USAID projects in several ways. From 1979 to 1984, USAID awarded a number of "strengthening" grants to colleges and universities so that they could build up their agricultural programs and, in turn, participate in Agency projects.

Since 1984, the Agency has participated in agreements called Memoranda of Understanding (MOU), which the Agency has with 29 universities. Under an MOU, a university can receive certain long-term grants based on how strong and extensive its overseas programs have become.

BIFAD has developed the Collaborative Assistance Mode, by which an institution can become involved early in the conceptual and design phase of a project, as well as its implementation.

It also employs the Collaborative Research Support Programs, which involve U.S. universities in long-term research with institutions in developing countries to solve agricultural and nutritional problems.

Under another arrangement, the Joint Enterprise Contracting Mode, smaller schools pool their resources with larger institutions to par-



Through a Title XII project, the University of Minnesota helped Morocco establish a college-level agricultural training and research institution.

ticipate in major projects. Through this program, a dozen small black colleges have been able to participate in USAID projects. The Sierra Leone project was one such endeavor.

"By broadening the base of participation, we can call on an ever greater variety of talented people and resources, and we can involve more institutions in development assistance projects," says Jiryis Oweis, chief of country program resources for BIFAD.

BIFAD sponsors regional seminars in different locations in the United States to help universities keep abreast of Title XII programs and opportunities. "Universities are much more interested in agricultural training and research because of BIFAD's efforts," says Oweis. "A number of schools have improved their programs to enable them to participate in USAID projects."

BIFAD also works with the U.S. academic community in other ways. In 1982, BIFAD and the Agency created the Joint Committee on Agricultural Research and Development (JCARD), composed of 13 members selected for their knowledge and experience in international agricultural development. Members come from universities, private groups, USAID and other federal agencies.

Through JCARD, the Agency and universities can discuss and develop priorities and design projects. JCARD also reviews programs to develop more effective ways of involving universities with Agency projects. The members of JCARD report regularly to the board.

BIFAD also started the Joint Career Corps in 1982. Under this program, a faculty member from a university works for USAID for up to two years and then returns to his or her school. The same arrangement is made for USAID employees who can spend up to two years at a university.

BIFAD members would like to

see more teachers and students at U.S. universities become "internationalized." Today's students "are going to be dealing in one way or another in an international environment," says Robert Kleis, former BIFAD executive director and now executive dean for international affairs at the University of Nebraska. "The universities as the leaders of intellectual development ought to globalize the campus environment so that graduates leave with the understanding and appreciation of how international events affect them and the United States."

Lavery seconds that, saying, "Land-grant colleges should broaden and deepen the international aspects of their programs. The advances made in technology, training and research will improve agriculture in the United States, as well as in developing countries."

In its second decade, says Lavery, "BIFAD must serve as a catalyst for new initiatives, as a forum for new ideas and as a communicator of new information."

Budget constraints affecting all government agencies may reduce the number of projects with which BIFAD is involved, he says, which means BIFAD and universities will have to figure out ways to stretch project dollars.

"We will be working more with private voluntary organizations, which can help train people in communities, and will be continuing efforts toward institution building," he says.

Results will not always be immediate, he cautions. "People are anxious to see the payoff of a project," Lavery notes. "Sometimes, the dividends are evident right away. But in most cases, they are not. Building education and research capabilities involves a long-term commitment. Our work today will help developing countries prosper and become better customers for U.S. business and better partners tomorrow."

Program Boosts Availability of U.S. Texts

by Nancy Long

In the world of education, teachers and textbooks are usually thought of as inseparable.

But in Central America, affordable texts are rare, and most university professors must rely solely on their lectures for instruction. In fact, in Spanish the phrase "to dictate" is synonymous with "to teach."

A new Agency project now is making American textbooks

"RTAC II is designed to stimulate broader use of U.S. textbooks in Central American universities."

available at low cost for universities throughout Central America. Fashioned after a successful and popular program that began in 1957 and spanned 20 years, it is proving to be a success.

The \$12 million, five-year Regional Technical Aid Center II (RTAC II) project is designed to provide affordable U.S.-authored Spanish-edition technical books to university students, explains Tom Donnelly, former project monitor in the Bureau for Latin America and the Caribbean.

To improve access to educational materials, RTAC I, the first USAID-supported textbook program for Central America, purchased a fixed

quantity of a print run of a textbook, bearing some of the risk for small printers. The books then were donated through missions to libraries and government offices.

"This improved the quality of libraries and the technical information available to government and private sector people involved with technical work," says Donnelly.

Overall, he says, RTAC I was a market-seeding effort that created enormous good will. In addition to making books more available, the program helped establish a marketing system through which publishers could sell books. Under the project, 120 campus bookstores

were set up throughout Latin America. With high-quality Spanish texts available, many professors began to change their teaching techniques to incorporate reading assignments as a supplement to lectures.

In the early 1980s, however, Central American economies deteriorated, and foreign exchange became scarce. Bookstores were left with large debts, and, as a result, books again became too expensive for most students.

One of the recommendations growing out of the National Bipartisan Commission on Central America (the Kissinger Commission) called for the United States to join with Central American governments and universities to develop a plan to help strengthen the region's universities.

The 1984 commission was disturbed by the availability of Soviet texts and the lack of American texts in Central American universities. One of USAID's responses to the commission's concern was to reinstitute the popular textbook program of the '50s.

"When students use textbooks written by Soviet authors, it creates an impression that the Soviet Union is the source of technology development," Donnelly notes. "For that reason, we would prefer that students in Central America have access to American authors."

Pointing out the difference in price before the program was reinstated, Donnelly says that a chemistry book originating from the Soviet Union would cost a university student \$2, while a



A worker unpacks the bargain-priced RTAC II books.

U.S.-origin chemistry text would cost \$25. "The U.S. books were simply out of reach for most students," he adds.

To encourage publishers to take part in the program, RTAC II provides the publisher with several options. "For instance, RTAC II pays on delivery in pesos or dollars, takes delivery in Mexico City and handles the shipping of the books," explains Donnelly.

As a result of the program, inexpensive books of U.S. origin were available in university bookstores and local bookstores for the fall school term, says Rene Greenwald, project director stationed at the project center in Mexico.

"Students in Guatemala, Panama, Costa Rica and Honduras were amazed at the 50% to 80% discounts on the costs of the texts," he adds. "Some had resorted to making photocopies of books and now are finding that they can purchase the RTAC II books more cheaply than if they had copied the texts."

Within a week of the books being on the shelves for sale, about 90% were sold. "A demand-driven project, RTAC II is already a big success," Greenwald says. "The program is progressing much faster than anticipated, and we are rushing to ensure that the incoming orders are filled and that books are in the campus bookstores by the beginning of the spring semester. That will be the real test of the program."

About 132,000 books were ordered and shipped for the current semester, compared with 39,000 books ordered during the fall for the first round of the program, Greenwald reports.

The textbook project also provides technical assistance to the distribution centers and bookstores to help them operate more effi-

ciently and to enable them to develop more modern business techniques, says Donnelly.

"Professors now have the option of building their courses around the texts they want," Greenwald points out. "After the fall book sales, one publisher announced that he already had received book selections from professors that met the RTAC II criteria and would be providing 12,000 texts to the University of Honduras."

One of the unique aspects of RTAC II is that the publishers are responsible for marketing the texts, Greenwald adds. "The publisher's salespeople try to get university professors in Central America to adopt titles that meet the RTAC II criteria. They do the aggressive marketing and promotion. Marketplace competition moves this project."

Two subprojects are included in RTAC II. The pamphlet program, also a part of RTAC I, will involve translating, publishing and distributing large numbers of "how to" pamphlets to a variety of organizations throughout Central America.

The topics will range from small business operations to technical-vocational training to agricultural production. "And now participants in the Central America Peace Scholarship Program (CAPS) can serve as a particularly effective network through which the pamphlets can be distributed," Donnelly says.

These participants, who will number more than 8,500 by 1990 and will have benefited from long- and short-term training in the United States through CAPS, will receive the material in bulk to distribute to their communities.

The RTAC II project also can serve other organizations through its low-cost procurement system, Donnelly says. "For instance, the El Salvador mission wanted to help the Salvadoran junior achievement group establish libraries at its branches in the country.

"RTAC II was able to provide the technical assistance to determine which titles would be most appropriate and to purchase the books at a low cost," says Donnelly. "In fact, three times as many books were purchased because of RTAC II's assistance. There is no limit to the potential value of this procurement service."

Using the RTAC II mechanism, missions can help host country university libraries obtain two to three times as many books with their limited budget allowances, he notes.

"By the end of the project," Donnelly predicts, "almost every aspect related to book marketing, textbook use and purchasing should be different than it is now—different in a way that stimulates broader use of U.S.-authored textbooks in Central American universities."

Nunca antes usted leyo tantos libros Universitarios por tan poco

Gremial de Libreros y Librerías Universitarias

Librerías: Hospicio, Multigrupo S.A., ICA, Suroeste, Librería Delgado, Librería Central, Librería Selecta, Vista Hermosa, Book Store, Librería Universidad Rafael Ángel Landívar, Cooperativa Facultad de Ingeniería U.S.A., Librería Selecta, ICA, Bookstore, Librería Hospicio, Multigrupo S.A., Vista Hermosa, Book Store, Librería Central

A poster promoting RTAC II books in Central America reads: "You've never read so many college texts for so little money—Now, half the price."

Internal Control Essential to Management



Effective management through internal control has long been considered a basic administrative precept in the public and private sectors of the United States. But in many developing countries, internal control is a novel concept, especially in its application to the public sector and in particular to project management.

USAID/Mali and the Sahel Regional Financial Management Project recently introduced the concept of internal control and its relationship to good management at a seminar for key Malian officials who manage USAID projects and their mission counterparts.

In a visual presentation, internal control was depicted as a pie with six slices, each representing a management element.

"The purpose was to illustrate how the integration and proper functioning of the elements assist in managing the system as a whole," says USAID/Mali Controller Douglas Arnold. "By breaking down the system of internal control, the whole process becomes

easier to understand and analyze."

Discussion was stimulated through the use of Malian case studies and participant experience to reinforce the application of the concepts presented.

The first elements concerned personnel administration. "Each project or organization should have qualified personnel who have been trained to carry out their functions and who have fixed responsibilities," says Arnold. In addition, purchasing, accounting and receiving goods and services should be separate functions. "Well-qualified employees with clearly defined responsibilities can only improve the management of scarce project resources," he explains.

A sample position description that included a list of basic duties and a direct statement of authority also was reviewed.

Safeguarding assets, another critical element of internal control, can be attained by limiting access, says Arnold.

For example, direct access can be controlled by locking up project goods, such as vehicles, in warehouses. Indirect access can be

controlled with a required approval process for the release of project supplies or property.

The importance of periodic reporting was stressed in a case study. A project manager wanted to buy a computer for his project but found that the most recent budget report was six months old. Furthermore, the report did not compare disbursements against budget line items. By analyzing this case, participants were able to see that without timely and useful information the project manager cannot make good decisions, and his ability to manage effectively is severely limited.

The final element of internal control discussed at the seminar was internal audit. "Every project or organization should have one or more staff members who can objectively verify that the organization is adhering to prescribed managerial policies," says Arnold. This concept was reinforced by examples of internal audit within the Malian government presented by an inspector from the Ministry of Finance.

"The seminar gave the par-

ticipants the necessary tools to improve the systems of internal control in their own organizations," says Arnold. One Malian official suggested that the government accounting regulations should be reviewed and updated to include the methods presented at the seminar.

"There is widespread interest in the Malian government in introducing modern management techniques," observes Arnold, pointing out that Malian Minister of Finance Soumano Sacko joined USAID/Mali Mission Director Eugene Chiavaroli in the opening session of the conference, which was broadcast on national television. Articles on the seminar also appeared in the national newspaper, *L'Essor*.

Follow-up workshops for detailed discussion of each element of internal control are planned bimonthly throughout 1988 for government accountants, personnel officers and procurement agents. A second annual conference for senior government officials, "Internal Control for Managerial Effectiveness," also is planned.



Foreign service officers are applying prematurely for promotion to the Senior Foreign Service (SFS), risking a truncated career and early retirement, according to recent Threshold Review Board evaluations.

A letter sent last month to all eligible threshold personnel shared this concern about the timing of SFS applications, observing that the majority of FS-1 employees who have applied were doing so without significant supervisory experience and/or little or no responsibility for policy or major programming decisions, both of which are mandatory requirements for SFS consideration.

Says Foreign Service Personnel Director David Mein: "The 'up or out' seven-year clock starts ticking at the time of application for SFS. If not promoted within six panels, the employee must withdraw the application or risk being forced to retire for non-promotion (with full and immediate annuity) if not promoted by the seventh board. If the application is withdrawn, the employee can no longer be considered for promotion nor can he or she reapply at a later date."

Employees are advised not to apply for the SFS within the first several years of reaching the FS-1 rank. Entry into the SFS is very competitive, notes Mein, and is available only to a limited number of Agency employees who have demonstrated competency in policy analysis and formulation, supervisory, communications and interpersonal skills and executive leadership qualities and who have developed functional area expertise. The majority of foreign ser-

'Up or Out' FS Policy Calls for Preplanning

vice officers will conclude successful careers at the FS-1 and FS-2 level.

Employees planning to apply for the Senior Foreign Service should consider:

- What period in the future is the best use of the seven-year window?
- Are my chances for promotion higher in Washington, D.C., or overseas?
- Am I about to move into a "high-profile" managerial position that will afford a good opportunity for promotion in the near future? Or, am I about to move out of such a position, thus lowering my chances for promotion?
- How long have I held the rank of FS-1?
- What are my chances relative to the competing population (technical vs. generalist officer, for example)?
- How broad-gauged is my background and experience? Have I concentrated so heavily in my technical area that my managerial/supervisory experience is limited?
- Am I ready to leave my technical area or at least split my focus to devote more time to management and supervision?
- What are my contingency plans assuming I am not promoted during the seven-year window? How old will I be at the end of seven years? What is my potential for a second career outside the Agency if I am not promoted? How would my family be affected by my retire-

ment from the Foreign Service?

Because the answers to these questions are different for each officer, all are encouraged to discuss their SFS application plans with their Career Development Officer, PM/FSP, (202) 663-1453/1512, room 1116, SA-1.

PAY AWARDS APPROVED

The Administrator has approved Performance Pay Awards for 103 Senior Foreign Service (SFS) members as recommended by the Consolidated Selection Board. The awards are based on superior performance during the June 1, 1986, to May 31, 1987, rating cycle. Award amounts are \$4,500, \$8,500 and \$10,000.

Recommendations were based on the following criteria:

- the relative value of the member's achievement to the accomplishment of the Agency's mission;
- the extent to which achievement was characterized by strong executive leadership and significant contributions in the formulation of Agency policies;
- the extent of demonstrated foreign language and area expertise;
- effective supervision and development of subordinates; achievements in the areas of cost reduction, efficiency, quality of work, productivity and timeliness toward the goal of improving foreign service managerial flex-

ibility and effectiveness;

- meeting affirmative action goals and achievement of equal opportunity requirements; and,
- achievements in the identification, correction and control of waste, fraud and mismanagement.

Recipients of the Performance Pay Awards are:

Frank Almaguer	John Hummon
Ellsworth Amundson	Leland Hunsaker
James Anderson	Pamela Hussey
Peter Askin	Clark Joel
Henry Bassford	Harry Johnson
David Bathrick	Richard Johnson
Peter Benedict	Mosina Jordan
John Blackton	Mary Kilgour
Walter Bollinger	Michael Kingery
Laurance Bond	John Koehring
Timothy Bork	Jerome Lapittus
Priscilla Boughton	G. Franklin Latham
Marshall Brown	Carl Leonard
Malcolm Butler	Donor Lion
Roger Carlson	Alexander Love
George Carner	Tervence McMahon
Theodore Carter	Calvin Martin
Anthony Cauterucci	Richard Meyer
Douglas Clark	Donald Milier
Robert Clark	Linda Morse
Richard Cobb	Ted Morse
David Cohen	Ronald Nicholson
Donald Cohen	James Norris
Irvin Coker	Kevin O'Donnell
Julius Coles	William Oliver, Jr.
Larry Crandall	John Patterson
Owen Cylke	William Paupe
Martin Dagata	Carol Peasley
Harold Daveler	John Popovich, Jr.
Garber Davidson, Jr.	Robert Queener
James Donnelly	Samuel Rea
Bruce Eckersley	Thomas Reese III
John Eriksson	Raymond Rifenburg
Arthur Fell	Edward Saiers
Sara Frankel	Frederick Schieck
Paul Fritz	John Sanbrailo
Peter Gajewski	Bastiaan Schouten
Frederick Gilbert	William Schoux
Charles Gladson	Joseph Sconce
Myron Golden	Satishchandra Shah
Robin Gomez	Barry Sidman
Gerald Gower	Steven Sinding
James Habron	Roy Stacy
Robert Halligan	Thomas Stukel, Jr.
Fredrik Hansen	Lee Twentyman
Hasan Hasan	John Richard Westley
Francis Herder	Aaron Williams
Allison Herrick	David Wilson
John Hicks	Ronald Witherell
George Hill	John Woods
Christian Holmes	Gerald Howard Zarr
James Holtaway	



Specialists working to expand animal protein production in arid regions may benefit from studying Egypt's experience with aquaculture development.

Nearly a decade ago, several donor agencies recognized the potential for aquaculture production in Egypt. USAID, the World Bank and the U.N. Food and Agriculture Organization initiated large aquaculture projects, and other donors provided assistance in developing the industry.

With more than \$20 million in USAID support, the area under fish production has increased in less than 10 years from a few thousand acres to more than 100,000 acres, and expansion is continuing.

The combination of events and circumstances that led to this seemingly unlikely development of aquaculture in an arid land is complex, involving consumer demand, available resources, appropriate technology and the comparative advantage of fish over livestock production to provide necessary

Aquaculture Potential Shown for Arid Lands

animal protein.

Egyptians traditionally have eaten fish from the Mediterranean and Red seas, the Nile River, coastal lagoons and irrigation canals and, more recently, from Lake Nasser.

The demand for fish has remained high because of rapid growth in Egypt's population and modest improvement in income. Rising fish prices and imports reflect this increased demand: In 1983 fish imports were valued at more than \$100 million, and imports have jumped from 30,000 tons in 1977 to 235,000 tons in 1986.

Another reason for the industry's growing popularity is the availability of aquaculture resources, some of which have few other uses. For example, drainage water is readily available from the country's extensive irrigation

system. While such water is slightly salty and may be inappropriate for further irrigation use, it is suitable for aquaculture.

Land that is water-logged or salt-laden and, therefore, non-productive for agriculture also is valuable for aquaculture. And, such land, in turn, can be returned to productive agricultural use after the aquaculture process has leached the soil of salt. In addition, the edges of shallow coastal lagoons are another resource. Many of these areas have been converted to fish farms.

Aquaculture also is responsive to fluctuations in the labor force. Fish, unlike plant crops, can be harvested at the farmer's convenience and during periods when demand for agricultural labor is low, providing jobs during times of high unemployment.

Aquaculture technology recently

has begun to reach the Egyptian farmers who can apply it under local conditions. New hatcheries, government demonstration farms and fingerling-supply facilities are in place to support the smaller-scale mullet-carp-tilapia production traditionally used in Egypt.

Finally, because usable agricultural land is limited, local food production has high priority. Yet, roughly one-third of the farmland must be used to produce forage for draft animals, and farmers are realizing that it is not economical to produce animal feeds on Egyptian farmland.

Because fish can be produced with little or no feed, fertilizing the water to produce natural fish foods enables aquaculture to compete favorably with many other forms of animal protein production. As farmers add aquaculture-production skills to their water-handling and dike-building abilities, the comparative advantages of fish production are expected to become even greater.

For information, contact Richard Neal, S&T/AGR, (703) 235-8958.

Moroccan Vaccination Program Touted as Model



"Morocco's three-year National Vaccination Campaign is a model for the developing world," said Julia Chang Bloch,

assistant administrator for Asia and the Near East, following a recent visit to Marrakesh to observe the second round of a nationwide vaccination campaign funded in part through USAID's Child Survival Program.

"Although official results of the 1987 program are still being compiled, the Ministry of Public Health projects that more than 80% of all children under the age of five will have been immunized against one or more of the six targeted diseases—tuberculosis, diphtheria, pertussis, tetanus, measles and polio," she said.

According to figures from the Morocco Ministry of Public Health, nearly 2.7 million women of childbearing age were vaccinated against tetanus. More than 75% of rural births in Morocco occur in the home without trained health assistance, and the inclusion of the tetanus vaccination is expected to have significant impact on the incidence of neonatal tetanus.

The campaign was designed to address two constraints to rural vaccination coverage—logistics and a lack of public knowledge on the benefits of vaccination.

Through the Ministry of Public Health infrastructure, a detailed logistics plan was put in place, baseline coverage surveys were undertaken for later evaluation of program impact and government-wide cooperation provided logistics and communication support.

A media campaign using both modern and traditional means of communication also was developed and carried out at both the central



In Morocco, Julia Chang Bloch, assistant administrator for the Bureau for Asia and Near East, talks with a mother who brought her child to an immunization clinic during the National Vaccination Campaign.

and regional levels.

"I was very impressed by the social mobilization effort," Bloch said. "The campaign not only used traditional media—posters, billboards, etc.—but also nontraditional channels that were quite successful in raising the level of awareness and the turnout."

Bloch and other visiting dignitaries were shown examples of informational efforts that ranged from community meetings to printing the immunization slogans and logos on team uniforms worn during sports competition.

However, Bloch stressed that "government commitment was clearly the key factor in the success of the program." In March 1987, King Hassan II committed the government of Morocco to expand vaccination coverage

significantly for children under five and to emphasize anti-tetanus immunization for women of reproductive age.

In addition to the fiscal 1986 obligation of \$2 million in Child Survival funds, USAID provided \$1.4 million for vaccines, transportation, and refrigerators for cold-chain support in the provinces, as well as for communication efforts.

The Rotary Clubs of America provided the polio vaccine, and UNICEF administered training programs and supplied additional refrigeration and injection materials.

The Agency's Child Survival Program also has funded Morocco's oral rehydration therapy, nutrition surveillance and pregnancy- and birth-monitoring programs, noted Bloch during a visit to the Agency-supported Outreach Health and Family Planning Program (VDMS)

project. Through this door-to-door service delivery program, about 4,000 trained health workers periodically visit women of reproductive age in their homes to provide family planning and child survival services. The government of Morocco recently extended the VDMS program to provinces that contain more than 70% of the population.

Field tested between 1977-80, the pilot project showed that household distribution of contraceptives was both accepted and effective. Since the program's beginning, the fertility rate has dropped from 6.8 children per family in the early 1970s to about 5.5 today.

USAID funding for the first three VDMS provinces ceased in January 1987, when the government of Morocco assumed support for the program.

Martin Luther King Jr. Day Observed



If Martin Luther King Jr. had lived, his efforts to improve race relations on a political and economic level would have focused on the important role government institutions such as USAID and the Department of

State can play in achieving that goal, said Juan Williams, featured speaker at the Agency's Jan. 21 observance of the slain civil rights leader's birthday.

Williams, a political reporter for the *Washington Post*, is the author of *Eyes on the Prize*, a history of

the civil rights movement.

"In the past, the struggle was about the narrow issue of public accommodations," said Williams. It now "boils down to . . . the American people's ability to share economic and political power and make it a reality for us all."

Williams cited the federal government as being on the "leading edge of the modern civil rights movement." Government employees have "stood strong and said that the Constitution must work for all American citizens, black and white." Federal workers enforced the civil rights laws when others were reluctant, he noted, and served as a model for how to function as an integrated work force.

"It is for the people who work for USAID and the State Department to make these institutions more responsive to the needs of all people, black and white," Williams said. "So much more needs to be done."

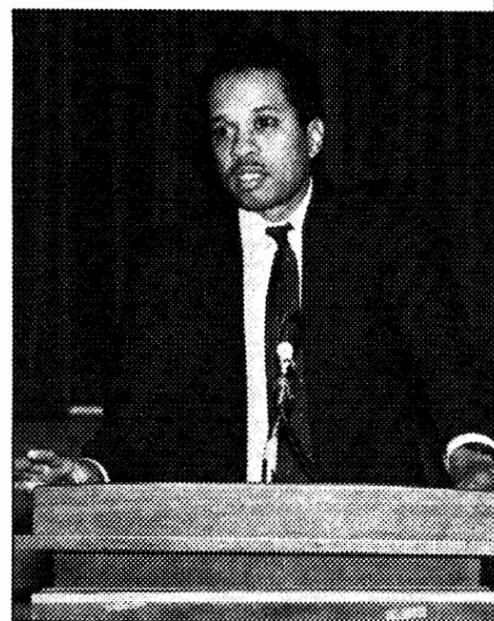
"In your thoughts and actions lie the modern civil rights history. You are the heroes and heroines of the civil rights movement today. There is that of Martin Luther King Jr. in each of you."

Williams' address was preceded by opening remarks by Dennis Diamond, acting director of the Office of Equal Opportunity Programs, and a performance by the noted soprano Sheila Gautreaux. The audience joined in singing "We Shall Overcome" at the conclusion of the program.

USAID also sponsored showings Jan. 28-29 of a documentary on King's life.

The Agency-sponsored events were among a number of activities planned around the national federal holiday Jan. 18 commemorating the birth of King.

Agency employees were among the many dignitaries and individuals who attended the Jan. 12 ceremony in which the Martin



Juan Williams, civil rights historian, was the featured speaker at the Agency's Jan. 21 observance of Martin Luther King Jr.'s birthday.

Luther King Jr. Time Capsule was dedicated and implanted in Western Plaza, Washington, D.C.

The time capsule contained selected memorabilia chosen by Coretta Scott King, the widow of King, as well as photos, video and audio tapes by foreign leaders and film strips, speeches and sermons highlighting King's work. It also included a miniature "Liberty Bell" on which was inscribed the famous "Let Freedom Ring" passage from King's "I Have a Dream" speech and the names of people who supported the time capsule effort. The capsule will be opened in 2088.

Over the last year, the time capsule was transported to 40 states and more than 100 cities, generating contributions from governors, mayors, business and labor leaders and the public. USAID employees, along with those of other federal agencies, also supported the effort. The proceeds will be used to establish an endowment for future activities during the annual observance of King's birthday.

—Voncile Willingham



Agency employees were among the many dignitaries and individuals who attended the Jan. 12 ceremony in which the Martin Luther King Jr. Time Capsule was dedicated and implanted in Western Plaza, Washington, D.C. Coretta Scott King and son are shown at far right.

IN MEMORIAM

SARA ANN FRANKEL

Sara Ann Frankel, director for the Agency's Caribbean regional housing and urban development office, died of injuries suffered in a car accident in Kingston, Jamaica, Jan. 11. She was 42.

Frankel joined the Agency in 1976 as a housing specialist and served as a housing advisor in Abidjan, Ivory Coast, from 1978 to 1981. She then returned to Washington, D.C., as assistant director for Program Support in the Office of Housing.

She is survived by her mother and one brother. Condolences may be sent to her mother, Mrs. Judith Frankel, 5528 Uppingham St., Chevy Chase, Md. 20815.

ANN GOOCH

Foreign service officer Ann M. Gooch, 52, died of cancer at Sibley Memorial Hospital in Washington, D.C., Jan. 7.

Gooch joined the Agency in 1978 as an international corps specialist in the Bureau for Asia and Near East. Until her death she served as a program officer in the Bureau for Africa.

She is survived by her parents, G. Amsden and Florence Gooch. Expressions of sympathy may be sent to Mr. and Mrs. G.A. Gooch, 26 Bouton Green, Baltimore, Md. 21210.

GEORGE ROBERTS

Retiree George Roberts died of emphysema at his home in

Silver Spring, Md., Nov. 17. He was 73.

Roberts joined the Agency in 1967 and served at posts in Germany, Korea and Malta. He retired in 1973.

He is survived by his wife, Augusta. Condolences may be sent to Mrs. George Roberts, 10314 Conover Dr., Silver Spring, Md. 20902.

MARCIA THALL

Marcia Thall, retired foreign service secretary, died of cancer in Pompano Beach, Fla., Nov. 4. She was 63.

Thall joined the Agency in 1964 and served at posts in Asia, the Near East and Africa. In Washington, D.C., she was assigned to the Near East Bureau, the Bureau for Private Enterprise and the Office of Foreign Disaster Assistance. She retired in 1987.

She is survived by nieces and nephews.

HERBERT WEGNER

Herbert Wegner, an Agency employee, died of cancer at his home in Vienna, Va., Dec. 23. He was 58.

Wegner joined the Agency in 1983 and was assigned to the Bureau for Food for Peace and Voluntary Assistance.

Later he served as special assistant in the Bureau for Private Enterprise.

Wegner is survived by his wife, Susan. Condolences may be sent to Mrs. Herbert Wegner, 9644 Sutton Green Court, Vienna, Va. 22180.

Foreign Aid

From page 1, column 1

and \$120.71 million for selected development activities.

Congress also provided \$30 million for the prevention and control of AIDS (Acquired Immune Deficiency Syndrome), as a new, separate appropriation line item.

Title I of P.L. 480, the Food for Peace program that provides developing countries with long-term, low-interest loans to purchase agricultural products, received \$430 million, the same as the Administration's request. That, with anticipated repayments, will permit a program level of \$852 million. The fiscal 1988 level for Title I compares with a program level of \$929 million for fiscal 1987.

Title II of P.L. 480, which provides food aid for victims of

famine, disaster and emergencies throughout the world, received \$630 million, an increase of about 17% over the \$534 million in fiscal 1987. P.L. 480 money is appropriated to the Department of Agriculture but is administered by USAID. The CR permits up to a 10% transfer of money between Title I and Title II.

USAID's operating expenses account was funded at \$406 million, \$19 million more than fiscal 1987.

Appropriations for the multilateral development banks (MDBs) and voluntary contributions to international organizations were increased slightly, from \$1.44 billion in fiscal 1987 to \$1.45 billion in fiscal 1988.

The amount appropriated for all economic assistance programs, including funding for P.L. 480 and the MDBs, is \$8.65 billion, compared with \$9.25 billion in fiscal 1987.

Study Examines Cassava as Energy Source

For years the thought of feeding cassava to small children has appalled pediatricians and nutritionists because they are reminded of the association between "kwashiorkor," the most dramatic form of protein malnutrition, and heavy reliance on this root crop in tropical Africa, Brazil and the East Indies.

Yet cassava's high yields, its resistance to disease in the wet tropics and to drought in other areas, its capability to stay in the ground almost indefinitely and still be edible when harvested and its palatability make it an attractive crop for people living in regions unsuitable for any of the major cereals.

However, its bulkiness, potential for forming hydrocyanic acid and extremely low protein content are cassava's big drawbacks. The first two are almost routinely overcome by traditional or industrial processing in those areas with a long history of cassava consumption.

Supplementing the food with a high-protein source can make up for the low-protein content. In fact, it is a well-established custom to consume protein along with cassava: black beans in Brazil, cowpeas in Nigeria and, where available, other legumes, fish and fish pastes, cheese, other dairy products and meat.

Sometimes out of economic necessity or as the result of natural or man-made disasters, cassava, without an accompanying supplementary protein, becomes the main or only food for infants and children.

The results are disastrous—children suffer from swollen faces and limbs, peeling skin, diarrhea and skin infections and often die. It is these visible manifestations, strikingly portrayed during the Biafran war, that produce the aversion to condoning the use of cassava in the diets of small children.

The realities of life in the wet tropics and other poor areas where cassava might be the only high-yielding source of diet energy, however, force an examination of cassava's nutritional advantages and of ways to overcome its drawbacks.

The Instituto de Investigacion Nutricional (IIN) is a private, non-profit association created 25 years ago in Peru for the study, treatment and prevention of malnutrition and diarrheal diseases among the world's poor children.

Now situated near the Agrarian University, the Food Technology Institute and the International Potato Center (CIP), IIN is placing increasing emphasis on bridging the gaps between agriculture, food science and nutrition.

With the support of USAID's Office of the Science Advisor (SCI), IIN has been studying cassava in the diets of infants and children.

Children convalescing from

severe malnutrition represent a special opportunity to evaluate the nutritional characteristics of foods. Their high nutrient needs and delicate health require that they remain in a protected setting until well along in their recovery.

Because the children digest protein, gain weight and grow so rapidly, scientists can assess the relative value of diets and their ingredients in short- or long-term studies.

One preliminary report indicated that the ability to digest freshly boiled or boiled and oven-dried cassava was about the same when providing 50% of calories to six recovering 1- to 3-year-old malnourished children.

The relatively high weights of their feces, about 200 grams a day (about two times that of similar children fed milk protein-based, fiber-free diets), suggested that some diet energy was being wasted. The digestion of the casein added as a source of protein was hardly affected, nor was that of the

vegetable oils providing 20% of calories.

The modestly elevated dry matter of the feces (about 21 grams a day) and of its energy content (7.8% of intake) suggested that the elevated fecal wet weight was much more the result of water held by undigested fiber than of bacteria proliferation or starch malabsorption. The excretion of hydrogen in the breath (a measure of colonic digestion by bacteria) indicated that only insignificant amounts of cassava starch were not digested properly in the small bowel.

During a second phase of the study, eight small children received 25%, 50% and 75% of their calories as freeze-dried cassava flour.

At the lowest percentage, there was no perceptible effect on the children's digestion, and when cassava made up 50% of the children's daily diet, their fecal excretions showed the same chemical composition of the children from

the first study.

When cassava constituted 75% of their calorie intake, there was a notable increase in the time required to consume the bulkier diet. Fecal weights increased to 240 grams (wet) and 31 grams (dry) a day, fecal energy rose to 11% of intake and the children's ability to digest protein decreased to 76%. (In comparison, children fed a diet made up of 25% cassava were able to digest 83% of their protein intake.)

Judging from these reports, when a high-quality source of protein complements the diet, it is appropriate to feed children a diet of cassava providing 25% or 50% of their daily calories, and safe, but not ideal, to provide 75% of their calories with cassava.

Similar studies reached the same conclusion on the digestibility of home-fermented cassava flour (gari) from Nigeria and an industrially processed flour (farinha) from Brazil.

—Miloslav Rechcigl

Population Institute Cites MacManus

Elizabeth Keys MacManus, USAID affairs officer for Nigeria, was honored recently with the 1987 Distinguished Service Award from the U.S. Population Institute.

MacManus, who was presented the award at a Capitol Hill luncheon on Dec. 14, was cited for her role in designing and implementing a population program in Nigeria. The award is given annually to a government employee who has contributed significantly to population development activities.

Dr. John Karefa-Smart, a member of the institute's board of directors and former deputy director of the World Health Organization, presented the award. He cited MacManus' "commitment and devotion to family planning and use of her skills to marshal

resources and to develop a comprehensive program strategy to increase the accessibility and availability of high-quality family services in Nigeria."

When MacManus arrived in Nigeria in 1983, family planning information was not readily available in either the public or the private sector. Less than 2% of the eligible population used any modern method of contraception, and only 30% of the adult population knew of family planning as an option.

In the last four years, MacManus has helped the country make family planning services available in more than 1,000 government facilities and 2,000 pharmacies and introduce other innovative approaches to family planning through the private sector.

In addition, MacManus has

helped Nigeria develop and secure funding for a five-year, \$100 million family health program, which is aimed at increasing the contraceptive prevalence rate to 12%, with more than 2.5 million users.

In accepting the award, MacManus lauded Congress for providing more money to population assistance programs. She also congratulated A.B. Suleiman, Nigeria's director of Health Planning and Research, whom she asked to accept the award with her.

Suleiman, she said, "has been at the forefront of our efforts to build a national policy in Nigeria. He deserves this award every bit as much as I do."

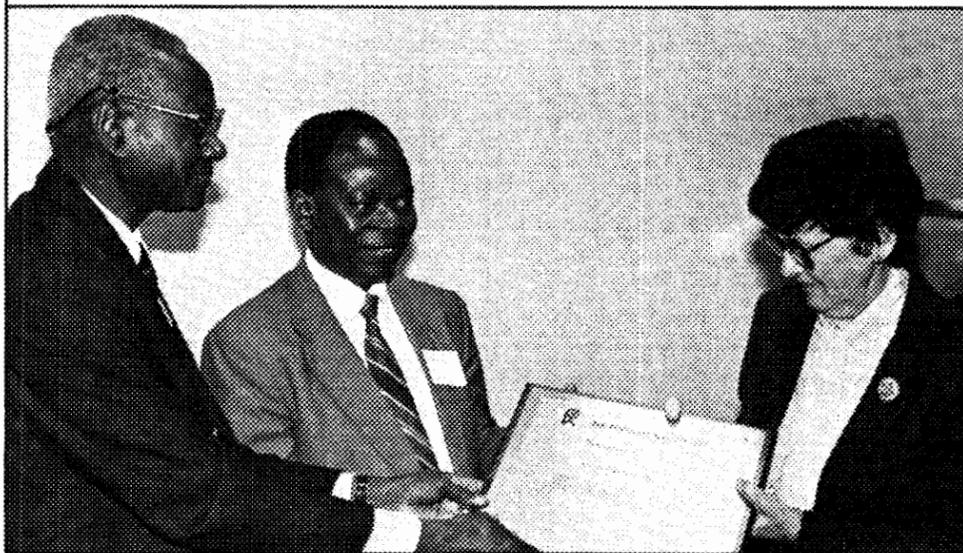
In a congratulatory cable, Nyle Brady, senior assistant administrator for the Bureau for Science and Technology, said MacManus' efforts "have contributed greatly toward USAID's population assistance program in Africa."

Ambassador Nancy Ostrander, coordinator for population affairs for the State Department, said she was "pleased that (MacManus') extraordinary effort in Nigeria has received this well-deserved recognition."

Also, five congressmen signed a letter congratulating MacManus for the award.

Reps. John Porter of Illinois, Charles Bennett of Florida, and Benjamin Gilman, Bill Green and James Scheuer, all of New York, wrote, "We are encouraged by your good works and will do our best to encourage our colleagues to support your efforts."

—Jim Pinkelman



Dr. John Karefa-Smart (left) of the U.S. Population Institute presents the institute's 1987 Distinguished Service Award to Elizabeth Keys MacManus for her efforts in promoting Nigeria's family planning program. Shown at center is A. B. Suleiman, Nigeria's director of Health Planning and Research.

MOVED ON

Robin Boone, M/PM/CSP/SER
Sheila Caldwell, COMP/CS/R
Joan Marie Claffey, S&T/ED/DES
Brenda Coates, COMP/CS/R
Phillip Cormany, M/FM/WAOD/BA
Margaret Downs-Greene, SAA/S&T
Cynthia Renell Fair, ANE/SA
Mirinda Foti, Egypt
Victoria Halstead, M/PM/EPM
Alan Hazen, IG/All
Rolanda Jackson, GC/EPA
Keith Jay, PPC/EA
Paul Jhin, COMP/FS/R/AIDW
Sydney Lewis, Morocco
Rebekah Locklear, AA/PPC
Cecily Mango, COMP/FS
Edward Meagher, M/SER/MO/PA/RM
Lagena Nicholson, S&T/POP
Antoinette Pressley, COMP/CS/R
Sheila Rajput, COMP/CS/R
Scott Schrader, Tunisia
Maureen Sey, COMP/CS/R
Lorraine Twyman, COMP/CS/R
Nancy Wolicki, FVA/PVC/POS
Mary Young, S&T/H/HS
Marjorie Zlotowitz, M/PM/CSP

PROMOTED

Jonathan Addleton, Pakistan, program officer
Jeffrey Allen, El Salvador, agricultural economics officer
Grant Anderson Jr., Zaire, project development officer
Liliana Ayalde, Guatemala, health development officer
David Bailin, M/FM/CAD/CAF, operating accountant
Tracie Banks, FVA/FFP/AFR, clerk typist
Linda Beaner, ANE/DP/PA, program operations assistant
Kathy Bennett, M/FM/CAD/CAF, operating accountant
Jerry Bisson, Philippines, agricultural development officer
Bonita Blackburn, S&T/POP/CPS, program operations specialist
Sheila Blackman, ANE/PD/PCS, program operations assistant
Donald Boyd Jr., LAC/DR/CEN, supervisory project development officer
Elizabeth Brockie, PRE/PR, program analyst
LaWanda Brown, ANE/PD/ENGR, clerk typist
Lawrence Brown, Thailand, supervisory private enterprise officer
Kathy Ann Buller, IG, attorney adviser general
Richard Burns, Haiti, project development officer
Jeane Burroughs, M/FM/PAFD/CMA/F, financial management specialist
Marion Castagna, ES/CCS, administrative operations assistant
Melanie Chen, Philippines, project development officer
John Julius Cloutier, Bolivia, project development officer
Ralph Conley, Gambia, agricultural development officer
Paul Crawford, Morocco, agricultural economics officer
Dianna Curry, M/SER/OP/W, procurement assistant
Leslie Curtin, Haiti, population development officer

WHERE? IN THE WORLD ARE USAID EMPLOYEES

Tanya Dalton, OIT/RS, clerk typist
Arthur Danart, REDSO, population development officer
Alan Davis, Philippines, Food for Peace officer
Eirdis Davis, M/FM/LMD, accountant
Lorie Doheny, M/SER/OP/W, procurement assistant
Carl Dutto, AFR/TR/PRO, special projects officer
Barbara Ellington-Banks, Belize, agricultural development officer
Linda Fichte, M/SER/OP/W/HP, contract specialist
John Flynn, Sri Lanka, supervisory agricultural development officer
Alan Foose, Swaziland, health/population development officer
Peggye Forster, M/SER/OP/COMS/O, secretary typist
Phyllis Vernell Free, M/SER/IRM/TS, secretary typist
Leopoldo Garza, El Salvador, supervisory development training officer
Jeffrey Goodson, REDSO, science/technology officer
Vicki Gray, M/PM/CSP/SER, personnel staffing/employee relations specialist
Helen Gunther, ANE/TR/ARD/APA, agricultural development officer
Charles Habis, S&T/POP/FPS, population development officer
Jonathan Halpern, Philippines, agricultural economics officer
David Heesen, COMP/FS/LT/TRNG, supervisory rural development officer
Christopher Hoggard, IG/RIG/A/W, clerk typist
Joyce Holfeld, REDSO, population development officer
Shirley Holmes, PPC/PDPR/SI, administrative operations assistant/typist
Angela Horton, ES/CCS, administrative operations assistant/typist
Nedra Huggins-Williams, AFR/EA/KS, program officer
Yvonne Hunt, OIT/PP, participant training specialist
William Jansen II, Pakistan, supervisory health/population development officer
William Jeffers, REDSO, supervisory project development officer
Blaine Jensen, Sudan, program officer
Trina Sharnitta Johnson, ANE/PD/PCS, clerk typist
Vernice Johnson, ES/CCS, administrative operations officer
Barbara Kennedy, S&T/POP/OCS, supervisory population development officer
James Kirkland, Ghana, population development officer

Edward Landau, Honduras, project development officer
Linda Lankenau, Kenya, health/population development officer
Sydney Lewis, Morocco, project development officer
Wulf Lindenau, IG/SEC/PS, supervisory physical security specialist
Dorothy Lovelace, PPC/MFI, program operations assistant
Thomas Mahoney, ANE/DP/PA, program officer
Betty Mangum, LAC/DP/SD, program operations assistant
Christopher McDermott, Haiti, health development officer
Henry Merrill, AFR/DP/PAB, supervisory program officer
Kermit Moh, Panama, private enterprise officer
Phyllis Moore, M/FM/CONT, administrative officer
Rosemary Moore, M/SER/MS/OM, clerk typist
Eugene Morris Jr., Zimbabwe, project development officer
Loubert Reese Moyers, Haiti, trade development officer
Kevin James Mullally, Niger, supervisory agricultural development officer
Desaix Myers III, Senegal, supervisory project development officer
Wilmoth Myers, M/FM/WAOD/OADC, financial management specialist
Beverly Nelson, PPC/PDPR, secretary typist
Yvonne Nelson, M/PM/ADM, administrative operations specialist
Mary Catherine Ott, Guatemala, program economics officer
Julie Otterbein, LAC, housing/urban development officer
Prasan Pandite, M/SER/OP/P/ANE, contract specialist
Alexandria Panehal, LAC, housing/urban development officer
Zandra Perlinn, M/PM/TD/PCT, clerk typist
Alvester Perry, M/SER/MO/RM/PPM, supervisory general supply specialist
Randall Peterson, Honduras, program economics officer
Robert Allan Phillips, RDO/Caribbean, program economics officer
Joyce Renee Pitt, PPC/PDPR/RP, clerk typist
Margaret Pope, PPC/CDIE/DI, technical information specialist
A. Dean Pratt, Pakistan, controller
Deon Price, M/SER/OP/W/MS, clerk typist
Eugene Rauch, Sudan, project development officer
Susan Riley, Jordan, private enterprise officer
Willis Nell Robinson, ES/CCS, mail/motor assistant

John Rose, AFR/EA/ED, program officer
Robert Rucker, Indonesia, program economics officer
Carole Scherrer-Palma, special projects officer
Karl Schwartz, ANE/EA/TA, program officer
Mary Edith Scovill, Somalia, program economics officer
Benjamin Severn, REDSO, program economics officer
Dorothy Shirley, M/FM/WAOD/OADC, financial management specialist
Mark Silverman, Peru, supervisory project development officer
Emmy Simmons, AFR/DP/PPE, program economics officer
Hermione Slaughter, M/FM/LMD/LS, operating accountant
Hugh Smith, COMP/FS, supervisory program officer
John Starnes, Egypt, environmental engineering officer
Gordon Anthony Straub, ROCAP, agricultural development officer
Sheila Jones Tolliver, M/PM/CSP/SER, staff assistant/typist
Cynthia Tucker, AA/XA, administrative officer
Paul Christian Tuebner, Panama, project development officer
Abdul Wahab, AFR/TR/ARD/PA, supervisory agricultural development officer
Raymond Waldron, Peru, supervisory rural development officer
James Walker, LAC/DP, program economics officer
Daisy Weaver, IG/ADM, personnel staffing specialist
Clemence Weber, El Salvador, supervisory rural development officer
Dennis Weller, ANE/TR/ARD/APNE, agricultural development officer
Yvonne Wheby, LAC/DP, clerk typist
John Wiebler, Zaire, program officer
Kenneth Bruce Wiegand, Dominican Republic, supervisory agricultural development officer
Cheryl Williams, LAC/DP/DPD, financial operations specialist
Christine Wolter, PPC/CDIE/DI, technical information specialist
Theodora Wood-Stervinou, Guinea, program officer
William Young, ANE/TR/HR, clerk typist
Sharon Yow, S&T/MGT, administrative officer
Barbara Zimmerman, PPC/PB/RPA, clerk typist

REASSIGNED

Adrienne Allison, FVA/PVC/CSS, program analyst, to health science specialist, AFR/TR/HPN
George Barwicke, COMP/FS/R/AIDW, financial management officer, to supervisory financial management officer, budget/accountant, M/FM/WAOD/BA
William Carter, FVA/FFP/AFR, Food for Peace officer, to supervisory Food for Peace officer, Indonesia
George Cavanagh, RDO/Caribbean, supervisory financial manage-

Morocco, Zambia Honor Trainees' Achievement

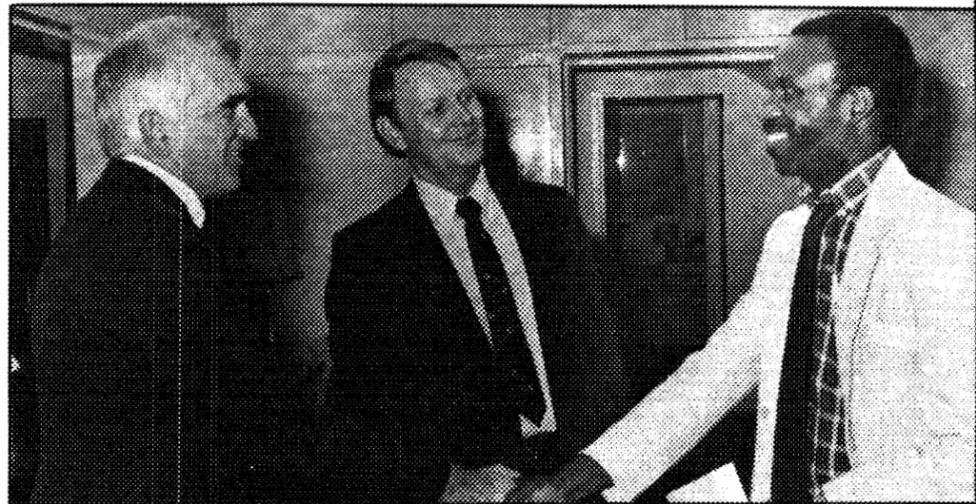
Returning trainees of USAID's participant training program were honored recently at formal receptions hosted by the Morocco and Zambia missions. The participants were presented with Certificates of Achievement to mark the completion of their studies in the United States.

At the Morocco reception, Mission Director Charles Johnson in his welcoming remarks spoke of the three decades of partnership in economic development and the bicentennial anniversary of friendship between the United States and Morocco.

"From the beginning of USAID's program, Moroccan officials have

participated in USAID-financed programs in the United States," Johnson said, noting the important contributions the trainees have made to the economic and social development of Morocco. "There is virtually no project undertaken by the two governments where training is not an important aspect."

Technology transfer through American scholarships is one of the Agency's more important contributions to Moroccan development, U.S. Ambassador Thomas Nassif observed at the reception. He also spoke of the importance USAID places on the participation of women in development and noted the 30% target for women



U.S. Ambassador Thomas Hare (left) presents returned participant Fred Sipula with a Certificate of Achievement as USAID/Zambia Mission Director Ted Morse (center) looks on. Sipula received a master of science degree from Iowa State University.



Bahia Benchekroun, who earned a doctorate from George Washington University through the USAID Participant Training Program, receives a Certificate of Achievement from U.S. Ambassador to Morocco Thomas Nassif (right). Mission Director Charles Johnson is shown at center.

participants in USAID/Rabat's \$18 million general participant training project.

Since 1959, about 2,000 Moroccans have received long- and short-term training in the United States.

Moroccan Economic Affairs Minister Zine Zahidi, other government officials and embassy and mission staff were among those attending the reception.

USAID/Zambia also held a formal ceremony to present Certificates of Achievement to returned program participants. The reception was held at the ambassador's residence where 65 Zambians received certificates from Mission Director Ted Morse.

Morse and Ambassador Paul Hare congratulated the par-

ticipants on their academic achievements and contributions to Zambian development.

"You have been in the truest sense Zambia's ambassadors abroad and have helped to create understanding and to strengthen the relationship between our two nations and governments," said Hare. "As President Kaunda would say, you are 'bridge builders,' not 'bridge destroyers.'"

The majority of Zambian participants are trained in the agricultural field, reflecting the mission's focus on increasing per capita food production.

Since 1954, 792 Zambians have received training through the Agency's participant training program.

Where

From page 14, column 4

ment officer, to financial management officer financial analyst, M/FM/LMD

W. Compton Chase-Lansdale, PRE/I, general business specialist, to supervisory program analyst, PRE/PR

Sherri Viaundra Edmond, COMP/CS/R, clerk typist, to personnel clerk typist, M/PM/FSP/A

Kerry Fiaherty, M/PM/CSP/PSPB, secretary typist, to clerk typist, AFR/MGT/MISR

Vernita Fort, COMP/FS, agricultural development officer forestry, to program officer, FVA/PPM/PAD

Mirinda Foti, COMP/FS/ENTRY/T, secretary, to executive assistant, Egypt

Jeanetta Gardin, M/FM/WAOD/FS, voucher examiner, to payroll technician, M/FM/WAOD/CAC

Antonio Gayoso, PPC/DS, foreign affairs officer, to Agency director, S&T/HR

Stephen Grant, Egypt, education development officer, to special projects officer, ANE/TR/HR

Guthrie Gullion, COMP/CS/R, secretary typist, to administrative operations assistant/typist, AFR/MGT/MISR

Ernest Hardy, COMP/FS/

R/AIDW, controller, to systems accountant, M/FM/ASD

Thomas McDonnell, IG/SEC/PS, supervisory physical security specialist, to supervisory personnel security specialist, IG/SEC/PSI

Gary Mores, COMP/FS/ENTRY/T, program officer, to Food for Peace officer, FVA/FFP/AFR

Charles Morgan, Senegal, IDI (agricultural development), to IDI (agricultural economics), COMP/FS/R/AIDW

Wendell Morse, FVA/PPM/PAD, program economics officer, to project development officer, COMP/FS/R/AIDW

Patricia Moser, FVA/PVC/PD, special projects officer, to health development officer

Charles Patalive, PRE/PD, project development officer, to supervisory private enterprise officer, RDO/Caribbean

Bonnie Pounds, Bangladesh, deputy mission director, to deputy director, AFR/CCWA

Tonya Prophet, AFR/MGT/HRM, clerk typist, to secretary typist, AFR/MGT

Michelle Rucker, AFR/MGT/MISR, information specialist, to position classification specialist, M/PM/PCF/PMC

Samuel Scott Jr., Cameroon, supervisory project development officer, to project development officer, ANE/PD/MNE

Cornelis Stek, M/SER/OP/COMS/O, contract officer, to commodity management officer, REDSO/W&C

Diana Swain, ANE/PD/ME, project development officer, to program officer, ANE/SA/AFGHAN

Jan Herre Van Der Veen, S&T/RD/DA, special projects officer, to supervisory program economics officer, PPC/PDPR/RP

Gerold Vandervlugt, AFR/TR/HPN, supervisory health/population development officer, to health development officer, physician, FVA/PVC/CSS

Robert Ward, PPC/DC/UN, development coordination officer, to project development officer, Egypt

Gerald Wein, COMP/FS/R/AIDW, deputy mission director, to Food for Peace officer, ANE/DP

Harry George Wilkinson, El Salvador, supervisory special projects officer, to special projects officer, COMP/FS

Thomas Worrick, COMP/FS, agricultural economics officer, to general development officer, Ethiopia

RETIRED

James Brackett, S&T/POP/OCS, statistician demographic, after 21 years

Henry Braddock, COMP/FS/R/AIDW, project development

officer, after 5 years

Robert Clark, Ecuador/CONT, controller, after 20 years

Donald Cohen, COMP/FS/DS, general development officer, after 26 years

Patricia Corhn, Somalia, secretary, after 28 years

Frank Dickey, IG/PSA, auditor, after 8 years

Donald Hickson, M/FM/PAFD, financial management officer financial analyst, after 26 years

Otto Rhea Johnson, XA/PI, supervisory public affairs specialist, after 26 years

Carole Millikan, Bolivia, project development officer, after 9 years

William Paupé, RDO/S Pacific, regional director, after 22 years

Paul Pina, Sudan, executive officer, after 22 years

Donald Shannon, Egypt/ FM/FO, supervisory financial management officer, after 27 years

Alexander Spathopoulos, Sudan, controller, after 22 years

Arnold Squire, Oman, financial management officer financial analyst, after 22 years

Darlene Wagner, COMP/FS/R/AIDW, personnel officer, after 20 years

Leon Woskoff, COMP/CS/DS, international cooperation officer, after 1 year

Years indicate USAID service.