



AFRICA

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Director John P. Hummon
Assistant Director John E. Roberts

Burkina Faso Ouagadougou
Director Herbert N. Miller

Cameroon Yaounde
Director Jay P. Johnson
Deputy Director Ellsworth M. Amundson

Guinea Conakry
Director Byron H. Bahl

Kenya Nairobi
Director Steven W. Sinding
Deputy Director Laurence R. Hausman

Lesotho Maseru
Director Jesse L. Snyder
Assistant Director Barbara P. Sandoval

Liberia Monrovia
Director John F. Hicks
Deputy Director Edward J. Ploch

Madagascar Antananarivo
Director Baudouin F. de Marcken

Malawi Lilongwe
Director Carol A. Peaseley
Assistant Director Richard L. Shortridge, Jr.

Mali Bamako
Director Dennis J. Brennan
Deputy Director Wilbur G. Thomas

Mozambique Maputo
Director Julius F. Schlotthauer
Deputy Director (vacant)

Niger Niamey
Director George T. Eaton
Deputy Director Robert C. Coulter, Jr.

Rwanda Kigali
Director James A. Graham

Senegal Dakar
Director Sarah Jane Littlefield
Deputy Director (vacant)

Somalia Mogadishu
Director Lois C. Richards
Deputy Director Kenneth R. Rikard

Republic of South Africa Pretoria
Director Dennis P. Barrett
Deputy Director Wendy A. Stickei

The Sudan Khartoum
Director Frederick E. Gilbert (Acting)
Deputy Director Frederick E. Gilbert

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Deputy Director Harry R. Johnson

Tanzania Dar es Salaam
Director Joseph F. Stepanek

Uganda Kampala
Director Richard L. Podal
Deputy Director Fred E. Winch

Zaire Kinshasa
Director Dennis M. Chandler
Deputy Director Joseph B. Goodwin

Zambia Lusaka
Director Leslie A. Dean
Deputy Director Bruno A. Kushieff

Zimbabwe Harare
Director Allison Butler Herrick
Deputy Director Frederick A. Zobrist

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Cape Verde Praia
USAID Representative Thomas C. Luche

Chad N'Djamena
USAID Representative Bernard D. Wilder

Ethiopia Addis Ababa
USAID Representative Willard J. Pearson, Jr.

The Gambia Banjul
USAID Representative Jimmie M. Stone

Ghana Accra
USAID Representative Furman G. Towery

Guinea-Bissau Bissau
USAID Representative Anne E.M. Williams

Mauritania Nouakchott
Director Glenn G. Stocum

Togo/Benin Lome/Cotonou
USAID Representative Mark G. Wentling

Sections of Embassy

Nigeria Lagos
USAID Affairs Officer
Henry D. Merrill

Regional Economic Development Services Offices

East & Southern Africa (REDSO/ESA)
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Director Satishehendra P. Shah
Deputy Director Monica K. Sinding

West & Central Africa (BEDSO/WCA)
Cote d'Ivoire, Abidjan
Director Arthur M. Fell
Deputy Director Howard R. Handler



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Deputy Director Malcolm J. Purvis

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Director Marshall D. Brown
Deputy Director Charles F. Weden, Jr.

India New Delhi
Director Robert N. Bakley
Deputy Director Dale B. Pfeiffer

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Director David N. Merrill
Deputy Director Lee A. Twentyman

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Director Lewis P. Reade
Deputy Director Richard A. Johnson

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Director Charles W. Johnson
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Director David M. Wilson
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Director James A. Norris
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USAID Representative for Afghanistan
Affairs Larry K. Crandall

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Director Malcolm Butler
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Director Peter J. Bloom
Deputy Director Gary L. Nelson

Thailand Bangkok
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Deputy Director Steven P. Mintz
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Lawrence J. Ervin

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Director Kenneth H. Sherper
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USAID Representative Duncan R. Miller

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USAID Affairs Officer David C. Leibson
(Acting)



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Deputy Director Howard R. Kramer

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Director Carl Leonard
Deputy Director Douglas L. Tinsler

Dominican Republic Santo Domingo
Director Thomas W. Stukel
Deputy Director Raymond F. Rufenburg

Ecuador Quito
Director Frank Almaguer
Deputy Director Scott E. Smith

El Salvador San Salvador
Director Henry H. Basaford
Deputy Director Richard K. Archi

Guatemala Guatemala City
Director Anthony Cauterucci
Deputy Director Paul White

Haiti Port-au-Prince
Director Gerald Zarr
Deputy Director Francis Herder

Honduras Tegucigalpa
Director John Sanbrailo
Deputy Director George A. Wachtenheim

Jamaica Kingston
Director William R. Joslin
Deputy Director Myron Golden

Peru Lima
Director Donor Lion
Deputy Director Alan A. Silva

**Regional Office for Central American
Programs (ROCAP)**
Guatemala, Guatemala City
Director Nadine M. Hogan
Deputy Director Ronald Nicholson

**Regional Development Office/
Caribbean (RDOC)**
Barbados, Bridgetown
Director James Holtaway
Deputy Director Larry T. Armstrong
Associate Director for Grenada
Hariadene Johnson (Acting)

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USAID Representative Mosina H. Jordan

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USAID Representative Howard B. Helman

Chile Santiago
USAID Representative Paul W. Fritz

Colombia Bogota
USAID Representative James F. Smith

Mexico Mexico City
USAID Representative Samuel Taylor

Paraguay/Uruguay Asuncion/Montevideo
USAID Representative Peter R. Orr

(Front Lines, February 1989)

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

FEBRUARY 1989

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

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ICORT III Focuses on Sustainability

New Administration Sets Policy Course

USAID Team Relates Armenia Experience

Woods Stresses Sustainability at ICORT III

by Bill Outlaw

Developing countries and international donor organizations must work to ensure that the lifesaving gains made as a result of oral rehydration therapy (ORT) become permanently entrenched in developing countries' health care systems, Administrator Alan Woods said at the USAID-sponsored Third International Conference on Oral Rehydration Therapy (ICORT III).

More than 500 participants, including 207 representatives from 52 developing countries, attended the December conference in Washington, D.C., which featured panel discussions and work sessions led by leading health officials from participant countries.

Woods was introduced by Nyle Brady, senior assistant administrator of the Bureau for Science



Addressing participants at the Third International Conference on Oral Rehydration Therapy, Administrator Alan Woods outlines actions that need to be taken to ensure that gains from ORT become permanently entrenched in developing countries' health care systems.

and Technology, which has played a leading role in promoting ORT. The administrator kicked off the conference by reading a message to conference participants from President Reagan recognizing the work done by international donor organizations and developing countries throughout the world.

"Every year, nearly four and a half million children in the Third World die from dehydration, a tragedy especially poignant when we remember that virtually every one of those deaths is preventable by means of ORT," Reagan said.

"In 1980, fewer than 1% of

children suffering dehydration had access to this simple, lifesaving solution of water, sugar and salts. Today more than 60% do. That's heartening news, but I know you won't rest until it is available to every child.

"I'm happy that ICORT III will focus on ways individual countries can sustain their own ORT programs," the message concluded. "Fostering local private sector initiatives to prepare and market this remedy remains the best approach to making it accessible on a truly worldwide basis."

Woods delivered the opening and

closing remarks at the conference. The meeting also featured addresses by leading officials from the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO), which cooperated with USAID in organizing the conference. Other organizations that helped put on the conference were the United Nations Development Programme (UNDP) and the World Bank.

In his remarks, Woods said the success that ORT has achieved in many developing countries is evidence of the tremendous progress that has been made.

"Over the past few days, we have heard oral rehydration therapy described as everything from a '10-cent cure' to a 'social movement,'" Woods said, "but what is more important, we have heard of dramatic successes in Egypt, Indonesia, Malawi, Haiti and elsewhere."

Woods then turned to the central theme of ICORT III—making sure that these successes are sustained. He outlined the actions that need to be taken to make health care improvements in developing countries permanent:

- General economic growth is needed in developing countries to give them the means to finance health care services;
- Developing countries need to strive for a better balance between private care and government programs; and,

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Agency Surpasses CFC Goal

Agency employees contributed a record \$374,584 in donations to the Combined Federal Campaign (CFC) this year, marking the sixth consecutive year USAID employees have exceeded their financial goal and set new participation percentage records.

"These totals indicate that the people who work for the Agency really are a caring group," Administrator Alan Woods said. "I think it makes a statement. It validates the mission of the Agency."

Woods pointed out that the Agency will receive the CFC's Chairman's Award for the second year in row. The award is given to federal agencies that achieve 75% participation or more and have an average contribution of at least \$100 per employee. USAID is the only agency of its size to receive the award for two consecutive years.

This year's total, which is not yet final because all of the donations from the overseas missions have not been reported, already has surpassed the amount collected last year by more than \$66,000, according to Mary Valentino, the Agency's coordinator for the CFC effort for the last six years. Valentino pointed out that the amount collected is nearly \$100,000 over the Agency's \$286,000 goal.

"This is important not because of percentages and figures," Valentino says, "but because, as our theme this year stated, 'Someone is waiting for you to make a difference.' These contributions really do make a difference to the less

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Potential to Save Millions of Livestock

Researchers Develop Rinderpest Vaccine

USAID-funded researchers in the United States have developed a new vaccine against rinderpest, a deadly viral disease that kills more than 2 million cattle and buffalo annually, Administrator Alan Woods announced at a recent press briefing at the State Department.

The new recombinant vaccine, developed under a three-year, \$870,000 cooperative agreement between USAID and the University of California at Davis (UCD), requires no special handling or refrigeration and is easy to produce, transport and administer in the field.

"This vaccine has tremendous potential for saving millions of cattle worldwide," said Woods. "It demonstrates how new technologies can help solve food problems."

Following approval from the Animal Plant Health Inspection Service of the U.S. Department of Agriculture for export of the vaccine and host government approval, further small-scale testing will be done in Africa on cattle held in containment.

After the tests are successfully completed, farmers and herdsmen

will be able to vaccinate their animals against the rinderpest virus at little expense. Newborn calves will be vaccinated as they join the herd.

"Nomadic herdsmen can do it easily," said Tilahun Yilma, a virology professor at the University of California at Davis and leader of the research team. "The vaccine holds great promise because it will be heat stable and is ideally suited to the most adverse conditions in developing countries."

Eradication of rinderpest (the German word for cattle plague) has long been a goal of many developing countries that rely on livestock as an important part of their economies. Cattle and buffalo provide food, fuel, fertilizer, animal power and income. Their loss can create economic hardship and hunger. Previous eradication attempts have met with mixed success, in part because the vaccine presently in use requires refrigeration and extensive veterinary services.

The team, including researchers from the School of Veterinary Medicine at UCD, California

Biotechnology, Inc. and the Department of Agriculture Plum Island Animal Disease Center in New York, developed the recombinant vaccine by splicing two genes from the rinderpest virus into the vaccinia virus, the same virus used for smallpox vaccinations. Yilma explained that the genes produce rinderpest virus proteins that trigger an immune response in the vaccinated animal.

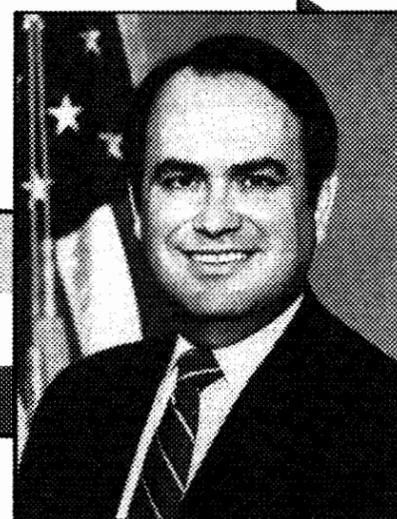
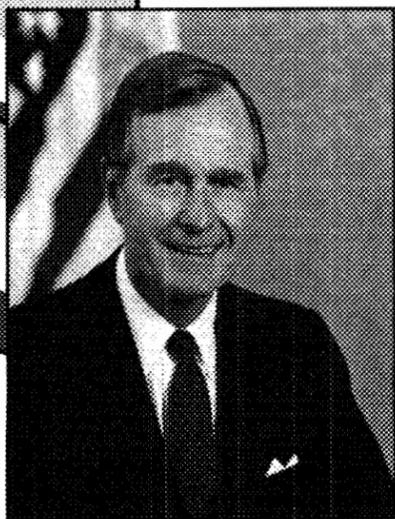
At the Plum Island facility, 15 vaccinated cattle survived exposure to lethal doses 1,000 times that normally fatal. The control group died within seven days of exposure to rinderpest. The results were reported in the Nov. 18 issue of *Science* magazine.

"USAID supports activities that enable American researchers to apply their knowledge to help improve the lives of people in developing countries," said Administrator Woods. "The rinderpest project typifies the research agenda of the Agency. Through specific research, small investments can bring the products of the U.S. scientific community to bear on the problems of developing countries."

New Administration Sets Policy Course

The President has taken the oath of office. The new Administration is beginning to set its course. The following excerpts taken from President George Bush's inaugural address, Secretary of State James A. Baker III's statement before the Committee on Foreign Relations on Jan. 17 and Administrator Alan Woods' statement introducing USAID's Congressional Presentation for fiscal 1990 indicate the priorities of the nation's new leaders.

Complete texts are available from the Office of Public Inquiries, Bureau for External Affairs, room 5756 NS, 647-1850.



Inaugural address of President George Bush

I come before you and assume the presidency at a moment rich with promise. We live in a peaceful, prosperous time, but we can make it better.

For a new breeze is blowing, and a world refreshed by freedom seems reborn; for in man's heart, if not in fact, the day of the dictator is over. The totalitarian era is passing, its old ideas blown away like leaves from an ancient lifeless tree.

Great nations of the world are moving toward democracy—through the door to freedom.

Men and women of the world move toward free markets—through the door to prosperity.

The people of the world agitate for free expression and free thought—through the door to the moral and intellectual satisfactions that only liberty allows.

We know what works: Freedom works. We know what's right: Freedom is right. We know how to secure a more just and prosperous life for man on earth: through free markets, free speech, free elections, and the exercise of free will unhampered by the state.

America is never wholly herself unless she is engaged in high moral principle. We as a people have such a purpose today. It is to make kinder the face of the nation and gentler the face of the world.

My friends, we have work to do. There are the homeless, lost and roaming—there are the children who have nothing, no love, no normalcy—there are those who cannot free themselves of enslavement to whatever addiction—drugs, welfare, demoralization that rules the slums. There is crime to be conquered, the rough crime of the streets. There are young women to be helped who are about to become mothers of children they can't care for and might not love. They need our care, our guidance and education; though we bless them for choosing life.

The old solution, the old way, was to think that public money alone could end these problems. But we have learned that that is not so. And in any case, our funds are low. We have a deficit to bring down. We have more will than wallet; but will is what we need.

There are few clear areas in which we as a society must rise up united and express our intolerance. And the most obvious now is drugs.

The new breeze blows, a page turns, the story unfolds—and so today a chapter begins: a small and stately story of unity, diversity and generosity—shared, and written, together.

Thank you. God bless you. And God bless the United States of America.

Congressional testimony of Secretary of State James A. Baker III during confirmation hearings

When George Bush first campaigned for the Presidency, American institutions and values were being questioned. Over the last eight years, we have reaffirmed them. As a result, our nation has emerged much stronger both at home and abroad. For this, we owe thanks to Secretary Shultz and above all to President Reagan.

Today, our world is undergoing significant transformations including:

- **The Democratic Revolution:** Many nations in Latin America have recently achieved democracy or are struggling toward it while in Asia, the Philippines and South Korea have joined the democratic ranks. But many of these new democracies are fragile. Their institutions need time to take root. And, while millions of people elsewhere are demanding free political institutions, we know that the demands for freedom are not always granted peacefully, if at all.

- **The Spread of Free Enterprise:** Free markets and private initiative are the new watchwords of economic development—because these concepts work in practice. Classic socialism and variants of government-controlled economies have been discredited. The nations of the Pacific Rim, in particular, have shown that the free enterprise model works astonishingly well for developing countries, not just mature economies.

- **Technological Progress:** Rapid advances in the technology of information and communications have helped to bring about a global economy, shrinking time and space and transcending the traditional boundaries of the nation-state. It is already clear that in today's global economy, domestic economic policies can no longer be considered independently of their international consequences. But it is not yet certain that we will have the cooperation we need. And trade advantage unfairly pursued could lead to more economic strife and, eventually, to growing protectionism.

- **Transnational Issues:** The future of our civilization also demands that we act in concert to deal with a new class of problems, transnational in nature. *Terrorism* has become a means of small groups, sometimes supported by nations, to attack innocent civilians around the world. The *narcotics* traffickers have become powerful enough to undermine governments, even as their drugs poison societies. Every nation also knows now that we face major *ecological challenges*. The tides and winds can spread

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Statement of Administrator Alan Woods, Congressional Presentation, fiscal 1990

Global interdependence has increased greatly since Truman introduced the Point Four program. The American economy is today linked to the economies of the developing countries through trade and investment as well as through loans we have extended, privately or as a government.

Of the 5 billion people who inhabit this planet, more than 75% live in what we call developing countries. Today, many people in these countries lack adequate food, shelter, education and health care.

Most Americans are distressed by the conditions that prevail in the poorest developing countries. They want to see them changed. Helping developing nations to make those changes on a permanent basis is the central challenge we face at the U.S. Agency for International Development (USAID). Increasingly, the approach we take reflects our growing understanding of the way in which economic growth and individual welfare are related. Experience has shown that as individual incomes rise, poverty and human misery decline.

During the past eight years, a significant number of developing nations have begun to reexamine their circumstances and to look for ways to stimulate their economic growth. Much of the credit for their renewed interest belongs to President Ronald Reagan.

The model President Reagan put before the world is the American model—the one that has helped us prosper. That model depends on free and open markets.

In our work with developing nations, USAID is helping a number of developing countries to adopt more market-oriented policies, liberalize their trade regimes and put in place other "pro-growth" programs that will encourage investment and reduce incentives for capital flight.

In some developing countries, practices have resulted in narrowly based and grossly inefficient commercial and industrial sectors and in political alliances and regulations that protect the favored few. Where this has occurred, it takes more to set countries on a path toward broad-based economic growth than simply adjusting macroeconomic policies and selling off government-owned enterprises. It means creating a vision of an open economy. It also means helping countries to identify obstacles to economic participation.

As we deal with developing nations, we have an obligation to make a distinction between private enter-

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Humphrey Scholars Honor Agency Role

As part of its recent 10th anniversary celebration, the Hubert H. Humphrey North-South Fellowship Program honored USAID and other agencies for their assistance. The ceremony was held at the National Press Club in Washington, D.C.

Gordon Murchie, director of the Office of International Development Communications, Bureau for External Affairs (XA/IDC), accepted the certificate of appreciation on behalf of the Agency.

"USAID is proud to be honored on this special occasion," said Murchie. "We believe this fellowship program plays a vital role in educating foreign professionals about American society and the U.S. government.

"The program also provides an opportunity for us to meet the fellows, learn about their interests and concerns, and share with them the objectives of USAID."

Before the event, IDC sponsored a briefing on USAID programs for more than 30 fellows from around the world. Speakers included Bruce Odell, deputy director of the Office of Project Development, Bureau for Asia and Near East; Ronald Nicholson, deputy director of the Office of Central American Affairs, Bureau for Latin America and the Caribbean; and Richard Hynes,

donor coordinator for the Bureau for Africa.

"It was interesting to note," commented Murchie, "that each of the Agency speakers, including me, had had a memorable experience during his career working with the late Vice President Humphrey. These experiences, which were shared with the fellows, added to our initial appreciation of this very important exchange program."

The briefing and the question-and-answer session that followed were videotaped by XA and the U.S. Information Agency to be sent to missions for possible television use overseas.

This is the second year that the Agency has held a briefing for Humphrey fellows. During their Washington stay, the fellows also visit Congress; the Supreme Court; the Library of Congress; the World Bank; the International Monetary Fund; the departments of State, Agriculture, Housing and Urban Development, Education, and Health and Human Services; and the U.S. Office of Personnel Management.

The Humphrey Fellowship program, which is part of the Fulbright Exchange Program, brings accomplished professionals from developing countries to the United States at a mid-point in



Gordon Murchie (at lectern), director of the Office of International Development Communications, Bureau for External Affairs, addresses the Hubert H. Humphrey North-South Fellows at the State Department. More than 30 fellows from around the world were briefed on USAID programs.

their careers for a year of study and related professional experience. The U.S. Information Service and bi-national educational commissions nominate the fellows based on their potential for national leadership.

"Each year the number of fellows interested in learning about USAID increases," said Murchie. "We hope that these Humphrey fellows will prove to be

influential leaders within their own societies and become knowledgeable supporters of the USAID program in their respective countries."

About 150 fellowships are awarded each year. Since 1978 when the program began, 1,142 fellows from 110 countries have participated.

—Betty Snead

Future Role of Agricultural Universities Explored

How can agricultural universities become dynamic partners in national development? What steps are required for these institutions to grow in their responsiveness to changing development conditions and to interact positively with their rural and urban communities?

That was the challenge put forward in a keynote address by Ray Love, counselor to the Agency, in the opening session of a recent USAID-sponsored international conference, "Invitation to Dialogue: The Role of the Agricultural University in the 21st Century."

The weeklong conference was held in Reston, Va., and included university leaders from 25 developing countries in Asia, Latin America and Africa, directors of international agricultural programs at land-grant universities, and representatives of USAID, the World Bank, the U.N. Food and Agriculture Organization and the Kellogg and Rockefeller foundations.

Love noted that the conference was an outgrowth of the three-year, 10-country impact evaluation conducted by the Agency's Center for Development Information and Evaluation (CDIE).

"The United States, through the Agency program, has made a major contribution to agricultural growth in developing countries over the past 25-30 years," Love said.

He pointed out that the results are evident in the tens of thousands of trained agriculturists where few were available 35-40 years ago, in the training of many top scientists and teachers who now staff and lead their institutions, and in the numerous cases of contributions to technology from research programs and the resulting benefits to local farming communities.

"Thousands of American agriculturists also have had an enriching opportunity from their participation in these programs and have brought back to the United States a deep understanding of other cultures and peoples and a sensitivity to the complex issues of international development," Love said.

Gary Hansen, CDIE conference organizer and coordinator of the impact evaluations, reported on the results of the study to the conferees.

"The study revealed that many university leaders are convinced that major innovations will need to

take place in university research, education and extension if they are to effectively address critical issues such as income and employment generation and environmental degradation in rural communities," Hansen said.

A number of themes emerged from the conference discussions that called for moving universities into a greater leadership role in research and education.

The conference program was led by members of the Task Force of the U.S. National Agricultural and Natural Resources Curriculum project, which was formed in the early 1980s with the support of the National Association of State Universities and Land-grant Colleges, the U.S. Department of Agriculture and private business and industry.

Hansen said the task force is pioneering the development and use of strategic planning in U.S. land-grant universities.

"In India, the National Academy for Agricultural Research Management is already using leaders from the U.S. national curriculum project in rethinking the direction of university education in India," Hansen said. "The USAID mission in the Philippines is also drawing on these leaders to assist in in-

itiating a similar strategic planning process for university change."

CDIE Director Haven North said the conference clarified the need for new modes of regional and international collaboration in facilitating learning and providing access to the most advanced thinking on university renewal.

"We can be encouraged by the achievements we have witnessed in agricultural development over the past 30 years—achievements in which agricultural universities assisted by USAID have had a vital part," North said.

"Now we need to build on this expertise and reshape the dynamic role our agricultural institutions in the United States and developing countries play in national development.

"Since many of the newest ideas are coming from all parts of the world, traditional modes of technical assistance from developed to developing countries are becoming outdated," North concluded. "New forms of collaboration will be needed to usher in an era of worldwide partnership in the quest for greater relevance in university education and research."

—CDIE

Pakistan Sees Narcotics as No. 1 Problem

Prime Minister Benazir Bhutto of Pakistan, in her first press conference, held Dec. 3, 1988, in Islamabad, described narcotics as the number one issue confronting her country. Bhutto announced her intention to establish a special ministry for narcotics control. "Narcotics must be controlled," said Bhutto. "It is an issue of the youth of Pakistan, and the youth of Pakistan are the future of Pakistan."

by Anwer Khalil

Often it is assumed that drug abuse is a problem only in the developed world. Until the late 1970s, this was perhaps the case. But no longer. Developing countries, especially those that are located on international drug trafficking routes or that are traditional sources of supply, are increasingly facing a drug problem among their own populations.

For example, in Pakistan, where only a few heroin addiction cases were reported in 1970, there is now a heroin addict population of more than 650,000. Almost half the addicts are under the age of 30. As a result, national campaigns against drug abuse are no longer viewed as a "concession" to the concerns of Europe or the United States.

"The government here realizes the gravity of the problem," says Peter Davis, program officer at USAID/Pakistan. "They are responding to a pressing national need to check the production, trafficking and abuse of drugs to save the country's own younger generation from the jaws of a growing monster."

As part of its congressional mandate, the Agency has become increasingly involved in anti-narcotics activities. Such programs traditionally emphasize crop substitution and employment generation as alternatives to narcotics production. More recently, drug education and prevention programs have been developed.

USAID/Pakistan is supporting both types of activities under the \$32 million Northwest Frontier Area Development (NWFAD) project. Crop substitution efforts so far have been concentrated in the Gadoon-Amazai area of Pakistan's Northwest Frontier Province (NWFP). Funding recently has been provided to help the Pakistan Narcotics Control Board (PNCB) establish a national center aimed at educating the public about the dangers of drug abuse.

"The Northwest Frontier Area Development project is perhaps the most difficult project in the mission's portfolio," says Mission Director James Norris. "However, it is unique in that it offers a double benefit for each dollar spent. Those dollars are leading to greatly improved development in the

project area and, at the same time, are hopefully alleviating the heroin menace in the United States."

Pakistan, located in what the international media often refers to as "the golden crescent," is situated at the crossroads of a major international drug trafficking belt. About 41% of all heroin reaching the United States is thought to come from this area, which includes Iran, Afghanistan, India, Pakistan and Lebanon.

Although poppy cultivation and opium production have been banned in Pakistan since 1979, it is thought that about 100 metric tons are still produced illegally each year. Much of this production now takes place in isolated, rugged tribal areas along the war-torn Afghan frontier.

USAID support for Pakistan's narcotics control efforts was an important feature of the multiyear aid program to Pakistan that ran from 1982 to 1987. At that time, USAID was asked to help fund crop-substitution efforts aimed at making enforcement easier in traditional poppy-growing areas.

Activities initially focused on the Gadoon-Amazai area of Pakistan's strategic Northwest Frontier Province. Under the follow-on program during the 1988-93 period, these crops substitution activities are being expanded to an adjacent area across the Indus known locally as Kala Dhaka.

"A variety of subprojects is helping to introduce new crops and improve agricultural practices, establish a productive manpower base through training and carry out infrastructure development including roads, electrification of villages, new irrigation and drinking water schemes, schools and health facilities," notes Donald Melville, USAID's regional representative in Peshawar. "In spite of the difficult terrain and previously limited development op-

portunities, progress thus far has been more than satisfactory."

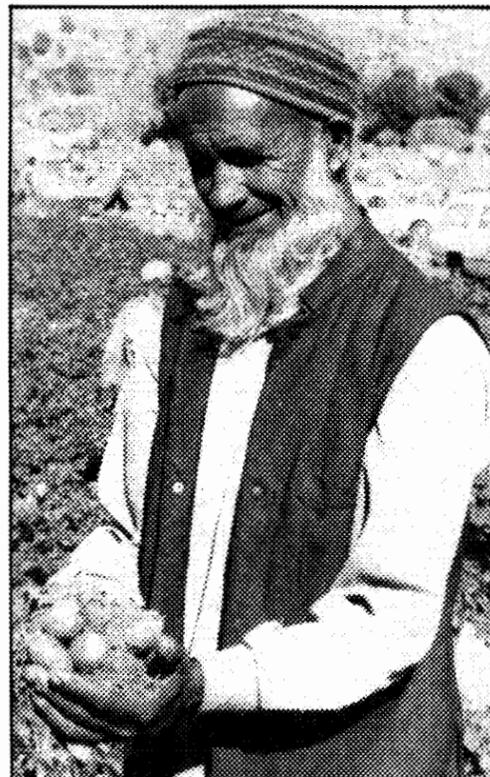
The USAID-supported program of economic development in the Gadoon area has been instrumental in virtually eliminating poppy production in what had once been one of Pakistan's major poppy-growing areas. At the same time, successful enforcement in "settled" areas such as Gadoon-Amazai has resulted in production increases in more difficult-to-control tribal areas.

"Cultivation is moving to areas over which the government has only selective control," says Robert Mathia, deputy chief of the project development and monitoring office in Islamabad. "These lie along the border with Afghanistan and in certain areas where, by treaty and custom, Pakistan government officials cannot go."

In many instances, these tribal areas are virtually autonomous. Pakistan officials must obtain local permission to enter most areas. According to Mathia, "The problem of working in the tribal areas has been compounded because the inhabitants have become very well-armed as a result of the Afghanistan war. In such an environment, enforcement of the ban on poppy production becomes very difficult."

As a result of the expansion of poppy production in tribal areas, new approaches and activities are being developed. Donor-assisted efforts based partly on the Gadoon-Amazai model are already under way in areas along the Afghan frontier, including Dir and Malakand. Others are planned.

Enforcement and development activities aimed at promoting crop substitution represent only one side of the narcotics-control equation. Effective narcotics awareness programs are also important, both in informing the public about the real dangers of drugs and in trying to reduce the



A proud Gadoon farmer takes a look at his new harvest of potatoes, one of the crops promoted as a substitute for poppy in the drug-producing region in Pakistan.

overall demand for narcotics.

As PNCB Chairman Dilshad Najamuddin says, "Enforcement captures most of the headlines, but it is public awareness that can really help control the menace of drug abuse."

An essay on "Drug Reporting in the Media," published in the first issue of PNCB's Narcotics Information Bulletin in early 1988, reveals that "nearly half of all media reporting is on law enforcement activities, while political statements on drugs occupy roughly one-fifth of the drug reporting space." The essay notes that narcotics education and awareness efforts are not emphasized in reporting.

To expand information and awareness activities in Pakistan, the PNCB launched three nationwide public awareness campaigns against drug abuse in 1986 and 1987, with USAID contributing \$670,000 for advertising and other activities. Other donors such as the United Nations Fund for Drug Abuse Control (UNFDAC) also assisted.

The first of these campaigns, launched in August 1986, lasted for one month and was implemented with the active participation of non-governmental organizations (NGOs). NGO-sponsored meetings were held in 30 cities throughout the country. TV and radio advertising and notices in major local newspapers figured prominently in the campaign.

Later campaigns were based in part on this successful initial undertaking. Special efforts were made to inform public leaders, teachers, members of national and provincial assemblies and NGOs about the dangers of drug

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Gadoon farmers learn new agricultural techniques during a crop demonstration day sponsored under USAID/Pakistan's Northwest Frontier Area Development project.

Mid-careerists Delve Into Macro Issues

by Ellen C. Irving

For the mid-career USAID professional, there are few opportunities and little time to immerse oneself in the intricacies of global economic issues and their impact on development. But the fundamental role of policy reform in the Agency's development strategy requires a corps of individuals well-versed in the linkage between macroeconomic policies and development performance.

The Development Studies Program (DSP), sponsored by the Agency's Division of Training and conducted by the Institute for International Research and The American University, addresses this need through a comprehensive seven-week seminar designed to increase the professional effectiveness of mid-career General Schedule (GS), Foreign Service and Foreign Service National (FSN) officers.

"The DSP is the most intellectually challenging program the Agency offers," says Robert Halligan, assistant to the administrator for Personnel and Financial Management. "It's guaranteed to force one to think about development issues, USAID's role in those issues, and the Agency's relationship with Congress, the Office of Management and Budget, the World Bank, the International Monetary Fund (IMF), and both the developed and developing world."

"The DSP is the most intellectually challenging program the Agency offers."

The program was created in 1975 to help carry out the 1973 Foreign Assistance Act that signaled a change from capital-intensive projects to the New Directions strategy that guided USAID policy through 1980. But as Agency emphasis on non-project assistance has grown, a new set of conceptual issues has been raised.

"USAID needs a broad range of talent to face the diversity of economic development issues," Administrator Alan Woods told a recent DSP class. "I attach a great deal of importance to our officers being literate on this topic and capable of substantive dialogue with other development professionals and host-country personnel in this area."

Agency representatives, including an advisory committee comprised of senior management officials, work with program director Michael Rock to ensure that the DSP curriculum reflects current development planning and addresses what the administrator has called the paramount issue—the need for real, broad-based, equitable, sustainable



Administrator Alan Woods (foreground) addresses a recent class of the Development Studies Program, a comprehensive seminar that explores the linkages between macroeconomic policies and development performance.

economic growth.

Rock, a development economist and former dean of faculty at Bennington College, also has consulted for the Bureau for Asia's Office of Development Planning, working on macroeconomic program and project evaluations in Pakistan, Indonesia and Thailand.

"The bureaus and the advisory committee also have begun to play an important role in the selection of the participants," notes Rock. "They are committed to having the best of USAID's mid-career profes-

sionals both in Washington and the field attend the program."

To further encourage bureau and mission support, the program is held in January and June to coincide with the majority of home leaves and the reassignment cycle.

The Development Studies Program combines theoretical content with practical applications. The exchange of ideas with development academics and practitioners, as well as supporters and critics of development assistance, is central to the program.

Through reading, lectures, class discussions and group and individual problem-solving exercises, participants examine the three areas that make up the broad program topic of "National Development and Foreign Assistance."

The introduction to the program reviews the political, economic and institutional context of foreign assistance followed by an emphasis on participants gaining a solid understanding of such critical macroeconomic factors as real exchange rates, growth of the money supply and the fiscal deficit and how they affect development. Ex-

port promotion and its impact on economic growth and income distribution also are analyzed.

The program devotes approximately three weeks to policy reform and the impact of structural adjustment on economic growth and income distribution and makes use of USAID case studies from different geographic regions.

After study of sector-level issues and programs, the DSP focuses on understanding the linkage between macroeconomic policies and sector-level performance.

The final portion of the program includes visits to Capitol Hill to discuss Agency priorities and alternative development strategies for the 1990s.

Participants relate the central themes of the program to the country each has chosen to analyze through the writing of six papers.

The process of writing and discussing these papers is a key element of the program, says Rock. Each paper is read and critiqued by a staff economist and a social scientist, as well as the faculty advisor, and also serves as the basis for group discussions.

"For the people who are going to a new assignment, it is a real opportunity to study a country in-depth," explains Rock. "For others, it provides a chance to reflect on their recent experiences in the field or in Washington."

Staff macroeconomist Jim Weaver, a designer of the original DSP program, says that the introduction of computers to aid the participants in their research "is the most exciting new aspect of the program. The participants are instructed in how to do a country economic analysis using LOTUS software.

"Available data includes social and political variables going as far back as 1961. Using the computers allows them to test economic

theory in their chosen countries."

The program's extensive reading list, both required and optional, also provides an opportunity for participants to expand their scope of knowledge beyond the confines of sectoral interests.

"Understanding the world economic order that USAID is working in and the political processes that affect development is an essential element in moving beyond sectoral concerns to general development management," says staff social scientist Ken Kusterer, former chairman of the sociology department at American University.

Recent participant Loren Schulze, an agronomist and assistant to the director of the Office of Agriculture in the Bureau for Science and Technology (S&T), concurs.

"All of my academic training has been in the science areas," says Schulze. "If agriculture is the engine of growth in agricultural economies—which most of the less developed countries are—then I need to understand the implications of trade and the debt crisis on development."

Tracking the effect of long-term economic and development indicators also enables the participants to gain an overview of the process that goes beyond quarterly or annual planning, Schulze points out, and "can serve as a tool, not only to plan for the future, but to understand and learn from the past."

For the many GS personnel in Washington who often serve as the link between the field and Agency headquarters, the DSP is particularly worthwhile, says Carolyn Coleman, a program officer in S&T.

"A strong GS staff to backstop the field is crucial to the effective implementation of Agency programs," she observes. "In order to design effective, sustainable projects, we must have a fundamental understanding of the broad development issues."

While the participants also learn from the experience each brings to the program, Foreign Service Nationals offer a perspective that is unique.

"The course has always been designed to include FSNs," says Rock, "as much for what they add to the course as for what they can get out of it."

Sonia Aranibar is a senior FSN and assistant program officer at USAID/Bolivia. During her 13 years with the mission, Aranibar says FSNs have played an increasingly important role as budget constraints have restricted the number of U.S. direct hires.

"A new group of young FSN professionals trained in the United States is now taking greater responsibility for the operations of the mission," she observes, "and

(continued on page 15)

White House Fellow Tackles Agency Issues

by Nancy Long

As most Americans were preparing to celebrate Christmas, Dr. Jeffrey Colyer was in Soviet Armenia as a representative of the U.S. relief effort delivering supplies to the survivors of the Dec. 7 earthquake.

"The scope of the disaster was overwhelming," says Colyer, who was part of the first Office of U.S. Foreign Disaster Assistance-sponsored relief team to leave for the disaster site Dec. 10. "Yet, the Armenian people were amazingly brave and receptive."

Colyer, a surgeon, is the first White House Fellow to work at the Agency in 20 years. He serves as special assistant to Administrator Alan Woods, taking part in the day-to-day affairs that concern development professionals and the emergency issue of the moment.

During his two-week stay in Soviet Armenia, Colyer administered medical aid to earthquake victims and gave logistical support to the rescue team. He also helped organize a nine-truck convoy that distributed tents, cots and water jugs to survivors in rural Armenia.

"The Armenian people were incredible—coping under the most horrible circumstances," Colyer notes.

Colyer took on his new responsibilities at the Agency in September, responsibilities that vary greatly from those of his chosen profession.

"And that is part of the objective of the White House fellowships," Colyer explains. "The program offers individuals from diverse backgrounds an opportunity to learn about the federal government in areas that are perhaps very different from their chosen specialties."

After the one-year Washington experience, most of the fellows return to their communities, but some continue their careers in Washington.

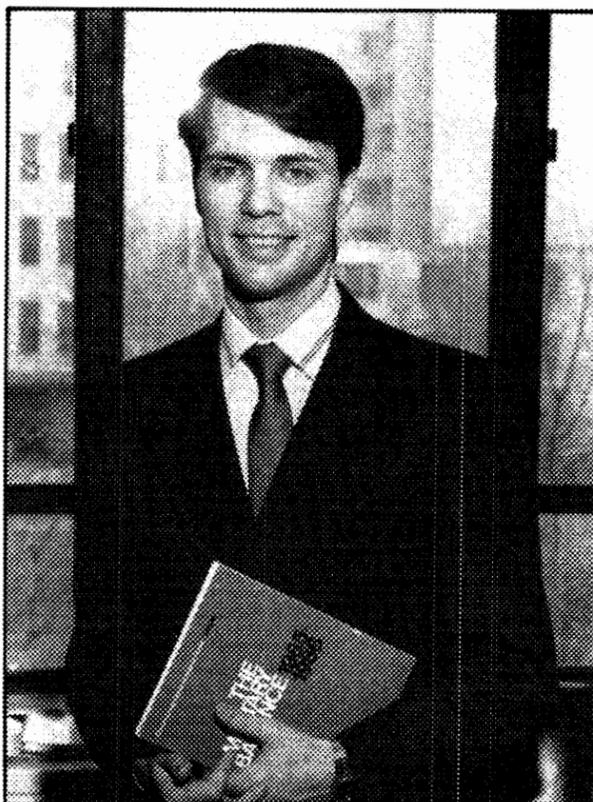
The 25-year-old program was established by President Lyndon Johnson as a non-partisan executive-level work opportunity and educational experience. "In our group of 14 fellows, views range from liberal to conservative," Colyer notes.

One educational aspect of the program is the speaker's program. During the coming year, the White House Fellows will meet several times a week for off-the-record discussions with prominent public figures. To date, speakers have included former White House Chief of Staff Kenneth Duberstein, Admiral Bobby Inman and former National Security Adviser Colin Powell.

From beginning to end of the selection process, Colyer estimates that he had some 50 regional and national interviews. "It was a fun, but grueling, experience," he recalls. "You could really get grilled on a position."

"How the 33 judges ever reached a consensus is still a mystery to me," he says. Colyer was one of the 14 chosen from hundreds of applicants across the nation.

Describing the other White House Fellows as "outstanding in their accomplishments," Colyer thinks that if one trait can characterize them it is in their dedication to serve their respective communities. "It is a moral imperative with this group," he observes.



Dr. Jeffrey Colyer: "It is an interesting time for development, and I am proud to be a small part of this Agency's work, even if just for a short time."

Born and raised in Hays, Kan., the youngest of four children, Colyer describes himself as "just an average Kansan." But in the last 10 years, his activities have taken him from his midwestern roots to places such as Washington, London, Afghanistan and the Soviet Union as he pursued his interests in education, international relations and medicine.

In 1981, after three years of university study, Colyer received degrees in premedicine and economics from Georgetown University. He then attended Cambridge University and earned a master's degree in international relations, writing his dissertation on Soviet-American

defense issues. While in London, Colyer worked with the International Institute for Strategic Studies. He continued this relationship during his medical studies, coauthoring eight books on defense issues under the institute's sponsorship.

In 1982, Colyer was back in Kansas at the Kansas University Medical School, graduating in 1986. Then, as a physician, he joined the International Medical Corps (IMC), a USAID-supported private voluntary organization, which was organizing a medical relief effort along the Afghan border.

"There were 1 million casualties in the Afghan conflict, and yet no physicians or clinics were available to administer first aid to civilians caught in the war," he says. "I became a part of the first IMC team to train Afghans to set up clinics in Afghanistan. More than 40 clinics were established under the USAID-sponsored program."

Colyer is especially proud that his hometown became involved and donated more than a ton of medical supplies to the effort. "Instruments, syringes, scalpels and other medical supplies bearing the inscription 'St. Anthony's Hospital, Hays, Kansas' are being used in Afghanistan," he says. When Colyer finished his work with IMC, he went into Afghanistan, assisted local Afghan groups as a physician and saw some of the war firsthand.

Throughout his years of study, Colyer has reserved time for community service. While at

Georgetown, he was part of a student lobby organization to bring about better education benefits; he also spent time working on activities to aid Washington's homeless before that cause was on the nightly news. In Kansas, Colyer was involved with civic organizations, offering help to runaway youths and providing medical services to people in need of health care. "This kind of work is still very important to me," he says.

When Colyer takes time for relaxation, he turns to music. "I just purchased a used baby grand piano," he says. "It actually sounds pretty nice—when someone else is playing it," he adds, smiling.

From 1986 until he began his White House fellowship, Colyer was a surgical resident at the Washington Hospital Center. "The center has an excellent critical care and trauma unit and does more open heart surgery than any other hospital on the East Coast," Colyer notes, adding that he expects to return to Kansas to do "a few more years of surgery residency with an emphasis in reconstructive surgery."

But for now, with surgical tools put aside, Colyer is tackling some of the issues confronting development. "In the past few months, I have spent some time in the Office of U.S. Foreign Disaster Assistance working with the staff on the emergency relief needs of flood victims in Bangladesh and the earthquake victims in Armenia."

Because of his background in Afghan affairs, in November Colyer also accompanied USAID officials to Pakistan for a site visit of the Agency's cross-border program for Afghan refugees. "It was interesting for me because I saw many changes," Colyer says. "The USAID program, which has expanded tenfold since 1986, is challenging because it is operating in a war zone. Now that the Soviets are leaving, it will be necessary to determine how best to support the Afghans during this transition."

In still another assignment, Colyer is involved with the preparation of the Agency document *Development and National Interest: U.S. Economic Assistance into the 21st Century*, a thought piece on the future of foreign assistance, its goals and how those goals can be achieved.

"It is certainly an interesting time for development," Colyer says, "and I am proud to be a small part of this Agency's work, even if just for a short time."

—TV Specials—

The Public Broadcasting Service will air several programs in March that may be of interest to development professionals, particularly to those interested in wildlife.

"Defending Wildlife" takes viewers around the globe for a look at private and government-backed programs that have been successful in preserving endangered animals. Check local listings for date and time.

Mongoose in the African Kalahari Desert and the bee-eater bird of Kenya's Rift Valley are the subject of "Meerkats United"/"The Bee Team," appearing March 5 at 8 p.m. "Icebird," which will air March 12 at 8 p.m., focuses on the nesting habits of the Antarctic Adelle penguin.

"Moju the Snow Monkey," filmed near Tokyo over a nine-year period, traces the successful adaptation of a deformed female macaque to the social organization of a group of Japanese macaques. It airs March 19 at 8 p.m.

Three Relate Experiences In Armenia

Following are personal accounts from three USAID officers who traveled to Soviet Armenia as members of the two U.S. relief teams organized by the Agency's Office of U.S. Foreign Disaster Assistance (OFDA) in the aftermath of the Dec. 7 earthquake in Armenia.

by Renee Bafalis

Friday, Dec. 9, 4:30 p.m.—The Soviet chargé arrives at the State Department for meetings with the director of USAID's Office of U.S. Foreign Disaster Assistance, Julia Taft, and other officials of the Agency and the State Department.

Friday, Dec. 9, 5:30 p.m.—The Soviet Embassy in Washington holds a press conference to announce its country's acceptance of the U.S. offer of emergency assistance. The U.S. disaster response team, which has been on stand-by orders, is alerted and prepares to depart.

Saturday, Dec. 10, 1:00 a.m.—The first OFDA-sponsored team leaves Washington for Armenia. The trip is long, tedious and thought-provoking. There is little conversation.

Sunday, Dec. 11, 5:30 a.m.—The plane lands in Yerevan, the capital of Armenia. The runways are jammed with relief planes from around the world. Taft and the Armenian-Americans traveling with the team go into the city to meet with Armenian officials to receive instructions on where the U.S. team should base their search and rescue operations.

After the meeting, the U.S. team boards a bus to begin the three-hour trek to Leninakan. As they near the city, the Americans see buses everywhere loaded with people coming to help in the relief effort or to find or claim family members. Trucks pass, filled with empty caskets.

The U.S. team arrives in Leninakan to scenes of unimaginable destruction. Buildings are twisted and crumbled into piles of rubble. Residents are milling about in a state of shock. Family and friends grieve over open caskets lined along the streets. The smell of death hangs in the air, mixed with that of gas fumes and cement dust. Breathing is next to impossible.

The U.S. team is guided to the building designated for its Command Center—the former Leninakan Children's Music Institute—by an Armenian woman they meet en route. "You are the American search team, no?" she says. The team responds and shows her the dogs. "God bless you and America," she says. "I will get you through this mess if it's the last thing I do." With that, she stops the traffic to allow the bus to pass through.

Arriving at the town square, the team splits up into two groups. Eight members take up residence in one room of the Command Center. There is no running water, no electricity, no heat and no sanitary facilities. The rest of the team sets up a camp site in a park downtown.

Throughout the day and night, Armenians keep vigil at the sites where their loved ones are buried, huddling near camp fires to keep warm, praying for miracles.

Monday, Dec. 12—The camp site downtown is moved to the Leninakan airport so that the Soviet military can provide security for the U.S. team's search and rescue equipment.

The free access to disaster sites by international relief teams is unprecedented. The U.S. team members and their dogs, already ex-



Leninakan, Armenia's second largest city, suffered extensive damage in the Dec. 7 earthquake.

hausted from the trip over, begin the grueling task of searching sites assigned to them by local officials. They quickly learn that the only way to find live victims is by responding to requests from locals who come to the Command Center with word of voices being heard in the rubble.

In the late afternoon, six days after the quake, the U.S. team rescues its first live person, a 65-year-old woman. It takes five hours to extricate her from what had once been her apartment building, as her son looks on. Buried along with her were her two grandchildren, ages 3 and 13. Both are dead.

Fifteen minutes after that rescue, a second live person, a 13-year-old girl, is found in a collapsed school building a few blocks away. The U.S. team quickly moves to that spot and within half an hour has rescued her.

The locals are jubilant. The Armenians hug, kiss, thank and give food to the U.S. team.

From that point on, no member of the U.S. team located at the Command Center received a full night's sleep. Everyone knew who and where the Americans were.

"Our days were long, with little or no sleep. The team members based at the airport experienced freezing temperatures at night. Those of us who stayed at the Command Center slept on the floor. We sustained ourselves with minimal supplies of food and water brought in with us from the United States," said Taft on her return to Washington. "However, when we look back at the devastation and mourning that surrounded us, we considered ourselves to be the lucky ones."

Bafalis, OFDA press officer, was a member of the first U.S. relief team to arrive in Armenia.

by Linda Bernstein

History was made when, for the first time since World War II, the USSR accepted disaster assistance from the U.S. government following the Dec. 7 earthquake in Armenia. USAID quickly assembled two teams, each with about 20 people. The first, which arrived Dec. 11 in Yerevan, the capital of Armenia, faced the critical immediate emergencies in the affected villages. The OFDA team included trauma specialists, a search and rescue team, dogs trained to find survivors in the rubble, a shelter specialist and representatives from Armenian-American groups.

As rescue operations wound down, a follow-on U.S. relief team, headed by Ellery Gray, a

public health service officer assigned to OFDA as medical coordinator, arrived Dec. 17 in Yerevan. The team included disaster management specialists, four Armenian-American pharmacists and a Russian-American pharmacist, physicians, telecommunications experts, USAID staff and the State Department Soviet desk officer.

In addition to other supplies, the team brought in two mobile telecommunications units, called TCS-9000s, each of which is about the size of three large suitcases. "The two critical elements in disaster response are communications and the ability to move supplies, equipment and people fast," explains Gray. "If you have these, the resources of the whole world are at your fingertips."

Ten days after the earthquake, the team had two Command Communications Centers functioning. The centers, linked to mobile satellite dishes, were set up in the Armenian Red Cross Building and in the Hotel Armenia in Yerevan. With telecommunications experts from COMSAT, the Command Centers had worldwide phone, fax and telex capacity, permitting instant communications with OFDA in Washington, D.C., the American Embassy in Moscow and the International Red Cross in Geneva. Even the Soviets used USAID's phones to call Moscow.

Relief medicines flooded into Yerevan. The U.S. team's Armenian- and Russian-speaking pharmacists went through warehouses of supplies, categorizing and labeling medicines in Armenian and Russian. (The Armenian language is unrelated to Russian. While educated Armenians speak Russian, daily life is carried on in Armenian.) The American pharmacists explained to local doctors how to use the unfamiliar drugs and set up distribution systems to the specialized network of hospitals in the area.

This was the first time OFDA had included pharmacists in a relief operation, and, says Gray, "Their contribution was extremely beneficial and should be considered an integral part of large disaster response management in the future."

Ara Demirjian, an Armenian-American pharmacist from Newton Corner, Mass., called the trip "overwhelming, chaotic—the experience of a lifetime." On his return, he and Val Bochkarev, a Russian-American pharmacist team member, worked with Medical Outreach, a Boston PVO, to respond to further needs in Armenia, such as crutches and wheelchairs.



At a reception hosted by Administrator Alan Woods for members of the U.S. search and rescue team on their return from Armenia, OFDA Director Julia Taft (left) greets Caroline Hebart, co-leader of the dog search team.

Eric Noji, a physician and epidemiologist team member specializing in natural disasters at Johns Hopkins University, said, "The hospitality of the Armenians was unbelievable. In Nalband at the very epicenter of the quake, a woman who had lost everything—home, husband, children—gave us tea and said 'Take my husband's hat; you shouldn't get cold.'"

Noji plans to return this spring to obtain more facts about deaths and injuries, assess long-term psychological consequences for survivors and provide technical assistance to the Armenia Ministry of Health.

Another team member, Dr. Warren Berggren, director of health for Save the Children Federation, started what he hopes will be a continuing cooperative effort between his organization and the Armenian branch of the Lenin Soviet Children's Fund to help in the rehabilitation of children and families of quake survivors.

"I was impressed with the collaboration between the Armenian branch of the Soviet Children's Fund and the Soviet government after the quake," Berggren said, "to ensure that unaccompanied children were reunited with their parents or extended families or at least placed with families from their own

"Just that you came to help meant so much. Even if you had come without equipment and supplies, we would have been eternally grateful."

villages, rather than separated from their Armenian links."

Many team members said they had never experienced such welcome or such expressions of gratitude. The Soviet Armenians—from janitors and taxi drivers to surgeons and restaurant owners—were overwhelming in their thanks. They asked for USAID emblem stickers, kissed them and pressed them on their clothes.

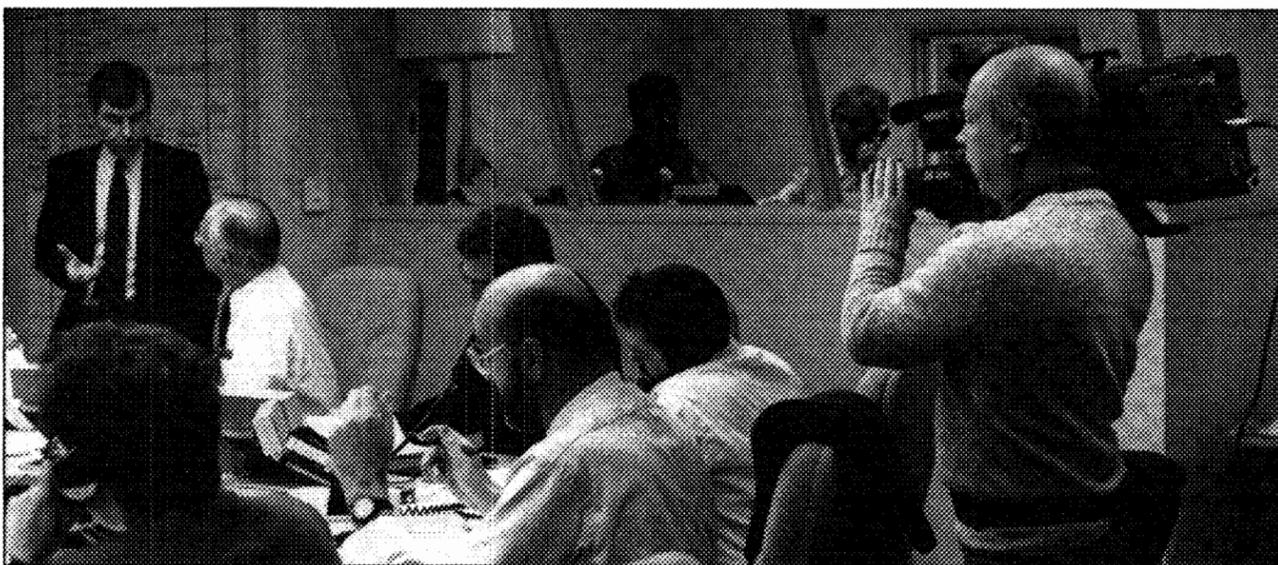
In two of Yerevan's hospitals, patients recovering from amputations and other serious injuries looked at the USAID hand-clasp symbol, took the Americans' hands and repeated *shnoragalyem* ("thank you" in Armenian) over and over.

One Armenian medical official told a team member, "Just that you came to help meant so much. Even if you had come without equipment and supplies we would have been eternally grateful."

Bernstein, a commodity management officer with M/SER/OP/TRANS, speaks Russian and worked in the Command Communications Center in Yerevan as a member of the second U.S. relief team sent to Armenia.



An Armenian villager displays the USAID emblem.



During the crisis, a Russian cameraman films the OFDA operations center at the State Department for Soviet television.

by Timothy A. O'Leary

There may have been nothing like it in the history of Soviet-American relations. And although it was but part of the large overall effort to help Armenians recover from their devastating earthquake, alone it stands as an extraordinary occurrence in a land traditionally hostile to the intercession of foreigners.

I refer to a convoy of nine trucks that left the Armenian capital of Yerevan on Dec. 19 on a two-day mission-of-mercy to distribute tents, cots and water containers in hard-hit rural areas of quake-afflicted northern Armenia.

The convoy was led by USAID and State Department officials, including Lauren Landis, OFDA operations officer; Jeffrey Colyer, a physician and White House Fellow assigned to USAID; State Department Soviet desk officer Aubrey Carlson; and me. Although we operated with the concurrence and permission of Soviet officials, we and our Armenian drivers traveled unescorted, moving freely through the countryside of the world's largest and most formidable police state, picking our own routes and stops.

Such latitude is normally unheard of in the Soviet Union, especially for representatives of a Western power. Yet, during the quake emergency, the normal rules were suspended. Remarkably, American officials carrying tens of thousands of dollars worth of relief supplies donated by their government moved from village to remote village under no one's watchful eye.

The villagers responded to our visits with enormous gratitude. Their feelings were summed up by Azat Makarovich Arutyumian, a retired Soviet Army colonel who oversaw relief activities in his native Djadjur, a peaceful farming village in the snowy, treeless hills some 10 miles outside the battered city of Leninakan. Every one of Djadjur's homes and farm buildings had been destroyed or damaged, and 60 of its 800 residents had died.

"In spite of all our grief and mourning, this country is grateful to the American people for all of their help," the old Armenian said after we and several male villagers unloaded dozens of boxloads of tents and cots in the frigid and windswept twilight. "This material and moral support will help keep our spirits high and help us recover faster."

As we recovered from the labor and cold with the aid of some hot tea and homemade breads and cheeses in a winterized Soviet Army tent warmed by a wood stove and lit meekly by a hanging lamp, Azat Makarovich expanded on his feelings.

"I was a tank commander during the Great Patriotic War, the war against fascism," he said pointing to the colorful military bars on the breast of his civilian coat. "During that

war I met an old German soldier, a prisoner, who was without shoes. My superiors told me not to concern myself with the condition of prisoners, but I gave him shoes anyway.

"In the course of the war I escaped from many burning tanks, and I feel that this was God's reward to me for my act of charity. I am certain that God will reward you as well."

Then, as the wind beat the sides of the tent, Azat Makarovich gave an indication that our humanitarian stop would become part of Djadjur's lore. "My children will know of this day," he said. "And they will tell their children how good young people came from America to help us."

That night, before camping on the floor of a Leninakan arts center, which served as the local KGB's makeshift headquarters, we strolled the ice-covered streets of Armenia's second city, surveying the quake's devastation. Black caskets lay stacked haphazardly beside crumpled buildings eerily illuminated by the sidewalk fires of armed Soviet soldiers. Orange-helmeted Soviet workers sifted the rubble with the help of heavy cranes and giant lamps, hoping at that late date to find survivors, but not really expecting to.

In the morning we continued our stops: Saryar, Luysakhpiur, Shirak and Spitak.

At Krashen, we turned tents and cots over to a village elder, who said: "We thank you from the bottom of our hearts and wish that you thank the American people for us when you return home."

At Nalband, a town of 3,800 at the quake's epicenter, we found devastation proportionally worse than that at Spitak, the third city of Armenia whose utter leveling has come to epitomize the quake tragedy. Some 90% of Nalband's residents were dead. Not one of its buildings was intact.

Most living residents had been evacuated, but an old woman stoically warmed herself at an open fire by the rubble that had been her home. We asked her what she needed. She said blankets and warm clothes. We said we would try to get her some. She offered us juice. We accepted. As the time came to go, I embraced this old woman. Her stoicism melted. She wept in my arms.

Scenes like these were played throughout the quake zone as foreigners from every corner of the globe gave assistance to stricken Armenia.

But these were unique because the benevolent foreigners were official representatives of the U.S. government, and they would be returning to the American capital, carrying with them vivid impressions of a Soviet Union somehow changed and leaving behind lasting memories of American solidarity, caring and good will.

O'Leary is a press officer in the Bureau for External Affairs.

USAID Safety Effort Noted

Promoting employee safety and health in the workplace is one of the many concerns of the Agency.

Recently, the Federal Safety and Health Council recognized the Agency's work in this area and its support of the Metropolitan Washington Federal Safety and Health Council. Dave McMakin, director of the Office of Management Operations in the Bureau for Management, accepted a plaque from the council on behalf of the Agency Dec. 15.

The Agency's Occupational Safety and Health Advisory Committee, a board of labor and management representatives, actively pursues many activities to promote a safe working area for USAID employees, says McMakin.

In addition, the Agency has instituted progressive and cooperative smoking regulations, issued a vehicle safety belt policy, developed an annual Agency National Safety Week program and participated with other federal agencies to promote health and safety concerns.

"We believe the Agency's working environment is now a safer and more satisfying one, which enhances productivity," McMakin says. "However, more must be done." Among some of the proposals under review are a child care center in Foggy Bottom, expanded fitness facilities and more comprehensive preventive health programs.

USAID BRIEFS



Soon after torrential rains hit Chad last fall, USAID Representative Bernard Wilder (at left) toured the flood-ravaged area of Chad's capital, N'Djamena, and met with representatives of Chad's Ministry of Planning and CARE. USAID/Chad was able to launch an effective disaster response by applying its Rice Sales Counterpart Fund, which was established in 1985 from the sale of a P.L. 480 Title II emergency rice grant. After consulting with a flood crisis committee, CARE submitted a proposal to provide low-cost building materials for 800 N'Djamena families who were left homeless from the floods. Following approval of the government, the mission had funds transferred immediately from a local bank, and CARE began construction of single-family shelters made from local materials—straw matting, branches, rope, lumber and corrugated sheet-metal roofing. In addition to cost savings, the shelter construction stimulated the economy by increasing the demand for local materials. The fund enabled the mission to respond quickly to the needs of the government and of the victims.

Memorial Fund Established to Honor Gould

David J. Gould, founder and director of the University of Pittsburgh's International Development Management Institute (IDMI), died in the crash of Pan Am flight 103 in Lockerbie, Scotland, on Dec. 21, 1988.

He was enroute home from Africa, where he was working on an assignment for USAID and the University of Pittsburgh.

Gould was the architect of the university's Francophone Development Management Seminars, which have drawn 670 participants from 23 African countries and Haiti over the last 10 years. Many of the participants were funded by the Agency.

In addition, working with USAID missions in Africa and Haiti, Gould led the IDMI effort to collaborate with local training institutions in organizing more than 50 in-country Francophone seminars on management, reaching more than 2,000 additional participants.

The Graduate School of Public and International Affairs of the University of Pittsburgh has established a memorial scholarship fund for developing country scholars.

Persons interested in contributing to the fund may send donations to the David J. Gould Memorial Scholarship Fund, Box 8181, University of Pittsburgh, Pittsburgh, Pa. 15217.

IN MEMORIAM

HANS BANG

Hans Bang, an Agency retiree, died of cancer Jan. 16 at Andrews Air Force Base. He was 64.

Bang joined the Agency in 1967 after a 26-year career with the U.S. Army. He worked in procurement and logistics and served in Laos and Egypt. Bang was director of programs at the New Cumberland Army Depot in Pennsylvania before his retirement in 1982.

He is survived by his wife, Analee, and five children. Condolences may be sent to Mrs. Bang at 621 Hycliff Drive North, Watertown, N.Y. 13601.

OWEN KELLY BROWN

Owen Kelly Brown, a retired agriculture and water resources engineer, died June 10 at his home in Leaburg, Ore. He was 74.

Brown joined USAID's predecessor agency in 1956 and served in Guatemala, Colombia, Vietnam, the Philippines, Laos and Nicaragua before his retirement in 1975.

He is survived by his two

daughters, Toni Lutz and Terri Brown. Condolences may be sent to them at 90463 Mountain View Lane, Leaburg, Ore. 97489.

JOHN PARKER ROBINSON

John Parker Robinson, a former USAID mission director, died of heart failure Dec. 8 en route to Hong Kong. He was 68.

Robinson served under the Marshall Plan and bilateral U.S. assistance programs in Paris and Madrid before joining USAID. He served in various overseas posts and as Agency director in Chile, the Dominican Republic and Vietnam prior to his retirement in 1975.

Robinson is survived by his wife, Jayne, and three sons. Condolences may be sent to Mrs. Robinson, 8001 18th Avenue West, Bradenton, Fla. 34209.

IG HOTLINE

Use the USAID Inspector General Hotline to report theft or misuse of Agency resources: (703)875-4999.

THE NEW FEDERAL PAY SCHEDULE

ANNUAL SALARIES FOR 1989

General Schedule										
Step	1	2	3	4	5	6	7	8	9	10
GS-1	\$10,213	\$10,555	\$10,894	\$11,233	\$11,573	\$11,773	\$12,108	\$12,445	\$12,461	\$12,780
2	11,484	11,757	12,137	12,461	12,601	12,972	13,343	13,714	14,085	14,456
3	12,831	12,949	13,367	13,785	14,203	14,621	15,039	15,457	15,875	16,293
4	14,067	14,536	15,005	15,474	15,943	16,412	16,881	17,350	17,819	18,288
5	15,738	16,263	16,788	17,313	17,838	18,363	18,888	19,413	19,938	20,463
6	17,542	18,127	18,712	19,297	19,882	20,467	21,052	21,637	22,222	22,807
7	19,493	20,143	20,793	21,443	22,093	22,743	23,393	24,043	24,693	25,343
8	21,590	22,310	23,030	23,750	24,470	25,190	25,910	26,630	27,350	28,070
9	23,846	24,641	25,436	26,231	27,026	27,821	28,616	29,411	30,206	31,001
10	26,261	27,136	28,011	28,886	29,761	30,636	31,511	32,386	33,261	34,136
11	28,862	29,814	30,776	31,738	32,700	33,662	34,624	35,586	36,548	37,510
12	34,580	35,733	36,886	38,039	39,192	40,345	41,498	42,651	43,804	44,957
13	41,121	42,492	43,863	45,234	46,605	47,976	49,347	50,718	52,089	53,460
14	48,592	50,212	51,832	53,452	55,072	56,692	58,312	59,932	61,552	63,172
15	57,158	58,963	60,768	62,573	64,378	66,183	67,988	69,793	71,598	73,403
16	67,038	69,273	71,508	73,743	75,978	78,213	80,448	82,683	84,918	87,153
17	78,990*	79,555*	82,122*	82,500*	83,818*					
18	86,682*									

*Salary limited by Sec. 5308,5 USC, to Level V of Executive Schedule—\$75,500

Foreign Service									
Step	Class 1	2	3	4	5	6	7	8	9
1	\$57,158	\$48,315	\$37,529	\$30,410	\$24,541	\$22,028	\$19,893	\$17,805	\$15,738
2	58,873	47,704	38,655	31,322	25,380	22,689	20,284	18,133	16,210
3	60,638	49,136	39,815	32,262	26,142	23,370	20,892	18,677	16,896
4	62,458	50,610	41,009	33,230	26,926	24,071	21,519	19,237	17,197
5	64,332	52,128	42,239	34,227	27,734	24,793	22,165	19,815	17,713
6	66,262	53,692	43,506	35,204	28,566	25,536	22,830	20,409	18,245
7	68,250	55,303	44,812	36,311	29,423	26,303	23,514	21,021	18,782
8	70,297	56,962	46,156	37,400	30,305	27,092	24,220	21,652	19,356
9	72,406	58,670	47,541	38,522	31,214	27,904	24,947	22,301	19,898
10	74,503	60,431	48,967	39,678	32,151	28,742	25,695	22,971	20,535
11	74,303	62,243	50,436	40,868	33,115	29,604	26,466	23,660	21,151
12	74,303	64,111	51,949	42,095	34,109	30,492	27,260	24,369	21,785
13	74,303	66,034	53,507	43,357	35,132	31,407	28,078	25,101	22,439
14	74,303	68,015	55,113	44,658	36,186	32,349	28,920	25,854	23,112



"Thanks to your work, we are learning just how critical breastfeeding is in providing essential nutrition to infants, protecting against disease, delaying fertility and conserving scarce public and private health resources," said Nyle Brady, senior assistant administrator for the Bureau for Science and Technology (S&T).

With these words, Brady welcomed more than 70 health care professionals representing about 20 developing countries to the December 1988 workshop on "Breastfeeding Promotion in the Health Sector." The workshop, held at Georgetown University in Washington, D.C., was sponsored by USAID, the World Health Organization, UNICEF, the Swedish International Development Agency and the British Overseas Development Fund.

Citing recent research on the benefits of breastfeeding and the promotion of better breastfeeding practices, Brady described USAID's support for breastfeeding as a "collaborative, intersectoral effort."

Within S&T, the offices of Nutrition, Population and Health are providing increased technical assistance, training and support for research on breastfeeding. Recent reports from 30 Agency-assisted countries listed 72 long-term child survival projects with breastfeeding components.

Of particular concern to workshop participants was the critical role of health workers in encouraging and supporting a mother's decision to breastfeed immediately, frequently and exclusively for an extended period of time after giving birth.

The nutritional and anti-infective (particularly antidiarrheal) benefits for the child, as well as the child-spacing effects of breastfeeding, are dependent on the duration, frequency and exclusivity of breastfeeding. For these reasons, WHO and UNICEF recommend exclusive breastfeeding for the first four to six months and partial breastfeeding well into the second year.

But many mothers either do not

Workshop Stresses Breastfeeding Role



Breastfeeding offers nutritional and anti-infective benefits for the child and is an effective natural contraceptive.

know how to breastfeed or are impeded by the health system from breastfeeding in a manner that achieves the greatest health benefits. Many do not breastfeed in the hours immediately following birth and thereafter may provide unnecessary and often dangerously contaminated breastmilk supplements.

Such practices deprive the baby of critical nutrients and anti-infective substances present in the colostrum initially produced by the breast; expose the infant to infection from contaminated feedings; and interfere with establishing lactation in the mother.

Bottled babies are 10 to 25 times more likely to become ill or die of diarrheal disease in the first few months of life than are breastfed babies. Breastfeeding thus plays a particularly critical role in preventing and controlling diarrheal disease, a major cause of infant and child mortality.

Breastfeeding also is a very effective natural contraceptive. During the first six months after birth, if the woman hasn't menstruated, full or almost full breastfeeding provides protection against pregnancy equal to or better than most reversible contraceptive methods. Some researchers estimate that in Africa breastfeeding inhibits an average of four births per woman. In Bangladesh, it is estimated that each woman would have six to seven more children if she did not breastfeed.

Some of the child-feeding practices of providing early supplements to breastmilk and discarding colostrum are rooted in traditional beliefs. However, the early use of powdered milk, bottles and formulas as well as the early cessation of breastfeeding are often associated with urbanization, modernization and exposure to western medicine.

Of particular concern are hospital practices that delay first breastfeedings, separate mother and baby, and provide supplemental water, glucose or formula feeds. In many cases, health workers may actually discourage breastfeeding by providing inappropriate or inadequate information.

Fortunately, as conference participants reported, breastfeeding promotion is not only important but "doable" and can result in savings for the family and health institutions. Operations research studies in a number of countries have shown that breastfeeding can be increased and improved by training health workers, changing hospital practices, establishing breastfeeding-mother support groups and carrying out mass media information campaigns.

Agency-financed research in Honduras and Indonesia demonstrated remarkable success in increasing the number of women who breastfed and reducing health-care costs through improved breastfeeding practices.

After instituting breastfeeding support practices such as putting the baby to the breast immediately after birth and rooming-in (keeping infants with their mothers rather than in nurseries) as part of the breastfeeding promotion campaign, a large urban hospital in the Philippines reported savings of more than \$100,000 a year from decreased purchase of drugs and breastmilk substitutes.

Breastfeeding also represents important savings for families in terms of health-care and grocery expenditures because an adequate supply of formula may cost as much as 30% to 75% of a family's total income. Also, bottlefed babies are at increased nutritional risk when mothers who cannot afford to buy enough formula water down the formula they do purchase or substitute alternatives, such as flour or rice water, which have little nutritional benefit.

Despite all the evidence on the benefits of breastfeeding, many countries and even some USAID-assisted programs do not yet recognize its value or the need for its promotion. Conference participants attributed this in part to the lack of good information on breastfeeding. Often, the only information available is the number of women who breastfed. Since this statistic includes women who breastfed very briefly or supplemented very early, it may obscure dangerous infant feeding practices.

As Karen Nurick, nutrition officer in the Bureau for Asia and Near East (ANE), notes in her introduction to the recent ANE study, *Infant Feeding Patterns, Practices and Trends*, "Official statistics present a very distorted picture of breastfeeding patterns, practices and trends that tend to divert our attention away from this very important child survival area. One of the most cost-effective ways to reduce infant mortality and morbidity in the first six months of life is to ensure exclusive breastfeeding with appropriate frequency of feeds."

—Harriett P. Destler

Narcotics

From page 5

abuse. (In the past, some community leaders and even provincial representatives have supported the right of the farmers to grow poppies.) A later campaign that took place when Pakistan was hosting the World Cup Cricket series resulted in the distribution of 200,000 booklets on the dangers of drug abuse to a primarily youthful audience.

So that such public awareness activities can be sustained on a permanent basis, USAID is helping to set up a national drug abuse prevention resource center in Islamabad with funding from

regional and bilateral projects. In fiscal 1988, USAID provided \$369,000 as its contribution to the activity. The U.S. Embassy's Narcotics Affairs Unit also is assisting, as well as UNFDC and the European Community.

"Accurate information about drugs is vital in a culturally, socially and educationally diverse population," notes Davis. "Once fully operational, the center will support and coordinate local, provincial and national efforts to achieve a drug-free society through a reduction in the demand for drugs."

Khalil is a development communications specialist at USAID/Pakistan.

February is International Nutrition Month. To mark the occasion, the Office of Nutrition in the Bureau for Science and Technology is sponsoring a series of lectures throughout the month. On Feb. 22, the last of the series features guest speaker Dr. Cuthberto Garza of Cornell University on the topic of "Nutrition Programming and Demographic Changes in LDCs." The lecture will be held at 10:00 a.m. in room 1207 NS.

MOVED ON

Lloyd Anderson Jr., COMP/CS/R
 Marilyn Bealle, COMP/CS/R
 Todd Birkenruth, M/SER/OP/
 W/HP
 Richard Brown Jr., AFR/SA/BLS
 Patricia Cousar, PFM/FM/
 PAFD/NPA
 Carol Day, COMP/CS/R
 Darline Douglas, SDB/OD
 Thanh-Lien Green, COMP/CS/R
 Brenda Henderson, AFR/DP/PPE
 Lucy Hetrick, COMP/CS/R
 Tess Johnson, LAC/DR/RR
 Marlon Moore, COMP/CS/R
 Logene Stanley, S&T/PO/PR
 Robert Allen Thibeault,
 OFDA/AE

PROMOTED

James Ahn, RDO/Caribbean,
 supervisory financial management
 officer
 John Airhart, Haiti, supervisory
 engineering officer
 Basharat Ali, Egypt, project
 development officer
 John Anania, Egypt, agricultural
 development officer
 Glenn Anders, India, supervisory
 agricultural development officer
 Joseph Anderson III, Nepal,
 health development officer
 Rose Anderson, PFM/FM/
 PAFD/PA, accounting technician
 Ravinder Aulakh, Bangladesh,
 program economist
 Keith Baker, Senegal, special
 projects officer
 Doris Barnes, PPC/CDIE,
 secretary stenographer
 Lillie Barnes, AFR/PD/SA, pro-
 gram operations assistant/typist
 Gary Bayer, Sudan, supervisory
 agricultural development officer
 Kathy Bennett, PFM/FM/
 CAD/CAF, operating accountant
 Linda Dianne Bennett, FVA/
 PVC/PD, secretary typist
 Jon Breslar, Nepal, agricultural
 development officer
 Margaret Brown, Indonesia,
 agricultural development officer
 Paula Bryan, ANE/TR/PHN,
 health/population development
 officer
 Philip Buechler, COMP/FSP, ex-
 ecutive officer
 Robert Burke, REDSO/
 E&S/Africa, supervisory program
 economics officer
 Letitia Kelly Butler, Asia
 Regional, development coordination
 officer
 Pamela Callen, Morocco, finan-
 cial management officer
 budget/accounting
 Claudia Cantell, Mali, project
 development officer
 Carolyn Carroll, GC/CCM,
 secretary stenographer
 Cassandra Chandler, PFM/PM/
 PCF/PP, clerk typist
 Thomas Clarkson Jr., Costa
 Rica, supervisory financial manage-
 ment officer
 Jonathan Conly, AFR/SA/SMAN,
 program officer
 Blair Cooper, Honduras,
 agricultural development officer
 Linda Cope, M/AAA/SER, pro-
 gram analyst
 Chivon Davis, PFM/PM/FSP/CD,
 clerk typist

WHERE? IN THE WORLD ARE USAID EMPLOYEES

J. Michael Deal, Ecuador, super-
 visory project development officer
 Kimberly Dews, M/SER/MO/
 RM/BM, administrative operations
 assistant/typist
 Clinton Doggett Jr., Egypt,
 project development officer
 Lorie Doheny, M/SER/OP/W/CO,
 contract specialist
 Larry Dominessy, Burundi,
 agricultural development officer
 Francis Donovan, Jordan, com-
 modity management officer
 John Dorman, Cameroon,
 agricultural development officer
 Maureen Dugan, El Salvador,
 project development officer
 Raymond Dunbar, Uganda, ex-
 ecutive officer
 Sherri Viaundra Edmond, PFM/
 PM/FSP/A, personnel clerk typist
 Jan Emmert, Sri Lanka, rural
 development officer
 Mary Ann Epley, Yemen Arab
 Republic, supervisory executive
 officer
 John Fasullo, Bolivia, super-
 visory agricultural development
 officer
 Kay Freeman, Morocco, financial
 management officer budget/
 accounting
 Robin Yvette Galery, PFM/PM/
 FSP/A, personnel staffing specialist
 Rodger Garner, Philippines,
 agricultural economics officer
 Ernest Gibson, Niger, super-
 visory agricultural development
 officer
 John Grayzel, S&T/RD/RI, rural
 development officer
 Roy Grohs, RDO/Caribbean, pro-
 gram economics officer
 Joanne Hale, Indonesia, super-
 visory agricultural development
 officer
 Andrea Hamilton, S&T/H/HS, pro-
 gram operations assistant
 William Hammlink, Senegal, proj-
 ect development officer
 Jacqueline Hannon, PFM/
 FM/WAOD, clerk typist
 Kent Hickman, Haiti, supervisory
 executive officer
 Maryanne Hoirup-Bacolod,
 REDSO/E&S Africa, contract officer
 Lavern Coletta Hollis, S&T/RD,
 program analyst
 Tujuana Howard, GC/AFR,
 secretary typist
 Gregory Huger, Egypt, associate
 mission director
 Alan Hurdus, Bangladesh, super-
 visory agricultural development
 officer
 Janet Ice, S&T/H, program
 operations specialist
 Nicholas Jenks, Peru, super-
 visory Food for Peace officer
 John Jones, Costa Rica, super-
 visory general development officer
 Calvin Kearns, PFM/FM/
 WAOD/OAD, accountant
 Graham Kerr, Egypt, supervisory

rural development officer
 Gloria Kirk, COMP/FS, general
 services officer
 David Kitson, El Salvador, super-
 visory general development officer
 Julie Mae Klement, LAC/DR/HH,
 health development officer
 Douglas Kline, Kenya, super-
 visory project development officer
 Paul Knepp, OIT/PETA, program
 analyst
 Peter Kranstover, Honduras,
 project development officer
 Elisabeth Kvitashvili,
 ANE/PD/EA, project development
 officer
 Kenneth Lanza, Dominican
 Republic, private enterprise officer
 Carl Lawhead, Egypt, agricultural
 development officer
 Richard Layton, Indonesia,
 supervisory financial management
 officer
 John Lee, Malawi, executive
 officer
 Patricia Lerner, Jamaica, project
 development officer
 Earlene Lofton, AFR/PD/SWA,
 program operations assistant typist
 Joseph Lombardo Jr.,
 Guatemala, project development
 officer
 Louis Virtis Lyles, PFM/FM/
 PAFD/NPA, operating accountant
 Marc Madland, Niger, agricultural
 development officer
 Sallie Mahone, FVA/PVC/PD,
 program analyst
 Jeffery Malick, ANE/
 SA/AFGHAN, program officer
 Debra Dewitt McFarland,
 LAC/DI, special projects officer
 William McKinney, Jordan,
 supervisory program officer
 Robert Meriwether, PFM/PM/
 FSP/EE, supervisory executive
 officer
 John Mitchell, Zaire, agricultural
 development officer
 Vivikka Moldrem, Egypt, super-
 visory program officer
 Carolyn Moore, M/SER/MS/OM,
 executive officer
 David Nelson, Indonesia, Food
 for Peace officer
 Stephen Norton, Malawi, project
 development officer
 Gwendolyn Outterbridge,
 OIT/RS, administrative officer
 Prasan Pandite, M/SER/OP/
 O/ANE, contract specialist
 Carlos Pascual, Republic of
 South Africa, program officer
 Carol Payne, ANE/TR/PHN,
 health/population development
 officer
 Adrienne Perry, PFM/FM/
 PAFD/CMA, clerk typist
 Joyce Renee Pitt, PPC/
 PDPR/PP, clerk typist
 Diane Ponasik, ANE/DP/E,
 supervisory program officer
 Glenn Lane Post, Zaire, super-
 visory health/population develop-

ment officer physician
 Thomas Putscher, PFM/FM/ASD,
 financial management officer
 budget/accounting
 Irelene Ricks, ANE/EA/ISP,
 secretary typist
 Donna Rosa, FVA/FFP/PCD,
 supervisory program analyst
 Richard Rousseau, Jordan, proj-
 ect development officer
 Kevin Allyn Rushing, Philip-
 pines, agricultural development
 officer
 Fenton Sands, Uganda,
 agricultural economics officer
 Barbara Shelton, FVA/PVC,
 secretary typist
 Julia Simpson, AFR/PD/CCWA,
 program operations assistant typist
 Hermione Slaughter, PFM/FM/
 LMD/LS, financial management
 officer/financial analyst
 James Smith Jr., Morocco, pro-
 gram economics officer
 Robert Stader, REDSO/E&S
 Africa, commodity management
 officer
 Craig Steffensen, Thailand,
 private enterprise officer
 Charles Strickland, Sri Lanka,
 agricultural development officer
 Lucretia Taylor, Zimbabwe, pro-
 gram officer
 Mildred Taylor, Liberia, super-
 visory executive officer
 Monique Taylor, PFM/FM/
 LMD/AR, operating accountant
 Kathryn Thompson, S&T/PO/PR,
 secretary typist
 Thomas Totino, RFMC/K, super-
 visory financial management
 officer FA
 Tham Truong, Cameroon, pro-
 gram economics officer
 Carole Tyson, COMP/FS/
 R/AIDW, supervisory program
 officer
 Ronald Edward Ulrich, India,
 Food for Peace officer
 Michael Walsh, Bangladesh, con-
 tract officer
 Lawrence Williams, M/SER/
 MO/PA/RM, management analyst
 Robert Wilson, Honduras,
 agricultural economics officer
 John Winn IV, Mali, controller
 Dorothy Young, PFM/PM/
 TD/PCT, supervisory rural develop-
 ment officer

REASSIGNED

Virginia Ann Ballengee, PFM/
 PM/TD/AST, employee development
 specialist, to administrative opera-
 tions specialist, AA/PFM
 Dianne Blane, Chad, general
 development officer, to supervisory
 project development officer,
 LAC/DR/CP
 Edna Coates, IG/SEC/PSI, pro-
 gram operations assistant, to per-
 sonnel security specialist,
 IG/SEC/PSI/ES
 Elmer Conrad, Burma, executive
 assistant, to executive assistant,
 COMP/FS/R/AIDW
 Bruce Eckersley, COMP/FS/
 R/AIDW, controller, to deputy con-
 troller, PFM/FM/CONT
 Joseph Ferri, RIG/A/II, super-
 visory auditor, to auditor, IG/PSA
 Carl Hemmer, S&T/POP/OCS,
 program analyst, to supervisory pro-
 gram analyst, S&T/POP/CPS

(continued on page 13)

SFS Awards for Performance Announced

PFM Ninety-three Senior Foreign Service (SFS) members have received Performance Pay Awards, as recommended by the Consolidated Senior Foreign Service Selection Board. The awards were based on superior performance during the June 1, 1987, to March 31, 1988, rating cycle. The SFS Performance Pay Award amounts were \$4,500, \$8,500 and \$10,000.

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

- the relative value of the member's achievement to the accomplishment of the Agency's mission;
- the degree of difficulty inherent in successful achievement;

- the extent to which achievement was characterized by strong executive leadership and significant contributions on the formulation of Agency policies and programming;
- the extent of highly developed functional, foreign language and area expertise;
- effective supervision and development of subordinates;
- achievements in the areas of cost reduction, efficiency, quality of work, productivity and timeliness to the end of improving Foreign Service managerial flexibility and effectiveness;
- meeting affirmative action goals and achievement of equal opportunity requirements; and,
- achievements in the identification, correction and control of waste, fraud and mismanagement.

The recipients of the SFS Performance Pay Awards are:

Frank Almaguer	Allison Butler Herrick	Kevin O'Donnell
Richard Archi	John Hicks	William Oliver Jr.
Peter Askin	George Hill	Carol Peasley
Henry Bassford	Robert Huesmann	Dale Pfeiffer
Alfred Bisset	Leland Hunsaker	Mario Pita
John Blackton	Charles Johnson	Richard Podol
Walter Bollinger	Jay Johnson	John Popovich Jr.
Laurance Bond	Richard Johnson	Robert Queener
Timothy Bork	Mosina Jordan	Samuel Rea
Priscilla Boughton	Kenneth Kauffman	Lewis Reade
Malcolm Butler	Kevin Kelly	Thomas Reese III
Roger Carlson	Mary Kilgour	William Rhoads
Theodore Carter	John Koehring	Lois Richards
Anthony Cauterucci	G. Franklin Latham	Raymond Rifenburg
Douglas Clark	George Laudato	Edward Saiers
Richard Cobb	Carl Leonard	John Sanbrailo
Irvin Coker	Donor Lion	Frederick Schieck
Julius Coles	Alexander Love	Bastiaan Schouten
Charles Costello	Elizabeth MacManus	Satishchandra Shah
Larry Crandall	Gary Mansavage	Keith Sherper
Martin Dragata	Mark Matthews	Steven Sinding
Garber Davidson Jr.	Terrence McMahon	Jesse Snyder
James Patrick Donnelly	Robert Meighan	Roy Stacy
Bruce Eckersley	David Mein	Eugene Staples
William Fuller	David Merrill	Samuel Taylor
Myron Golden	Linda Morse	G. Reginald Van Raalte
Abraham Grayson	Ted Morse	Ronald Venezia
John Greenough	M. Charles Moseley	Aaron Williams
Robert Halligan	Robert Nachtrieb	David Wilson
Fredrik Hansen	Gary Nelson	Gerald Howard Zarr
Hasan Hasan	James Norris	Frederick Zobrist

EMPLOYEES URGED TO INDICATE CAREER GOALS

The Career Development and Training "tear-off sheet" added to the Employee Evaluation Report (EER) during the 1987-1988 rating cycle has become a valuable instrument for both employee career planning and planning for future Agency training demands.

The office of Foreign Service Personnel encourages all employees to use this document during the current rating cycle to make known their career goals and to indicate their specific interests in being selected for any of a wide variety of Agency-sponsored training programs.

More than 60% of Foreign Service Officers (FSOs) completed last year's tear-off sheets by the end of the rating cycle. Training request information from the sheets has been organized and programmed into the Career Development Office computer and has become an integral part of the career counseling process. For example, career development officers (CDOs) have used the information to help the Training Division plan and schedule the coming year's training activities. The training information also is used by CDOs and the Training Division in nominating and selecting the most appropriate candidates for both long- and short-term training.

Although completion of the tear-off sheet is not mandatory, employees are encouraged to take this annual opportunity to reflect on their career goals, to indicate to supervisors and concerned Agency personnel what their career aspirations are and to have additional input into the management and direction of their career at USAID.

The Career Development section of the tear-off sheet provides CDOs with current information on individual career aspirations and long-range job preferences, which is helpful in identifying future career-enhancing assignments. It's not as good as a visit with a Career Development Officer, but filling out the tear-off sheet is the next best thing to being there.

—Ken Martin

AFFIRMATIVE ACTION PROMOTION PROPOSAL SUBMITTED TO PANEL

Affirmative action promotions for minorities and women are included in the Multi-Year Affirmative Employment Program Plan for Minorities and Women for fiscal years 1989-92, developed by the Office of Equal Opportunity Programs.

The Agency and the American Foreign Service Association (AFSA) have been negotiating the affirmative action plan for several months. Agreement was reached on all aspects of the plan except

the affirmative action promotions proposal. Because Agency management was unable to reach agreement with AFSA, the issue has been placed before the Foreign Service Impasse Disputes Panel (FSIDP), which is expected to reach a decision soon. The FSIDP decision is binding on the Agency and AFSA.

The Agency's goal in proposing affirmative action promotions is to correct the underrepresentation of minorities and women in the upper ranks of the Foreign Service, according to Director of Personnel Laurance Bond. Where there is underrepresentation, promotions would be given to women and minorities who have been rank ordered for promotion and could be reached within the first five slots below the established cut-off number of those ranked for promotion. The procedure would apply to promotions to classes FS-3 and above.

WRITING COURSES

The Training Division reminds employees that the following writing courses are offered this month:

- *Advanced Writing Review* (18 hours)—Feb. 21-March 9
- *Editing the Writing of Subordinates* (9 hours)—Feb. 28-March 7.

For information, call Yvonne Williams, (202) 663-2303.

Where

From page 12

Patrick Hogan, IG/SEC/PSI/ES, supervisory investigator, to IG/SEC/PSI/I

Kimberley McNeil Kester, IDI (commodity management) to contract officer, Egypt

Gordon Lazerson, IG/SEC/PSI, supervisory investigator, to security specialist, IG/SEC/PSI/ES

Chung-Chi Lu, COMP/FS/MEDL, agricultural economics officer, to agricultural development officer, COMP/FS/R/AIDW

Andrew Luck, M/SER/OP/PS/SUP, contract information system specialist, to contract specialist, M/SER/OP/O/ANE

Rosalyn Luckey, ANE/PD/PCS, clerk typist, to secretary typist, M/SER/OP/W/R

Elizabeth Maguire, S&T/POP/PPD, supervisory social

science analyst, to supervisory program analyst, S&T/POP/OCS

Cynthia Rozell, AFR/PD/SWA, project development officer, to supervisory project development officer, AFR/PD/SA

Dev Sen, IG/RIG/A/W, auditor to RIG/A/II

Lawrence Tanner, FVA/FFP, Food for Progress adviser, to supervisory program analyst, FVA/PPM

RETIRED

Robert Cook, LAC/DR, engineering, after 9 years

Anne Dammarell, COMP/FS/MEDL, program officer, after 23 years

Vivian Pemberton, IG, secretary stenographer, after 34 years

Judith Wills, Thailand/PRO, program officer, after 18 years

Years of service are USAID only.

ICORT III

From page 1

• Individual families must be encouraged to become more involved in their own health care.

"The world is changing, but it seems to me that what must be preserved at all costs is the ability of a family to act in its own self-interest," Woods said.

Woods pointed out that the goal of providing universal access to ORT is on the way to being met, but that a concurrent goal should be to make sure that countries have the ability to sustain those health services.

He then offered recommendations for achieving sustainability:

- Bring ORT into hospitals. In turn, this will result in increased recognition of ORT by mothers and health professionals. It also will lead to reduced medical care costs.
- Work through existing communications and distribution channels, including informal and traditional channels, to reach people.
- Maximize self-reliance on the part of mothers, families and communities.
- Build bridges to other elements of the society and economy by enlisting the support of educational, religious and commercial organizations.

The administrator pointed out that the control of diarrheal diseases is not only a major objective itself, but also is a means to revitalize and energize the entire health system. That corollary objective was the subject of the conference keynote address by Dr. Alfredo Bengzon, secretary of health of the Philippines.

"We have taken the opportunity to do battle against diarrhea as also an opportunity to combat in-

efficiency, laziness, corruption and a host of problems not unique to the health sector—but particularly dangerous because of the human lives that are involved," Bengzon said.

Bengzon described how the Philippines had put into effect a national plan to combat diarrheal diseases. A key element, he explained, is that it is broken down into regional plans and is designed to incorporate adjustments in policy and operational issues based on experience in the field.

Also important, he said, is that the plan is designed to build confidence in the use and application of ORT in clinics.

"We do not simply train health workers," Bengzon said, "we convert them to ORT. Our idea is to cast our trainees as pioneers bringing to their posts the blessing of ORT."

Another critical element, Bengzon said, is the linkage of the private professional sector and the medical community. The program emphasizes using communications as a key in diarrheal disease control.

"We see the control of diarrheal disease as a major objective," Bengzon said. "But we also see it as a means to revitalize, strengthen and energize the health system."

In his speech to conferees, Dr. Hiroshi Nakajima, WHO director-general, said, "Our main focus should be on building infrastructure so that it can support continued health development."

"If we are truly committed to primary health care, to infrastructure development, to sound health planning and to supporting national and community priorities, we will ensure sustainable programs and thereby increase child

survival and allow children to grow up healthy, so that they can reach their full potential and participate fully in social and economic development."

James Grant, executive director of UNICEF, discussed how ORT has given rise to what is becoming known as the "Child Survival and Development Revolution" that includes health processes such as ORT, growth monitoring, breastfeeding with proper weaning practices, and immunization.

Grant pointed out that while the lifesaving effects of ORT and immunizations have been significant, it also must be remembered that millions of children still die each year from diarrheal diseases.

"The capacity to save these lives is so clearly before us," he said.

"Gathered in this room are the world's leaders on this issue—this is our domain—our responsibility."

"Can we reach the unreached with this powerful low-cost intervention?" he asked. "Together, I think we can."

Dr. Michael Merson, director of WHO's Control of Diarrheal Diseases Program, discussed the effect that increased knowledge about diarrhea management has had in the past few years and what effect this will have if current trends continue.

He said the world's efforts to control diarrheal diseases are succeeding and should continue to do so. "Success will not only avert the deaths and improve the quality of life of millions of children; it will also strengthen the health infrastructure of many developing countries," Merson continued.

"But success will only be achieved if we give appropriate attention to the sustainability of program efforts as we approach the 1990s—the fitting theme for

ICORT III."

In his remarks, Dr. Mamdouh Gabr, former minister of health in Egypt, described how his country had increased its use of ORT from 44% in 1984 to 66% in 1988 by using ORT centers in health care systems and the important distribution role played by more than 6,000 private pharmacies.

"These, together with the 3,272 ORT clinics in health units, provide a distribution network within easy access to 98% of the population," Gabr said.

Panel discussions, which were led by prominent health figures from Liberia, Haiti, the Philippines, Peru and Kenya, Jamaica and Nigeria, also focused on ways to achieve sustainability. Each panel made specific recommendations to help accomplish that goal.

"These panel discussions and the recommendations are particularly significant because they were led by participants who have had real experience with ORT in their respective countries," said Suzanne Olds, coordinator of ICORT III for USAID. "These people also are the ones responsible for ensuring the sustainability of ORT programs in their countries."

Woods praised the collaboration between the government and private sector that has taken place in Egypt as well as in Mexico and Pakistan. He concluded by saying that it is most important to work hard to sustain and add to the accomplishments achieved thus far.

"We must use the methods we now have—recognizing that new tools will be needed as well," the administrator said.

"I believe this investment will pay off—for countries, for communities, for families, and, most important of all, for children. They are our future."

New Administration

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BAKER

environmental damage to continents and hemispheres far removed from the immediate disaster. George Bush has called for an international conference on global environmental issues. I believe the United States must lead this effort. We need to help foster a change of attitude, a reconciliation of the transcendent requirements for both economic development and a secure environment. As Treasury secretary, I pressed the multilateral development banks toward consideration of conservationally sound, sustained development and helped develop debt-for-charity swaps to aid conservation in developing nations. As secretary of state, I hope to build on this record.

Clearly, we face a formidable agenda as we attempt to deal with the contraries of our age. Yet, we start with the strong hand of a strong America. And we shall persist because we know that the stakes are very high.

In a few years, we could know whether a lasting constructive relationship with the Soviet Union is possible. Whether the world economy will progress. Whether our allies in Europe and Asia will look outward. Whether we can extend arms control and deterrence. Whether we can deal successfully with global problems like the environment, terrorism and drugs. Whether we can create the new frameworks for the

developing countries to move forward free of the curse of regional conflicts.

I am certain that a realistic American leadership can seize the opportunity and usher in a more peaceful and prosperous era. It is the chance to lift the shadow of struggle and to leave a better world for America that motivates me. That is why I am here today to seek your support. Together, and under the leadership of our President, we can do it.

WOODS

prise as these countries have known it and a free enterprise system—the kind of competitive economic system that encourages entrepreneurs to take risks and reap the rewards of their success.

Wherever barriers to economic participation and individual initiative exist, they hinder economic growth. Helping developing nations eliminate these barriers is part of our job.

Understanding, as we do, the crucial role that women play in the development process, we are working doubly hard to ensure that impediments to their participation in economic activities also are eliminated.

As our work in the developing nations demonstrates, economic incentives are essential for stimulating broad-based economic growth. Policies are not, however, the only factor that contributes to growth. Long-term economic success depends, in equal measure, on the investments nations make in their citizens.

For that reason, the Agency for International Development has long been involved in efforts to help developing nations improve the health, education and general well-being of their people.

To help protect and preserve the environment that we all share, increasing support is being provided to agricultural projects for activities that protect and enhance the natural resource base. Support for biodiversity is an increasingly important component of our work.

Economic development is not a short-term process. It takes more than the promise of policy reform and the start of a handful of well-meaning development projects to succeed. It takes staying power.

The projects and programs developing country governments and foreign donors initiate must be designed for the long term. The need to sustain social service programs is generally recognized. What is equally important, but not so obvious, is that the issue of sustainability is important for a wide variety of development programs.

As we work with developing nations to stimulate economic growth and to ensure that important services reach the people who need them most, we are ever-mindful of the hope of all Americans that, as these countries advance, they will become strong democracies.

We are convinced that there is a dynamic relationship between economic democracy and political democracy. The more nations do to involve their citizens in the economic growth process, the greater the stake in freedom those citizens acquire.

Development takes teamwork. The active participation of the American business community in development is essential. It can mean a better future—in every sense—for people throughout the world,” said Administrator Alan Woods in a recent speech before a U.S. Chamber of Commerce International Forum.

And many American businesses are participating in the teamwork that the administrator calls attention to in his speeches. Westinghouse Electric Corporation, headquartered in Pittsburgh, Pa., and America's 49th largest industrial corporation in terms of sales, has played a leading role in promoting economic growth in developing countries.

Long active in Puerto Rico, Westinghouse has opened several operations in the Dominican Republic in the last few years, providing jobs for hundreds of Dominicans in areas of high unemployment. The company is working with the U.S. government on the Caribbean Basin Initiative (CBI), Generalized System of Preferences (GSP), Industrial Free Zones and Twin Plants programs. It also has been involved with USAID's Energy Industry Review Group on Power Shortages in Developing Countries.

Stuart Simpson, director of international strategic resources at Westinghouse, says U.S. government policies helped his company decide to open plants in the Caribbean.

“CBI was identified as an opportunity that needed to be explored. Our group made an evaluation and identified very quickly some significant advantages to Westinghouse as a result of having the Dominican Republic as a manufac-

Teamwork Holds Key To Dominican Gains



Through the Caribbean Basin Initiative, Westinghouse has established manufacturing plants in the Dominican Republic, generating employment for Dominicans and producing quality products.

turing location,” Simpson says. “We made a very aggressive move, building four plants within a very short period of time, all of which are now operating.”

Westinghouse has been successful in promoting economic growth in the Dominican Republic. While locating operations in that country helps lower the company's costs of operation to make them more competitive, the overall effect has been to provide employment for the indigenous population of the Dominican Republic; introduce training and new skills to Dominican workers; and provide a beneficial amount of technology transfer that will help the

Dominicans with their future growth.

Simpson speaks highly of the workers' skills. “I see a high quality of development for the Dominican Republic,” he says. “First, we are building skills among the Dominican work force through our extensive training program. Second, we were one of the first companies to move into a Free Trade Zone, which is located in an area where the unemployment level was high. We have provided what we consider to be global quality work for people who otherwise would probably have been unemployed.”

And the arrangement has been

beneficial for Westinghouse as well, says Simpson. “The company's facilities, which began production in 1986, are at least equal to many of our facilities in the United States in producing quality products,” he says. “The employees we have hired there have proved to be very quality conscious and extremely productive. We have found that our experience in the Dominican Republic exceeded our initial expectations.”

In addition to providing training and employment to Dominicans working in Westinghouse plants, the company has worked actively with the Agency's Energy Industry Review Group to help alleviate serious energy shortages that could interrupt work production on the island.

In explaining the interaction between his company and USAID in the joint project, Simpson says, “USAID is a very important agency to us, and we would certainly like to have a good relationship with it. We have a particular interest in the private power issue because if there is one uncertainty in the investment climate in the Dominican Republic, it is the reliability and quality of the power supply.

“This is an issue of importance to Westinghouse and high on our priority list—both in support of the Agency and in support of our investments in the Dominican Republic. A lot of us are encouraged by the openness of the Agency to put this kind of review team into the field.”

In addition to working closely with the Agency on the Energy Industry Review Group and participating in the government-business partnership encouraged through the Caribbean Basin Initiative, Westinghouse also takes advantage of other important U.S. government policies to promote economic development and trade in developing countries.

The Dominican Republic is an eligible country in the U.S. Generalized System of Preferences policy, which provides duty-free access to U.S. markets for manufactured and semi-manufactured goods. By locating their plants in that country, Westinghouse is eligible for these preferences.

Westinghouse also takes advantage of the U.S. Industrial Free Zone policy. Free zones were established in which foreign and local manufacturers can set up production plants that benefit from major tax and import incentives. Free zone-based companies chartered outside the Dominican Republic such as Westinghouse receive exemption from all taxes.

“Administrator Woods has often emphasized that U.S. businesses and USAID share similar objectives. These objectives have successfully been put into practice in the Dominican Republic,” says Nancy Ellis, assistant to the administrator for international trade and investment promotion.

—Jeanne C. Guttman

DSP

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we have responded in a very positive way. We consider ourselves part of the development community, and the DSP has allowed me to view development at the macroeconomic level.”

An underlying objective of the program is to provide an atmosphere in which the participants can renew and reinvigorate their commitment to development. The chance to read, reflect and interact with their colleagues and other development professionals from the academic and economic communities for seven weeks is an important process for those who will move the Agency in new directions, according to DSP staff.

“It is the one opportunity, short of long-term training, for the mid-career person to get off the day-to-day escalator and think about what he or she has been doing,” says Rock.

Members of the Senior Executive Service (SES) and Senior Foreign Service also can benefit from this mini-sabbatical, Rock points out,

noting that a recent class included two deputy mission directors and members of the SES.

“It was academically and intellectually rejuvenating to have the opportunity to step back and see how the various components of development are interrelated,” says former DSP participant Joseph Lieberman, an economist in the Center for Development Information and Evaluation. “It gives you a chance to look at the big picture, not just your area of interest. And, as an economist, it was useful to get up-to-date on the latest thinking in the field as it applies to development.”

Michael Korin, acting director of the Bureau for Asia and Near East's Agricultural and Rural Development Division, attended the DSP following his return to Washington in 1986 after more than 21 years in the field.

“The DSP was an ideal opportunity to do some serious reading and reflection on my own career as a development specialist, in addition to sharpening my economic and analytical skills,” says Korin.

“Overseas it is difficult to keep

abreast of current development and policy thinking. Through the program's wide range of speakers, it also put me in touch with academics and researchers—relationships that are difficult to make and maintain while in the field.”

To help former participants continue to stay abreast of current development topics, the program recently introduced a series of graduate seminars. Future programs will include presentations by Vito Tanzi of the International Monetary Fund on the theory underlying the IMF's stabilization programs; John Mellor, president of the International Food Policy Research Institute, on ending world hunger; and economist Paul Streeten of Boston University's World Development Institute on development problems in the 1990s.

The next session of the Development Studies Program is scheduled for June 19-Aug. 4, 1989. The nomination deadline is March 14. For further information, contact Dorothy Young, PM/TD, (202)663-2330.