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Assistant Director John E. Roberts

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The Gambia Banjul
USAID Representative Jimmie M. Stone

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USAID Representative Mark G. Wentling

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Henry D. Merrill

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Sri Lanka Colombo
Director Peter J. Bloom
Deputy Director George Jones

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Deputy Director Steven P. Mintz
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Lawrence J. Ervin
USAID Representative/Khmer Affairs
William Brabah

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Yemen Sanaa
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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 Gerard Bowers

Paraguay/Uruguay Asuncion/ Montevideo
USAID Representative Peter R. Orr
(Front Lines, December 1988)

INTERNATIONAL ORGANIZATIONS

U.S. Mission to the United Nations
(including U.S. Secretariat, UNDP, UNICEF, UNCDF, UNFPA)
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Development Coordination Officer—A. Gordon MacArthur

U.S. Mission to the U.N. Food and Agriculture Organizations
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Attache for Development Affairs—David W. Joslyn

U.S. Mission to the Organization for Economic Cooperation and Development
Paris, France
U.S. Representative to the Development Assistance Committee—Martin V. Dagata

Office of the U.S. Executive Director to the Asian Development Bank
Manila, The Philippines
USAID Development Adviser to the U.S. Executive Director—Letitia E. Butler

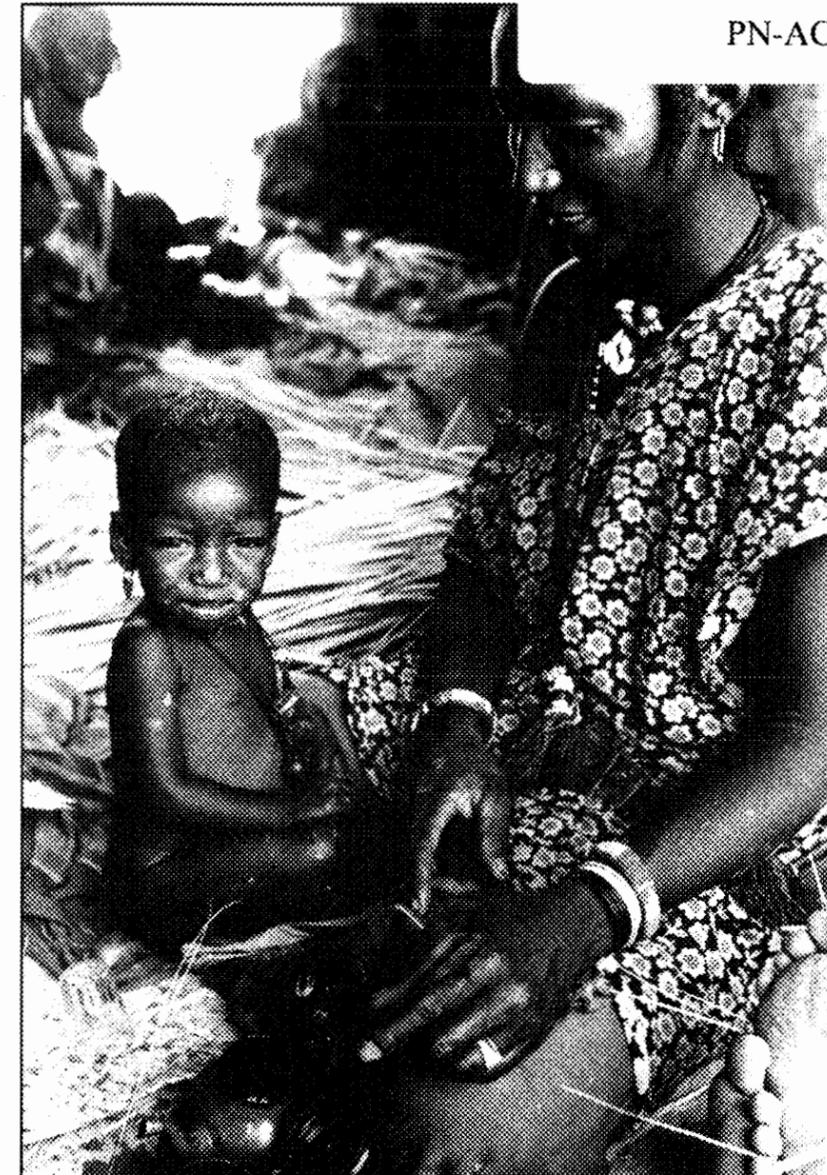
FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

DECEMBER 1988

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

PN-ACZ-568



Bush Signs Foreign Assistance Act

South Africa: Breaking the Barriers of Apartheid

Agency Emphasizes Minority Recruitment

Agency Steps Up Minority Recruiting Effort

by Daniel McLagan

Women and blacks have been on the periphery—if present at all—when analyses are made and decisions are reached on international issues. It is way past time to put a stop to that."

These words, spoken by Johnnetta Cole, president of Spelman College in Atlanta, Ga., drew applause from students attending USAID's Inaugural International Development Day held in October at the historically black women's college.

Cole was joined by Acting Administrator Mark L. Edelman, Mayor of

Atlanta and former U.S. Ambassador to the United Nations Andrew Young, Director of the U.S. Office of Personnel Management (OPM) Constance Newman, USAID Director of Personnel Laurance Bond and Acting Chief of Executive Personnel Management Carole Tyson at the event that was designed to attract female and minority students to careers in international development.

"I am convinced that the workforce of USAID...should reflect the face of the nation," said Edelman in his keynote address. "The best way to make that happen is to take advantage of the tremendous diversity of talent that comes from America's historically black colleges."

Edelman noted that he had been invited to join President Bush at a White House ceremony on the day of the Spelman event. When the White House learned of the conflict, they not only encouraged him not to change his plans but gave him a letter from the president to the students of Spelman. The letter



Mayor Andrew Young (from left), Acting Administrator Mark L. Edelman, Spelman College President Johnnetta Cole, Acting Chief of Executive Personnel Management Carole Tyson and Director of Personnel Laurance Bond discuss contributions minorities can make in USAID at the Agency's Inaugural International Development Day at Spelman in Atlanta, Ga.

encouraged the students to "learn more about USAID and the many exciting opportunities a career in government service offers—opportunities to realize your own dreams as

you help make a difference in the world."

The forum stressed to the students both their right and responsibilities to realize your own dreams as
(continued on page 4)

Economic Strategies Discussed

This year holds the potential to be a time that generations to come will look back to as the beginning of a new era—the year the irresistible will of freedom faced down the repressive regimes of communism." With these words, Acting Administrator Mark L. Edelman added his voice to those of national leaders and private citizens alike in praising recent changes in eastern Europe.

Edelman discussed the Agency's perception of these changes and their possible consequences for the spectrum of USAID development initiatives while speaking before the National Strategy Forum in Chicago Nov. 21. He said that 1989 will be remembered as "the year the nations of the East Bloc looked to the West for development assistance and democratic-style economic freedoms."

Edelman told the group about Lech Walesa's call for a "Marshall Plan-like" commitment to the Polish economy contained in the Polish leader's address to a joint session of Congress in November (Walesa is only the second foreign private citizen ever to make such an address). "I appreciate the timeliness of Walesa's address, not only for its historical significance, but also because by urging Congress to help support Poland's economic and political revolution with American dollars...Walesa may have helped to focus Congress' attention on... the issue of how and why America should spend taxpayers' money to help developing nations."

The answer, according to Edelman, is that it is in the self-interest of the United States to do so. He gave several examples of this, including:

- The United States ships 40% of its exports to developing nations;

(continued on page 4)

Bush Signs Foreign Assistance Act

Appropriations Total \$14.6 Billion

by Marianne O'Sullivan

Hours before Congress adjourned for the year on Nov. 21, President Bush signed the fiscal 1990 Foreign Assistance Appropriations Act (H.R. 3743). The occasion marked only the second time in eight years that a free-standing foreign assistance appropriations bill has been enacted.

The \$14.6 billion Foreign Assistance Appropriations Act provides fiscal 1990 funding for virtually all USAID programs except P.L. 480, as well as operating expenses for salaries, other administrative costs and payments for the Foreign Service Retirement and Disability Fund. In addition to bilateral economic assistance, the act funds multilateral economic assistance programs, military assistance for U.S. allies and export assistance for U.S. businesses.

Although most of the foreign aid funding measure had been supported by the administration and had received strong bipartisan support in both the House and Senate, its road to enactment was unusually rocky. The bill was the last of the 13 required appropriations bills to be passed by Congress, and its fate remained clouded until shortly before it was signed into law.

In the three weeks before Congress adjourned, negotiations between Congress and the administration were intense. The House-Senate conference—in which differences between the House and Senate versions of the bills are

ironed out—required four sessions spanning nine days to resolve the 295 items in disagreement.

The bill originally produced by the conferees (H.R. 2939) was vetoed by the president, marking the first time that a free-standing foreign aid funding bill had been vetoed. That veto was triggered by Congress' insistence on earmarking \$15 million of the Agency's population planning account for the U.N. Fund for Population Activities (UNFPA) and controversial language regarding the leveraging of foreign aid funds. Unable to override the president's veto of the UNFPA earmark, Congress deleted that provision in the final version and substituted compromise language on the leveraging issue.

Several other features of the bill proved to be contentious, including the conditioning of military aid to El Salvador, the appropriate mix of military-assistance loans and grants and the level of funding set aside for security and military assistance funds.

The root of many funding problems lay in the shortfall between the House and Senate foreign operations subcommittees' budget allocations compared to the administration's foreign assistance request. As a result of this shortfall, the bill as enacted was about \$500 million below the administration's foreign assistance request. Commenting on the funding dilemma, Sen. Patrick Leahy (D-Vt.), chairman of the Senate Appropriations Subcommittee on Foreign Operations, compared the situation to

"putting seven pounds of sand in a five-pound bag."

Moreover, the surge of support for such new foreign aid programs as Poland, Hungary and global warming initiatives, with their strong domestic constituencies, suggests that some traditional aid recipients will continue to be squeezed as Congress tries to allocate a deficit-driven budget to fit emerging new priorities.

In the end, most foreign aid accounts were reduced 0.43% from appropriated levels to cover costs associated with the increased funding for anti-narcotics legislation. Additionally, some foreign aid accounts were cut up to 1.4% from their sequestration base to meet the Gramm-Rudman deficit targets for 1990.

Notwithstanding the increased competition for scarce foreign aid funds, however, both the House and Senate foreign operations subcommittees again signaled their strong support for USAID's development assistance (DA) programs. The enacted bill reflects that support.

The act appropriates \$1,235,121,000 for the traditional functional developmental assistance accounts, an increase of \$40 million above the request level. Funding increases were provided to the agriculture, population planning, private sector, environment and energy accounts. The full request level was given to the Health, Child Survival Fund, AIDS, and Science and Technology accounts, but the Education Account was reduced.

(continued on page 15)

Jamaica Recovery Aided

The Jamaican economy is pulling out of a long-lived downward slide caused by the declining fortunes of its mining and agricultural industries. Its economic security was damaged further by the arrival in September 1988 of Hurricane Gilbert. The hurricane disrupted communications, power, water supplies and agriculture and did the island nation's tourist economy no good, either. Damages were estimated as high as \$1.5 billion.

The Agency responded with \$2.8 million in disaster relief and followed that with a \$55 million emergency rehabilitation program designed to restore essential services and help provide the materials and supplies needed to put the country on its feet again. Another \$10 million was added in fiscal 1989, and additional economic support funds were made available.

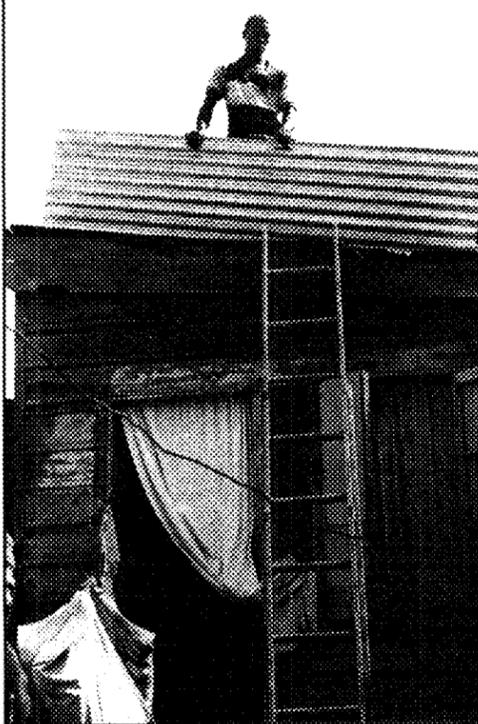
In the process of rebuilding damaged services and facilities, USAID also is helping the nation develop a stronger private sector economy. Part of the \$350,000 grant awarded this year to small-scale banana farmers will finance technology transfer and training aimed at improving production and management practice among members of the All-Island Banana Growers' Association.

The focus of the program will be on farmers in the parishes of St. Mary, Portland and St. Thomas, where the Jamaican government also is targeting much of its own efforts. "Assistance under this grant will be complementary to the government's programs," Deputy Mission Director Myron Golden told *The Daily Gleaner* in Kingston.

Small farmers and craft workers in St. Thomas also are benefiting from a \$300,000 small business assistance grant.

Other ongoing projects, although not related directly to disaster relief, have been helping the Jamaicans recover. Perhaps one of the most important is the Inner Kingston Development Project.

Also, a recent signing for \$600,000 represents the first installment of a \$3 million project for technical support and planning for low-income shelter and urban services that will help poor Jamaicans who were particularly hard hit by the storm.



As part of a USAID-funded hurricane relief program, a worker repairs a damaged roof.

Whistleblowers Protected

A federal employee who calls attention to illegal or unethical activities has received some new protections and new avenues for redress under the 1989 revisions to the Civil Service Reform Act.

The Whistleblower Protection Act of 1989, which became effective in July, expands employees' rights of appeal against adverse personnel actions taken in retaliation against disclosures of unsafe, unethical or unlawful activity.

The new law formalizes the administrative separation between the Merit Systems Protection Board (MSPB) and the Office of Special Counsel, which had been in effect as a practical matter since 1974, says William Cinnamon, director of legislative and public affairs for Special Counsel Mary Wieseman. But it also provides employees who feel they have been the object of whistleblower retaliation with another avenue for redress.

The law expands whistleblower protection in other ways. It raises the burden of proof that agencies

must meet to justify personnel actions against whistleblowers, it eliminates the need to prove that a supervisor intended to retaliate against a whistleblower in taking an adverse personnel action, and it prohibits supervisors from threatening personnel actions in retaliation for whistleblowing activities or for exercising a right of appeal.

The law permits employees who believe they are the victims of retaliatory personnel actions to request a stay of the action from the MSPB, and it permits agency heads to grant preferential status for transfers or reassignments to employees found by the MSPB to have been the victims of retaliatory personnel actions.

For information about whistleblower protection or to file a complaint concerning prohibited personnel practices, contact the Office of Special Counsel at (202) 653-7188 or 1-800-872-9855. The office also maintains a whistleblower hot line at (202) 653-9125 for employees who want to make disclosures.

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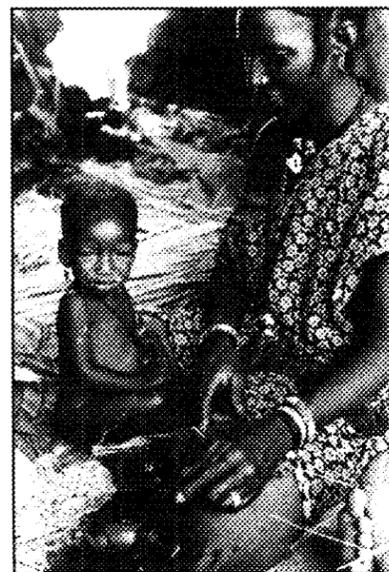


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Cover Photo: USAID's portfolio of development assistance programs includes child survival, one of the many areas in which the Agency is working to improve the quality of life for the people of developing countries. Last month, President Bush signed the fiscal 1990 Foreign Assistance Appropriations Act, which will fund USAID programs including, among others, health, private sector development and child survival. See story on page 1.

Uncovering the Inspector General's Office

by Clyde Linsley

It is popularly believed that, of all the omens of doom—a telegram from your black sheep nephew, a letter from the IRS—a visitor from the Office of the Inspector General ranks high on the list. As Professor Harold Hill once said in a slightly different context, if the auditor is waiting in the outer office, “You got trouble, my friend.”

Inspector General Herbert Beckington does not entirely agree with this commonplace assessment. On one hand, trouble is his business. But on the other hand, the Office of the Inspector General isn't supposed to be the enemy of the Agency or its managers.

“This office is intended to be helpful to the Agency,” says Beckington. “But having said that, it's also charged with identifying areas and instances of vulnerability, whether they be mismanagement or outright criminality, such as fraud. And those things do turn up in our programs, particularly in those countries that have histories of corruption or where Agency managers are stretched thin.

“We have a few more resources than we had a few years ago, but even so, our capabilities are limited,” adds Beckington. But we know what the Agency is doing, and we know where it is doing it, and when we build an audit program, we deliberately try to deal with areas where we believe there are problems.

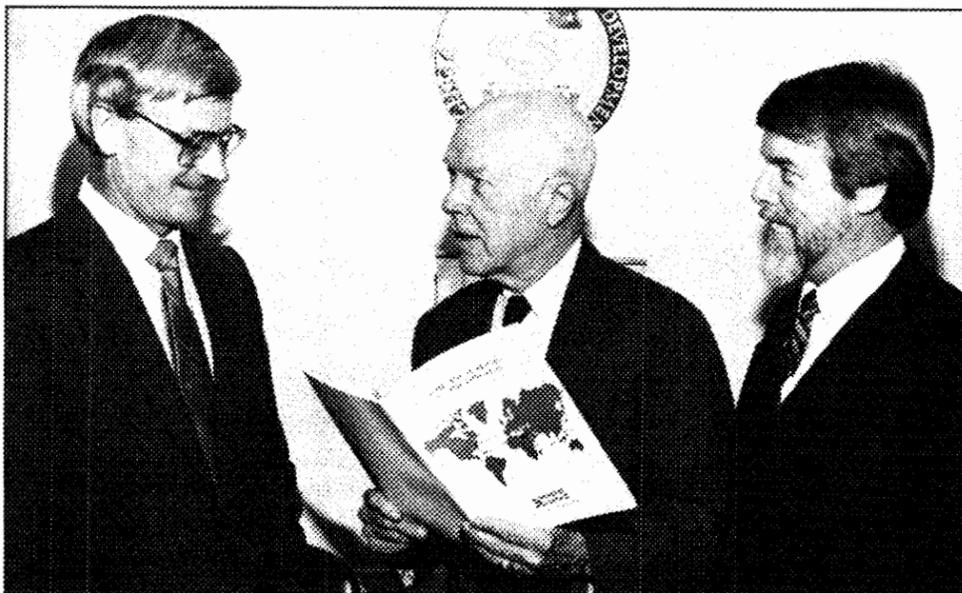
“So if there are people in the field who operate on the theory that, when the IG shows up, trouble follows—well, I suppose it does happen.”

The Office of the Inspector General is a strange beast. Created by Congress in 1978 as an oversight office in a handful of Cabinet-level agencies, the concept spread quickly through the government until nearly every agency had its own. Congress established the Agency IG office in 1981.

“The challenge that faces the Agency's managers is an extremely difficult one by federal government standards,” says Beckington. “This is the only agency of the federal government whose programs are all located outside the United States. It's an extremely vulnerable agency.”

“We've been on record for several years in the belief that USAID is overworked and understaffed,” says Deputy Inspector General James Durnil. “With more than 2,000 projects, and more coming all the time, that's one project for every other employee.”

As originally envisioned by Congress, the inspector general lives in the world but is not of it. Although the IG's staff is housed in Agency quarters, it operates on a separate budget, hires its own people and keeps its own legal counsel. Moreover, the inspector general must maintain a split



(from left) Deputy Inspector General James Durnil confers with Inspector General Herbert Beckington and Assistant Inspector General for Investigations Gene Richardson on the I.G. office's most recent report to Congress. In fiscal 1989, I.G. audits recovered or deobligated about \$54 million.

personality, reporting not only to the administrator but to Congress.

At USAID, the relationship is slightly more complex than at other federal agencies for here the office also performs the internal security services that would normally be handled by the management office. Employee identification passes, background security investigations and building security overseas are all part of the duties of the IG.

The inspector general's primary duty, however, is to conduct audits and investigations and to carry out fraud prevention programs. To do this, it employs a staff of auditors and investigators in Washington and in six regional offices around the world: Cairo, Dakar, Manila, Nairobi, Singapore and Tegucigalpa. Employees in the Cairo office concentrate entirely on programs in Egypt; auditors and investigators in the five remaining offices fan out through their regions.

Most IG staffs in the government consist primarily of auditors—up to 75% government-wide. Because the USAID inspector general also has responsibility for security, the ratio of auditors to the rest of the staff is somewhat lower. Nevertheless, auditors make up more than half the IG's workforce at USAID.

In fiscal 1989, the IG's audit office issued 134 internal audit reports of its own and processed 333 reports performed by outside auditors. The audits identified about \$236 million in Agency funds that should be deobligated, reprogrammed, or “put to better use.” About \$54 million was actually recovered or deobligated and about \$14 million more was awaiting collection or deobligation, the office reported.

Routine audits sometimes lead to something bigger. If an audit turns up evidence that criminal activity may be involved, the case is handed off to the investigations division, whose employees are trained in the rules of evidence, the arts of surveillance and interrogation and other

criminal investigatory skills. In fiscal 1989, the office says its investigations resulted in 13 convictions or confinements, 81 disciplinary or administrative sanctions, savings of \$2,456,415 and recovery of nearly \$1 million.

One of its more noticeable recent successes was the 1988 arrest of William Burns, a 26-year employee, who siphoned off more than \$1.2 million in surplus travel funds for his own use. The embezzlement came to light during a routine security check, when an IG investigator noticed that Burns appeared to be living well beyond his means as a mid-level financial management specialist. The investigation included videotapes showing Burns making financial transactions at an automated teller machine using a fictitious name and culminated in a conviction.

Although considerable effort is devoted to saving the government money, sometimes the function of the IG's office is purely preventive. When Congress authorized \$47.9 million in assistance to Nicaraguan democratic resistance forces in Honduras, for example, it set aside \$17.7 million for humanitarian purposes and assigned USAID the task of administering it—a necessary but thankless task and one

fraught with considerable peril.

The last time humanitarian funds had been provided to the resistance, in 1986, funds were administered by the State Department; the General Accounting Office later reported that the department had not established adequate control procedures and that some funds were misused.

This time, the Office of the Inspector General was called in at the outset to monitor the process and ensure that the assistance funds went where they were supposed to go.

“Ambassador Woods was in here the next day (after USAID received authority) asking for monitoring,” says Beckington. “But this Agency, which didn't want the responsibility in the first place, has not had any scandals. After 18 months of operation, there have not been any instances of significant abuse.”

With the power to look under rugs comes the potential for adversary relationships between the IG's office in the field and the mission directors with whom they must work. Durnil says, however, that the office's relationships with missions is generally “quite good.”

“There are some areas where mission directors tend to personalize the relationships with auditors, on a case-by-case basis,” he says. “It's an understandable reaction. Our Agency lives by an EER (Employee Evaluation and Review) process, where a person is paid or promoted directly from the EER, and they may honestly believe that a bad audit is going to have an impact on their rating.”

“We're very much aware, individually and as an organization, that the role of the IG as established by the statute means that there's always a potential for a strong adversarial relationship with the Agency,” Beckington says.

“The principal way we try to deal with it is to insist upon the highest degree of professionalism on the part of our people. We don't get involved personally. We're always civil.”

“We think the same kind of approach should be present on the management side of the relationship,” Beckington says.

Dangerous Job

Employees on the IG's staff are subject to the same hazards as any other federal traveler, a condition made worse by the fact that employees in IG regional offices spend more time on the road than most federal workers.

On Oct. 21, three auditors from the Honduran office were returning from an assignment in Costa Rica aboard a Tan Sahsa flight bound for Tegucigalpa when the plane crashed in the mountains 10

miles from its destination.

Two of the auditors, audit manager Robert Hebb and Rolando Barahona, a Foreign Service National auditor who had been with the Agency since 1963 (and with the IG's office since 1984), were among the 131 passengers who died in the crash. The third, Eugene Van Dyke, deputy regional inspector general for audit, was taken to the Army Burn Unit in San Antonio, Texas, where he remains in serious condition.

Personality Focus

Ray Randlett

by Clyde Linsley

After a stint in the corporate front office, Ray Randlett is back at his old stand. Having spent 12 years at Allied-Signal, Inc., first as director of legislative and regulatory affairs in the company's Washington, D.C. office and then, from 1985 on, as director of public policy issues in the corporation's Morristown, N.J., headquarters, Randlett is once more dealing with Capitol Hill as assistant administrator of the Bureau for Legislative Affairs.

Dealing with Congress is something he knows how to do. He's done it a lot.

"I've spent more than 20 years working with Congress," Randlett says. "Most of that time was in Washington as a corporate lobbyist."

There are similarities between the job of a corporate lobbyist and that of a congressional liaison officer in government, but Randlett says there are also significant differences.

"The corporate lobbyist's primary duty is to see that Congress accepts the client's position on legislation," he says. "It's a lobbying function. On the other hand, we in the Agency are forbidden by law to lobby. The congressional liaison officer's job is to see that both sides understand each other and are talking to each other."

Randlett's lifelong interest in politics and government began while he was still in college in Pennsylvania and hasn't flagged since.

A native of Pittsburgh, Randlett spent his high school years at the Milton Hershey School in Hershey, Penn., a school created by the visionary candy maker to provide an education to children who had lost a parent.

After high school, Randlett attended junior college in Hershey, and it was there that the political bug bit him.

"In my sophomore year, I chaired a group in Pennsylvania called the Intercollegiate Conference on Government," he says. "I became chairman of the state convention of about 50 colleges, and that piqued my interest."

In his junior year, Randlett transferred to the American University in Washington, where he enrolled in a combined degree program that permitted him to work toward a bachelor's degree and a law degree more or less simultaneously by taking his first year of law school as undergraduate electives.

"My junior year was a very hectic year," he recalls. "I had to go 21 hours one semester and 18 the next." The program is no longer offered.

While in law school, Randlett began working for Rep. James

Battin (R-Mont.). Then, four days out of law school, Randlett received his draft notice. He served two years in the Army, including a tour in Vietnam as senior adviser to a five-man advisory team that lived with Vietnamese in villages only about 10 miles south of the demilitarized zone.

"Our mission was to train the lowest-level army troops who defended their individual villages," Randlett says.

"We would move to a new hamlet each week and teach them such things as how to take care of their rifles—they were just getting new M-16s at the time.

"We taught basic hygiene, and in addition, we provided back-up support so there would be an American on the ground when the North Vietnamese would attack."

On returning to civilian life, Randlett took a lobbyist job with PPG Industries, the paint and windshield people. It was, he says, an exceptional opportunity, especially considering how early it came in his career.

"Most young people don't come directly into a large corporation's Washington office and run it. It was a two-person office—just me and a secretary. I was able to develop a great deal of experience on the job.

"They hired me because of the circumstances—they needed somebody right at that time with my background—to assist their director, who was in Pittsburgh [the home office]," Randlett says. "But as it turned out, he didn't get to Washington very much, so I wound up doing the job pretty much alone."

In 1973, with Gerald Ford in the White House, Randlett decided it was time to get some experience in the executive branch. He elected to acquire it at the Department of Labor.

"I worked there four years, first as liaison to the Occupational Safety and Health Administration and then with the Employment and Training Administration and the Bureau of International Labor Affairs." It was at about this time that he also made the acquaintance of Alan Woods, who became deputy director of presidential personnel at the White House in 1974. They remained personal friends, and it would be Woods who later persuaded Randlett to come to USAID.

In the meantime, Gerald Ford was defeated for election, and Randlett went to work for Allied Chemical, which now is known as Allied-Signal. Starting in the corporation's Washington office, "doing primarily tax work," Randlett later moved to the corporation's headquarters in New Jersey as director of public policy issues.

Then Alan Woods started calling.

"It wasn't the international component (of the USAID position) that we talked about the most,"



Ray Randlett: "Our job is to see that both the Agency and Congress understand each other."

Randlett says. "It was the service component.

"He (Woods) felt strongly the need for rewriting the Foreign Assistance Act to make it work more efficiently," Randlett says. "He felt that the Agency had an important role to play in helping developing nations achieve true success.

"I hadn't been looking necessarily to come back to government, but I was interested in doing something that had more of a public service component to it. Alan impressed me with the useful and important

role that this Agency is performing. "Alan convinced me that this was a very exciting place to work, and he was right. I'm enjoying it immensely."

Randlett agreed to take the assistant administrator's job in January, and he worked in the office as a consultant until his confirmation came through.

Randlett and his wife, Catherine, have moved back into the same building they lived in during their previous time in Washington and are settling in and getting together with old friends. "It's a pleasure getting back," he says.

Although he hasn't had a lot of leisure time in recent years, Randlett enjoys scuba diving. When he moved to New Jersey with Allied-Signal, he also took up Tae Kwon Do. He has since gone on to earn a black belt.

"I haven't had much chance to draw lately, but in the period after (President) Ford lost, I found myself taking an unexpected sabbatical, during which I did a lot of sketching," he says. A series of his sketches of the C&O Canal now hang in his office.

On the opposite wall hang two pens sent to Randlett by President Ford. They commemorate the signing of the Unemployment Compensation Amendments of 1976 and the Emergency Jobs Programs Extension Act of 1976, two bills Randlett worked on during his previous government service.

Randlett is looking forward to having pens for members of his staff to hang on their walls once Congress finishes rewriting the Foreign Assistance Act. "That's something to work for and look forward to," he says.



SRI LANKA PRESIDENT HONORS BLOOM

Sri Lanka President Ranasinghe Premadasa (left) honors Mission Director Peter Bloom with a surprise gift and "high tea" ceremony at the presidential palace on the director's 50th birthday. The president said that the gesture was his way of expressing appreciation for Bloom's leadership in the donor community and his quest to keep Sri Lanka's multidonor reconstruction and development programs on track. Bloom noted that the unexpected act of goodwill by the president was symbolic of the friendly nature of the people and culture of the island nation.

Private Sector Joins Family Planning Effort

During the last three years, USAID has saved about \$1.1 million in commodity costs in five countries—Brazil, Dominican Republic, Ecuador, Indonesia and Peru—where contraceptive products are currently available through social-marketing partnerships with the commercial sector.

The for-profit private sector, in fact, is becoming an increasingly active partner in providing family planning services as a result of several innovative projects supported by the Agency's Directorate for Population (S&T/POP).

"Projections over the next 20 years show that the need for family planning will exceed the resources available from such traditional sources of support as governments and donor agencies," says Duff Gillespie, Agency director for population. "The for-profit private sector, with its sizable resources and infrastructure, can be a powerful tool in meeting service demand."

A greater private sector role in family planning will benefit companies, consumers and donors alike, says Gillespie. Companies with an active family planning program can realize cost savings and enhanced employee health that can translate into increased profits. Recipients may find better access and lower product costs as overall prevalence

technical assistance to carry out the services. To date, 36 companies in nine countries have invested resources in family planning programs for employees and dependents as a result of TIPPS business analyses.

In Peru, for example, a TIPPS survey showed that 86% of the wives of miners employed by the Milpo Mining Company, a privately owned mining concern, do not want more children, yet only 16% of these women are using an effective method of contraception. At Milpo's request, TIPPS analyzed the cost-benefit impact of providing an integrated child survival program including family planning, oral rehydration therapy, immunization and treatment of acute respiratory infection. The analyses indicated a potential demand for family planning among employees. Milpo also would enjoy major cost savings through the introduction of services that would improve health in the mining community and help reduce fertility to desired levels.

The analyses projected that benefits, in terms of cost reductions to the company, would begin in the second year of the program, and savings would reach \$31,900 in the sixth year. TIPPS found that integrating family planning services into the company clinic through a



A woman receives family planning counseling in El Salvador. The need for family planning soon will exceed the resources available from such traditional sources of support as governments and donor agencies.

62,000 current clients. This will result in annual payments from CIMAS of about \$45,000. Additionally, beneficiaries who now rely on other sources are likely to switch to the national council as a result of the CIMAS decision.

If other medical aid societies follow suit, the national council would receive \$118,000 in reimbursements for serving 21,000 clients. Shifting these family planning users from government-subsidized to self-supporting services will reduce the costs for public sector systems, which currently provide services to nearly 90% of users in Zimbabwe.

TIPPS also organizes regional conferences to disseminate project results on a large scale. Participants include government officials, private sector health managers, insurance company executives, union leaders and major employers.

The S&T/POP-supported Enterprise program takes another approach to involving the private sector in family planning. The program was initiated in 1985 under the management of John Snow Inc., a health management consulting firm. Its objectives are twofold: to increase the involvement of for-profit companies in delivering family planning services and to improve the efficiency and effectiveness of private voluntary organizations (PVOs) in providing family planning services. To date, the program has initiated projects with mines, factories, banks, insurance companies and parastatals in 27 countries.

In Indonesia, the P.T. Gamay Djaya factory, largest optical factory in the country, requested assistance to establish an on-site family planning clinic for its 1,300 workers and their spouses. Enterprise assisted the clinic for two years. The company then assumed

full financial responsibility for its continued operation. P.T. Gamay Djaya has expanded its services under its own auspices to include both family planning and complete primary care.

Enterprise also taps service providers that haven't been fully used in the past, such as pharmacists, midwives and physicians. In Ghana, Enterprise has brought midwives more fully into the delivery of family planning services by training them in business skills and expanding their role to include family-planning counseling and contraceptive distribution.

"A major objective of our activities with non-governmental and private voluntary organizations is to assist them in diversifying their income base in order to move toward sustainability," says Catherine Fort, deputy director of evaluation for the program.

As Enterprise enters the final year of its five-year contract, effort is being given to evaluating projects and to learning from past experience. "I fundamentally believe that it's possible to privatize family planning services and that privatization is a good way to augment the level of family planning services in a country," adds Fort. "We are leaving something behind that will continue." The lessons learned from Enterprise and TIPPS will be applied to the development of a new private sector project, which the Directorate for Population will develop in 1990.

Building demand and distributing low-cost contraceptives through commercial channels is the mandate of the Social Marketing for Change (SOMARC) project. Initiated in 1984, SOMARC complements other family planning efforts in 17 developing countries by initiating new partnerships with the private sector to reach the low-income target audience.

Commercial organizations in at least six countries are now providing reduced prices to consumers for high quality contraceptives," says SOMARC Director Santiago Plata of the Futures Group, the marketing and management consulting firm that coordinates the project for USAID. "Generally, the markets in these countries are not big volume markets, so the pharmaceutical companies charge higher prices for their contraceptive products. As SOMARC helps increase the market size with advertising and promotion, companies agree to lower their price, which makes the product more accessible to our target audience."

In the Dominican Republic, ProFamilia, an affiliate of the International Planned Parenthood Federation (IPPF), has an agreement with a local pharmaceutical distributor. The agreement enables Profamilia to reduce the price of the top quality, low-dose oral contraceptive by 50%, making it accessible to

(continued on page 13)

"Our aim is to increase the allocation of private sector resources for family planning. A greater private sector role in family planning will benefit companies, consumers and donors alike."

of contraceptive use grows. Shifting costs from the public sector and donor community to consumers and companies also contributes to the development of sustainable family planning programs.

"The private sector stands to play an increasing and catalytic role in providing family planning services on a sustainable basis," says Dawn Liberi, chief of family planning services in the Office of Population.

S&T/POP's Technical Information on Population for the Private Sector (TIPPS) project encourages private companies in developing countries to invest in family planning and maternal/child health care for their employees.

"Our aim is to increase the allocation of private sector resources for family planning," says Don Harbick, vice president for international programs at John Short and Associates, the international health care and management consulting firm coordinating the project. TIPPS uses employee surveys and cost-benefit analyses to demonstrate to companies the financial and health benefits for their business and work force. TIPPS recommends a service-delivery strategy and provides

specially created family planning and child survival unit would be the most cost-effective means of service delivery.

The program began in February 1988. Today, a full range of maternal and child health and family planning services are provided at the clinic and through outreach programs. "Since that time, other mining companies in Peru have become very interested and involved," says Harbick. "Some are looking at the Milpo model, and a number are setting up their own services."

In Zimbabwe, CIMAS, the largest medical aid society in the country, reimburses its 155,000 members for family planning services provided by the Zimbabwe National Family Planning Council. CIMAS's decision to include family planning as a reimbursable benefit was based on a business analysis conducted by the TIPPS project. Other medical aid societies, including BankMed and the Public Service Medical Aid Society, are expected to follow CIMAS and introduce coverage for family planning services.

The CIMAS decision is expected to result in reimbursements for about 8,000 of the national council's

Guatemalan Wool Profits The Highlands

by Arleen Richman

Arturo Rodriguez owns 10 sheep. Like many of the 30,000 subsistence farmers in the western highlands of Guatemala, he also raises corn on his three acres of land, along with a few pigs and chickens. Until recently he sold the unwashed, low-grade wool—his only source of cash income—to a middleman for the equivalent of about 25 cents a pound.

Three years ago, Rodriguez and other area farmers were invited to a meeting organized by the Foundation for the Integrated Development of Socioeconomic Programs (FUNDAP). This private, non-profit organization works with the Guatemalan Ministry of Agriculture, Livestock and Feed to promote economic development. At the meeting, a representative explained that with USAID assistance, the foundation would carry out a five-year program to improve the quantity and quality of wool produced in the *altiplano* (highlands) of Guatemala.

This year, Rodriguez received 65 cents a pound for the wool he sheared from his four new sheep crossbred sheep, a 62% increase over the old price. He was able to sell the wool directly to Capuano Industries, the area's major manufacturer of woolen products. The crossbred already are yielding two to three times the amount of wool produced by the native sheep, and further increases are expected over time. Sheep producers no longer need to rely on the middleman; they sell their wool directly to the factory or to "buy and sell centers," which they control. Rodriguez believes, "This is just the beginning of prosperity for Guatemala's *altiplano*."

Appropriate Technology International (ATI) worked with the foundation and USAID to help design the Momostenango Regional Wool Products Processing Project that has introduced improvements in all segments of the wool industry from sheep breeding to product marketing. Named for the town that is the regional wool marketing center, the project is part of the Guatemala mission's first private-sector initiative, which led the mission to establish its private sector office in 1987.

When the project began, the sheep in the area were Creole types, descendants of the original milk sheep brought to colonial Guatemala by the Spaniards. Because of inadequate breeding management, care and nutrition through the centuries, the sheep have lost most of their milk production potential, and the wool they produce is of poor quality and quantity.

Rodriguez and the other farmers were told that in time they would be able to improve their flocks by breeding their best ewes with imported Corriedale rams, especially selected for their wool quality and adaptability to the tough highland conditions. Wool from crossbred sheep would be longer, denser, finer and more uniform and would better meet the needs of local spinners and weavers, who were being encouraged to produce export-quality artisan textiles.

At technical assistance centers being established under the project, the sheep producers are trained in improved husbandry techniques and shearing practices and have access to veterinary assistance, improved seeds for pasture and other services to increase and improve wool production. By the time this endeavor ends in 1992, sheep

producers benefiting from the project are expected to increase their incomes by 500%.

Guided by the foundation and by the Ministry of Agriculture, the sheep farmers have organized a regional association that is seeking agreements for bulk sales to wool buyers. A similar association recently was created in another mountainous region of Guatemala; the goal eventually is to unite the two into a national sheep producers' association.

Last spring, on the Day of the Ram, sheep farmers in the San Marcos area mated their ewes with the Corriedale rams for the first time. Now, instead of permitting year-round random breeding and lambing, rams are joined with ewes in January or February. The ewes then lamb in June or July, when pasture growth is ample. Such practices have increased production substantially and reduced lamb mortality from 50% to 10%.

Roberto Sanchez, one of the sheep farmers in the San Marcos area, says his crossbred three-month-old lambs are nearly as large as their mothers. He also is enthusiastic about the education and technical assistance he is receiving at the Technical Assistance Center. "For example," he

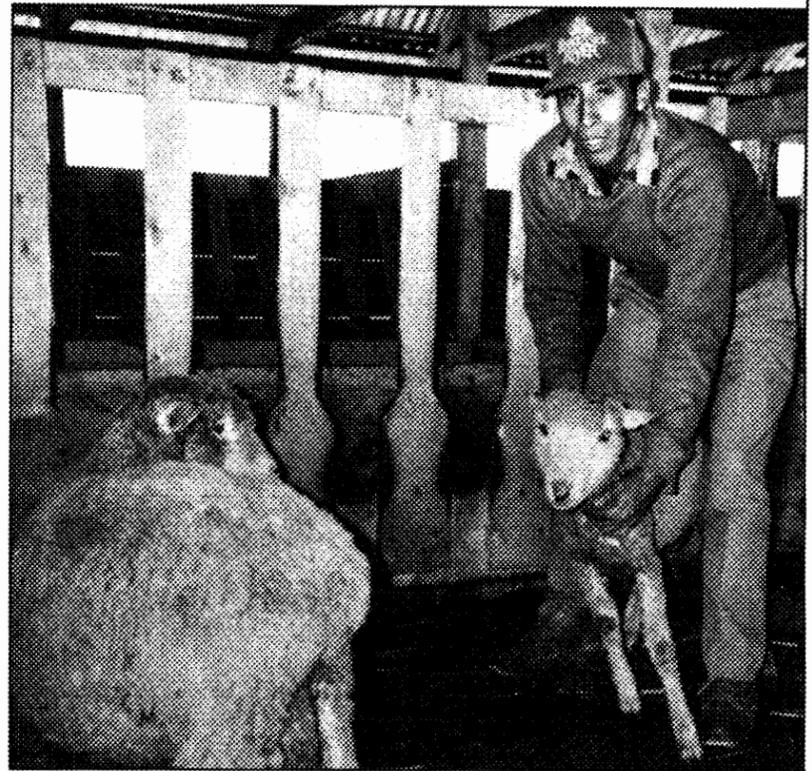
says, "a few of us learn the new shearing method and then we teach the others... we all are learning together what we couldn't learn alone."

With the introduction of movable corrals (fences), sheep producers and their children no longer have to follow their flocks. By rotating the locations of the corrals, the scarce pasture is put to better use. The sheep farmers and their families now have time for other productive activities, and many men and women are learning to knit and crochet. The farmers are proud of the sweaters, scarves and horse blankets they are making. Children no longer have to tend the flocks all day and now go to school—some for the first time.

Sanchez, Rodriguez and other sheep farmers throughout the *altiplano* are eager to discuss the improvements introduced by the project. With sheep fenced, farmers have easy access to organic fertilizer for their crops. Improved varieties of forage are being tested under an agreement with the Agricultural Science and Technology Institute. The availability of improved feed and veterinary services is helping farmers upgrade sheep husbandry. Farmers also look forward to the construction of their first centralized wool-washing facility, which they will own and operate. After the new washing technology is introduced, the cleaner, less-compacted, less-greasy wool should command even higher prices.

By July, 2,000 sheep producers were benefiting directly and indirectly from training and assistance provided by 14 technical assistance centers and three experimental sheep stations owned by the Ministry of Agriculture and operated with technical support from the foundation. Some farmers own 40 to 50 head of sheep, and the wool produced by these animals is their primary source of income. Others, like Rodriguez and Sanchez, raise fewer sheep and engage in mixed subsistence agriculture. By 1992, about 3,000 farmers, who own 50,000-60,000 sheep, are expected to be part of the program.

About 40% of the wool produced in the highlands is purchased by the approximately 2,000 artisans who live in or near Momostenango. Another 40% is sold directly to the Capuano factory; the remaining 20% is kept by the sheep



Sheep farmers in the altiplano are eager to discuss improvements introduced through the Guatemala mission's Momostenango Project, which covers all segments of the wool industry from sheep breeding to product marketing.

producers to make blankets, scarves and sweaters for their families' use. Most of the weavers and spinners agree that the overall quality of available wool has improved over the past year.

The foundation staff realized that the artisans were ready to assume greater responsibility for their own textile industry and helped them incorporate the Artisans' Cooperative two years earlier than originally planned. About 140 weavers and spinners, organized into 19 groups, are members of the newly formed cooperative. In addition to the materials bank, the cooperative owns a dyeing laboratory, a showroom at Momostenango and a school that teaches design, weaving, spinning and dyeing techniques.

ATI will continue to provide technical assistance to introduce improved carding and spinning technologies, which should further improve the quality and quantity of the textiles. The foundation will act as an adviser to the cooperative for 10 years.

Handcrafted wool products have long been appreciated by textile experts but have never before been available in the quantities produced under this project. At a recent sheep and wool festival in Maryland, more than \$3,000 worth of the Guatemalan crafts were sold in a day and a half, a good indication of their acceptance in the U.S. market. During 1988, about \$41,500 worth of the textiles were sold. For the first five months of this year, sales revenues amounted to \$35,000.

Julio Xalac is eager for the market to expand because with the increased availability of good wool, he and his family probably can double the number of blankets they now weave. He and his eldest son weave while his wife and other two children spin the yarn. He attributes his recent increase in orders to the new designs and dyes he is using and the classes he has taken in design, yarn selection, dyeing and quality control at the school operated by the Artisans' Cooperative. He sells the blankets directly to the cooperative and is happy that he no longer has to sell to the middleman. Before the project, he claims to have earned a net profit of \$3-4 a week; now he earns \$5-\$6.50. He expects his profits to increase as the number of orders he fills goes up.

The extra money Xalac earns goes to buy corn and beans for his family to supplement what is grown on the family plot and to buy clothes for his three school-age children. Ana Xalac says she expects her children to complete primary school, a "luxury" neither she nor her husband had.

Richman is ATI's communications manager.

Mission of the Month

USAID in South Africa

The South African situation is unique. Apartheid defines almost every aspect of life for the black majority. Apartheid ensures that black education is markedly inferior, that black economic opportunities are limited, and that basic human rights are denied.

In part, because of this when USAID began its assistance program in South Africa, U.S. credibility among significant elements in the black community was low.

"Many groups refused to talk to us," says Mission Director Dennis Barrett. Although many recipients still prefer to keep their USAID connections quiet, the mission now receives more than 25 letters each month requesting aid. "That tells us that we're knocking on the right doors and shaking the right hands," says Barrett.

Although in place only since 1980, the USAID program in South Africa is one of the largest in Africa, funding

a range of activities at a cumulative level of \$93 million. Mandated first by the President's Executive Order of 1985 and then by the Comprehensive Anti-Apartheid Act of 1986, USAID

provides funding for education, human rights activities, black private enterprise and labor, and community leadership and development.

"Unlike other USAID programs, the focus of the South African program is fundamentally political: to hasten the end of apartheid and to prepare blacks for a leadership role in a post-apartheid, democratic South Africa," says Barrett. "Defining this focus in more specific terms is perhaps the biggest challenge facing mission staff."

"For the program to have impact, it must be focused on bringing about change—change in the social and political structures and change in the way people look at themselves and their futures," says Barrett. "Doing this while working within existing apartheid structures is a tricky business. Every day we operate here, we're challenged to find creative ways to do this."

Responding to the political and development problem in South Africa is a challenge for which there are no easy or established guidelines. Every request for aid must be examined anew and evaluated within the complicated web of community needs and black political and social priorities.

"We're breaking new ground," says Wendy Stickel, deputy director. "There is no development discipline to guide us."

For Stickel, one of the more rewarding aspects of the program is the unique opportunity it provides to support South Africans directly responsible for development and change in South Africa. "And the caliber of people we're working with is outstanding," she says. "They have tremendous commitment and are gifted in terms of both talent and courage."

The USAID mission staff is small, with only nine professionals handling over 300 management units (individual activities such as grants or projects), one of the highest staff-to-project ratios in the Agency.

Also unique to the South African program is its relationship—or more accurately, its non-relationship—with the government. USAID activities are, by law, conducted without any government involvement and are often openly at odds with South African government policy.

Supporting human rights activities, for example,

is not popular with the government. "We are definitely a thorn in the government's side," says Barrett. "But we think they choose to tolerate us because of the development contribution we're making."

USAID education programs, for instance, have provided more than 1,200 disadvantaged South Africans with scholarships for study at both American and South African universities. A recent evaluation showed that virtually all have been successful in completing their degrees. And of those who have returned to South Africa, 95% are employed and a majority are involved in some form of community service.

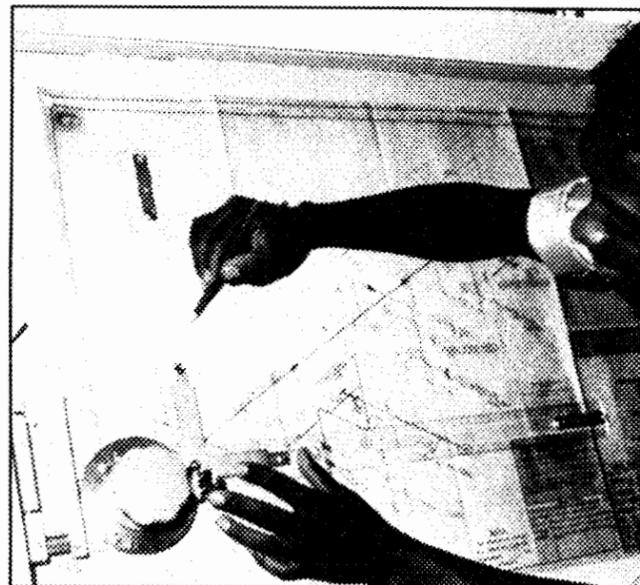
According to Denny Robertson, director of the education program, "These are the people who will be shaping the future of South Africa. We are providing a future generation with an educational background they otherwise couldn't have."

A more difficult problem is the poor quality of black education at the primary and secondary levels. Black education is characterized by per-student expenditures that are one-fifth those of white students, class sizes three

times those of whites, and more than 70% of teachers lacking minimum credentials. Since the school boycotts and riots of 1976, education has been both the catalyst for and focus of black protest.

The needs of black people in this area are vast and cannot be met solely through USAID funding. The mission supports a range of activities intended to improve educational opportunities, including skills upgrading for teachers, preschool education, adult literacy courses, development of non-racial curricula and community-based "alternative schools."

These alternative schools are being developed by



Gaining new skills through Agency programs help better jobs.

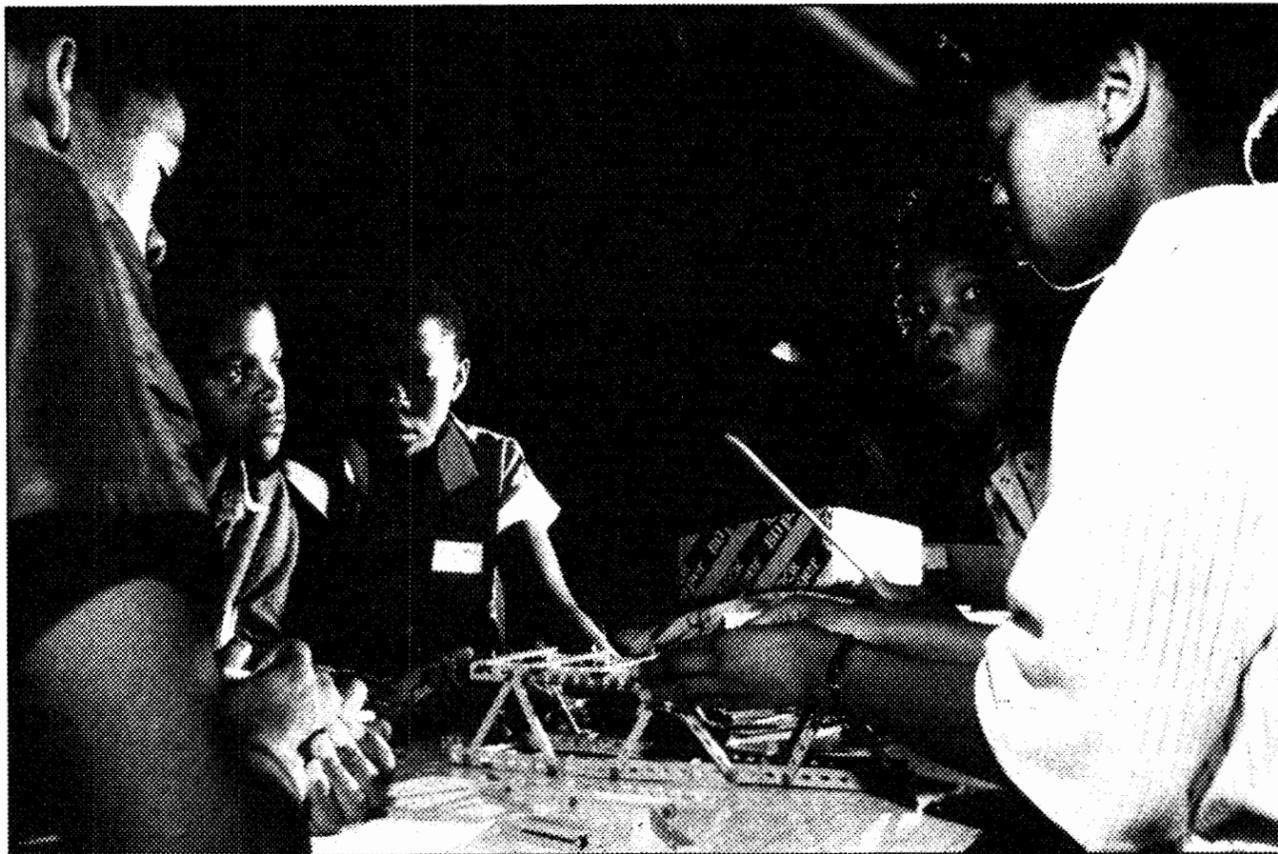
black parents and educators in answer to the government's failure to provide a decent education for black children. USAID funds 12 of these schools, including one called EPC—Educational Programmes Centre.

"We are creating an atmosphere at EPC that is learner-centered and allows growth for the students," says EPC director and founder Bernadette Mosala. "In the government schools there is little interaction between teacher and student. Students are spoon-fed information they are expected to learn by rote."

Mosala and others are experimenting with radically different curricula and teaching methods, pilot programs that will influence the structure of education in a post-apartheid South Africa. The students are enthusiastic. "We are taking responsibility for our own education," says one. "In the townships, students are dominated by fear. Here, the teaching is better, and the relationships with the tutors (teachers) are better."

Many young people question openly U.S. government policy toward the South African government. But at EPC a group of students expressed appreciation of the U.S. government support for their school. "You are giving us the strength to carry on," one student says, and his opinion is echoed by several others.

The USAID activity with perhaps the greatest symbolic influence is the human rights program. It



Young South Africans enrolled in Protec, a non-formal career development program, study engineering and technology. Because education for blacks in South Africa is of such poor quality, the mission supports a range of activities intended to improve their educational opportunities.

seeks to aid community-based and other groups to challenge apartheid with greater confidence and competence. Representative grantees include advice centers, which inform people of their civil and legal rights and advises workers on labor-related matters; human rights advocacy groups, including community groups resisting enforcement of the Group Areas Act; and groups providing support to detainees and ex-detainees.

Another goal of the program is to improve the ability of human rights groups to use the legal system to resist apartheid-related repression. Emphasis is placed on legal assistance for the defense of political prisoners and detainees and support for legal aid clinics in the black townships. USAID also is seeking ways to increase the availability of

legal services in rural areas to assist black farm workers, perhaps the most disadvantaged group in the South African community.

According to Peter Olson, director of the Human Rights program, "Many cases are won, providing important concrete benefits to those whom apartheid has taught have no rights. While such cases are not always won, they have become an important forum for anti-apartheid activists, who in the absence of a fully free press, have no other public platform to describe the realities of life in the townships under police occupation or to voice their grievances."

Economic development is another critical area and a central reference point for the USAID program. Through its private enterprise development project, USAID is funding activities that promote black participation at a variety of levels of the South African economy.

According to Chris Merklung, who directs the project, one problem is the need to work through intermediaries and not directly with the black businesses themselves. Says Merklung, "We work through black business support organizations for two main reasons. First, it is in keeping with the mission's policy of developing black institutions to control the process of change. Second, USAID has neither the administrative nor the technical capacity to evaluate the hundreds of direct requests for credit and technical support from black businesses."

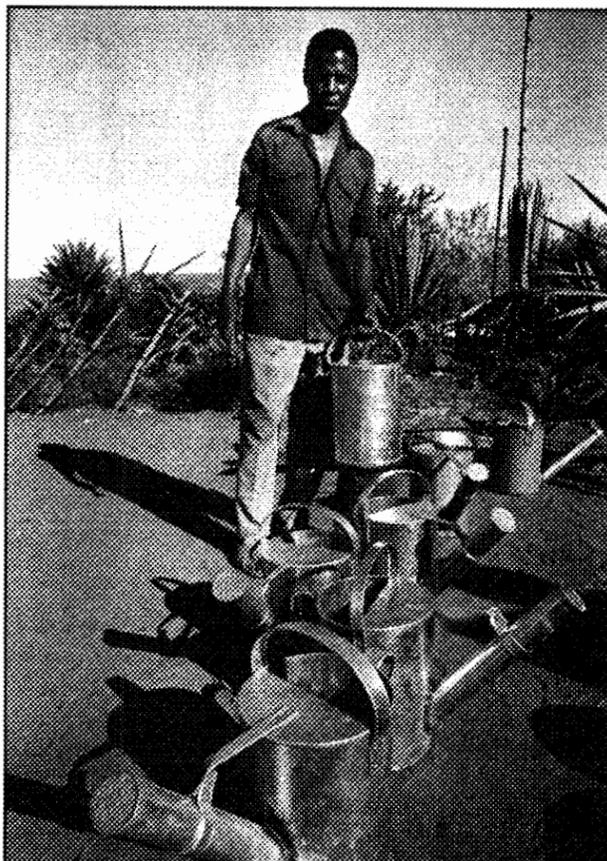
"The challenge is in trying to ensure that USAID investment in the intermediary institutions translates into real reform and support for the black business person," he adds.

One project assists small enterprise development in black communities. Through a black-owned and -directed, non-profit organization called Get Ahead, USAID provides funding for a variety of creative programs, including mentoring, fronting for blacks in areas where laws prohibit them from trading and providing loans to business people lacking credit.

In black townships and rural communities throughout the country, Get Ahead provides small loans to people, mostly women, operating small businesses. The loans are made through traditional *stokvels*, small groups of friends who pool their money in a kind of voluntary savings plan.

Based on trust and peer pressure among the members, the *stokvel* loan program has been amazingly successful. Members pay an interest rate of 32%, which is well above the prime rate that banks charge, but far lower than local money lenders, the only other available source of credit. The program is operating at a recovery rate of 98% and on its way to becoming self-sustaining, at which time the interest rate may drop.

Other USAID activities assist black entry into the mainstream economy and strengthen black business advocacy groups, including a scholarship program for black women accountants. Of 11,000 chartered accountants in South Africa, only 25 are black and only four are black women. A prototype post-graduate training program in accounting will



Watering can manufacturer George Makunyane has received assistance to expand his business through the mission's Black Private Enterprise Development Project.

provide scholarships for 20 black women who have demonstrated superior competence and potential at the undergraduate level.

A particularly effective vehicle for promoting and strengthening black business has been USAID's policy of using local black professional services to meet its own consulting needs. An estimated \$1 million in contracts has been awarded, directly and through grantees, for feasibility studies, financial management services, sector assessments and other assignments that have been carried out by predominantly black-owned South African businesses. "This has meant not only a healthy increase in their business income, but also exposure to a wider range of professional challenges than they would have gotten from local clients," says Merklung.

Support for South African trade unions, which have become perhaps the most powerful and effective anti-apartheid force in South Africa, is another key element of the USAID program.

Channeled through the AFL-CIO's overseas institute, the African-American Labor Center, fund-

ing is provided for a comprehensive range of direct and indirect assistance to black South African trade unions.

In the black community, political and economic power are seen as equal and mutually supporting goals. The labor sector's importance in both spheres gives it particular significance.

Community development and action is also a key issue in the anti-apartheid struggle. According to Cecily Mango, director of USAID's Community Outreach and Leadership Development (COLD) project, "Blacks in South Africa have been denied control over their own lives. Running a community organization provides them the training and experience needed to make decisions about their lives, and it provides a rare, practical experience in democratic process that their own political system has long denied them."

Like all the USAID programs, extensive consultations with black community leaders ensure that the projects funded are community priorities. Funded groups include a church-based service and training center, which sponsors a wide range of community initiatives from forming consumer credit unions to establishing a publishing house for women writers to fighting for the rights of squatters and the homeless.

A Careers Centre in Soweto, the huge black township outside Johannesburg, is another USAID recipient. The centre provides training and career counseling to black youth, including English language upgrading, assertiveness training and job seeking skills.

Lawrence Mekela is a graduate of the Careers Centre training program. Although he graduated from high school, his teachers told him that he didn't have the potential to go on to a university. At the Careers Centre, he was encouraged to believe in himself. "I found I had potential, that I had talents I didn't know about," he says. Two years ago, at age 23, Mekela improved his school exam scores and was accepted into a bachelor of commerce program at the University of South Africa.

The challenges facing the USAID program are many—from government-imposed laws, regulations, detentions and the State of Emergency to suspicions and political divisions within the black community, which discourage acceptance of U.S. funding. The USAID program thus strives for a flexible approach capable of responding to changing circumstances.

"I really think we're making a difference," says Barrett. "We're offering some hope to black South Africans and paving the way to a more humane and just post-apartheid society."

—USAID/South Africa

Agency Initiates Hiring Freeze

A temporary freeze on hiring and personnel expenditures has been announced by Acting Administrator Mark Edelman as a means of conserving the Agency's operating funds.

"The freeze applies to all new employees, new appointments of experts and consultants and a number of other personnel expenditures.

Edelman said, in a Dec. 1 memo, that the freeze is required as a result of the "critical nature" of the funding levels in the Agency's operating budget. He said the action was taken in an effort to avoid "drastic action" affecting the Agency's existing work force. The freeze will be reviewed within the next two months when, Edelman said, the Agency should be in a better position to "assess our human resource needs."

"My intent is to take responsive action now in order to avoid greater problems for the Agency later this fiscal year," he said.

The freeze, which took effect immediately, affects new direct-hire appointments for Foreign Service, Foreign Service Nationals, General Schedule, GM, AD, Schedule C or prevailing rate

employees, in all competitive, non-competitive, temporary and excepted positions, part-time positions and individuals detailed to the Agency under the mobility provisions of the Intergovernmental Personnel Act. The Office of the Inspector General is exempt from the freeze.

Requests for exceptions to fill critical vacancies will be reviewed jointly by the director of personnel and the deputy assistant administrator for program and operating expense budgets.

Existing commitments to job candidates will be honored. Potential hires, where no commitment has been made, can proceed "up to the point of obtaining appropriate clearances but no further."

Foreign Service assignments will not be affected. Neither will general schedule promotions, lateral reassignments, awards or performance bonuses. Also, part-time employees will be permitted to convert to full-time "in order to take full advantage of the skills of our existing workforce," Edelman said. Conversions to or from Foreign Service and the General Schedule will be considered on a case-by-case basis.

MS Ousts SER

The Bureau for Management has changed its operational title to the Bureau for Management Services (MS) and abolished the SER Directorate. It is rumored that the Agency's policy of actively recruiting women and reducing discrimination in the workplace is the primary reason for MS replacing SER.

Although Michael Doyle has been designated as the assistant to the administrator with John Owens as his deputy, insiders speculate that the bureau will actually be run by MS/MS (the Office of Management Support).

Other key players in the new bureau will likely be MS/IRM (Office of Information Resources Management), MS/MO (Office of Management Operations), MS/OP (Office of Procurement), and MS/PPE (Office of Procurement Policy, Planning and Evaluation Staff).

Acting Administrator Mark L. Edelman expressed his support for the change and added that "the Mission of the bureau will remain the same."

Bookkeeper Sentenced

A former bookkeeper for a private voluntary organization was sentenced Nov. 16 to serve 41 months in prison for embezzling \$340,000 from a grant provided by USAID.

The bookkeeper, Tara Gloria Lewis, 41, of Columbia, Md., also received three years' probation and was ordered by U.S. District Judge June Green to do 200 hours of community service.

The funds were taken from a grant to the Consortium for International Cooperation in Higher Education (CICHE) to train county extension agents and to develop and test educational materials for youth groups such as the 4-H.

Lewis, who pleaded guilty Sept. 20 to wire and bank fraud, obtained the funds by forging signatures to checks and bank wire authorizations.

CICHE is an organization of six higher education associations headquartered in Washington, D.C. Lewis was employed by one of them, which was responsible for financial management of the grant on behalf of CICHE.

The CICHE grant totaled \$1,088,749 to be expended in cooperation with the extension services of the University of Georgia, Michigan State University, Utah State University and the University of Rhode Island.

The problems with the grant were discovered during an annual review by the Bureau for Food for Peace and Voluntary Assistance, which administers the grant program. The subsequent investigation was conducted by the Office of the Inspector General with the Federal Bureau of Investigation.

USAID BRIEFS

Agency Employee Honored

The Center for Development and Population Activities (CEDPA) presented Keys MacManus its 1989 Leadership Award last month. The award recognized MacManus for "her tireless efforts to improve the well-being of Third World women and their communities through the promotion and expansion of family planning programs."

MacManus, who retired from the Agency this fall after 29 years of service, worked on family planning initiatives throughout her career in positions in the Office of Population and in missions in Indonesia, Vietnam, Egypt and Nigeria. She helped design the \$100.5 million Family Health Services Project in Nigeria that generated widespread support for family planning among Nigerian policy makers and contrib-

uted to USAID's population assistance program in Africa.

Now deputy executive director of the Board for International Food and Agricultural Development, MacManus also has received three Presidential Meritorious Awards and the Population Institute's Distinguished Service Award.

CEDPA, a non-profit organization that conducts management training programs for development professionals, works with its graduates in their countries to train women and to design and carry out projects in family planning, nutrition, health, and income generation. The organization's Leadership Award recognizes individuals who have made outstanding contributions to the fields of population and women in development.



Mission Director to Nepal Kelly Kammerer (signing), Congressman Richard Durbin (D-Ill.) (from left), U.S. Ambassador to Nepal Julia Chang Bloch and Nepali Ambassador Mohan Man Sainju attend a signing ceremony marking the announcement of a \$3 million grant to support efforts to slow deforestation in Nepal.

Philippines to Get \$25 Million

In conjunction with the state visit of Philippine President Corazon Aquino, the United States and the Philippines signed a Memorandum of Understanding pledging the east Asian nation \$25 million.

The funds will represent the first allocation of U.S. aid under the Multilateral Assistance Initiative, an effort by the United States and more than 20 other countries and international lending institutions to promote sustained economic growth through the private sector in the Philippines.

The funds will be used to design and engineer studies of telecommunications, transportation, energy

and other infrastructure projects. They also will be used to conduct feasibility studies for joint-venture investments by private U.S. and Philippine firms.

Mark L. Edelman, acting administrator, called the memorandum "the beginning of a new chapter in our bilateral relationship that will open the door for the private sector to move ahead under the Multilateral Assistance Initiative in support of Philippine development."

During the Nov. 9 ceremony, Edelman signed for the United States and Philippine Secretary of Finance Vicente Jayme signed for the Philippines.

IN MEMORIAM

E. SUZANNE BLEVINS

E. Suzanne Blevins, an International Development Intern program analyst, died Oct. 31 in the Philippines. She was 38.

Blevins joined the Agency in 1987 as a program analyst for the Women in Development Office. Within a year, she entered the IDI program and was transferred to the Philippines. From 1984-86, she worked with the Peace Corps.

Blevins is survived by her father, Ralph Blevins, two sisters and a brother. Condolences may be sent to her father at 10901 Swansfield Road, Columbia, Md. 21044.

ROGER MIERAS

Roger Mieras, an Agency retiree, died Sept. 26, nearly a year after having suffered a massive stroke. He was 56.

Mieras joined the Agency's predecessor organization in 1959. He was chief of the printing branch in the Bureau for Management Operations at the time of his retirement in 1989.

Mieras is survived by his wife, Mary Ellen, and two sons. Condolences may be sent to Mrs. Mieras, 6824 Murray Lane, Annandale, Va. 22003.

ROBERT STANDLEY

Robert R. Standley, a retired Foreign Service officer, died Nov. 7. He was 77.

Standley served as the director of the Food for Peace Office in Brazil from 1967 to 1976. Before joining the Agency, he worked for the Peace Corps in Ecuador and Brazil.

Standley is survived by his wife, Dorothy, and three daughters. Condolences may be sent to Mrs. Standley, Route 1, Box 28A-1A, Meadows of Dan, Va., 24120.

Scholarship Deadline Nears

Applications for the 1990-91 AAFSA/AAFSW Scholarship Program are now available for dependent children of career American Foreign Service personnel.

For applications and information, call, FAX or write to Cristin Springet, AFSA Scholarship Programs Administrator, 2101 E Street, N.W., Washington, D.C. 20037, (303) 338-4045, FAX number (202) 338-6820.

The deadline for completion and return of applications is Feb. 15, 1990.

IG HOTLINE

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

RETIRED

Robert Craig, PPC/CDIE, program officer, after 24 years
Marvin Hurley, ANE/TR/HR, education development officer, after 21 years
Selma Jackson, M/SER/MS/OM, overseas property management specialist, after 21 years
Louis O'Connor, COMP/FS/R/AIDW, engineering officer, after 10 years
Therrelle Scott, M/SER/IRM/SM, secretary typist, after 10 years
Gertrude Sliifkin, PFM/PM/FSP/RSS, supervisory personnel management specialist, after 26 years
Years of service are USAID only.

MOVED ON

Monique Lisa Bishop, COMP/CS/COOP
Lisa Jeanne Brasacchio, MS/OP/TRANS
Wayne Brough, AFR/DP/PAR
Sally Bryant, ANE/TR/HR
Michael Chinn, LAC/CEN
Pamela Dickerson, Ghana
Margaret Fallon, RDO/Caribbean
Judy Greene, COMP/CS/YOC
Bobby Hampton, PFM/PM/PCF/PMC
Kelli Herbert, S&T/FA/AGR/AP
Dorothy Hooker, S&T/HP/POP
Ricky Ricardo Majette, AFR/TR/HPN
Tina Mitchell, LAC/EMS
Duanevett Lynn Pannell, COMP/CS/COOP
Valerie Peltekian, IG/PSA
Sharon Price, S&T/HP/POP/CPS
Sarah Quinn Rasberry, XA/PL
Geoffrey Rohrbacher, COMP/CS/COOP
Monica Smith, AFR/MGT
Carolynn Sutton, LAC/SAM
Macaian Thompson, Egypt
G.D. Trussell, AA/PRE
Denise Ann Urs, Bangladesh
Tangela Wilkes, COMP/CS/YOC
Josephine Williams, EOP/OD

PROMOTED

Annalisa Alford, S&T/MGT, clerk typist
Tonya Archie, S&T/FA/AGR/EP, clerk typist
Gloria Bowman, ANE/PD, secretary typist
E. Lewis Conner, Ecuador, supervisory financial management officer
Eirdis Davis, PFM/PM/LM, accountant
Paul Davis, Honduras, program economics officer
Elizabeth Donargo, AFR/TR/PRO, clerk typist
Umeki Gray-Thorne, LAC/EMS, administrative operations assistant typist
Jacqueline Hannon, PFM/PM/A, secretary typist
Joyce Hopkins, IG/RM/PFM, budget assistant
Renee Yvette Howell, SCI/OD, program operations assistant
Terri Jackson, ANE/TR/ARD/APA, clerk typist
Crystal Jefferson, COMP/CS/COOP, student training typist

WHERE? IN THE WORLD ARE USAID EMPLOYEES

Gwendolyn Johnson, FVA/FFP/LAC, clerk typist
Florine Jones, PFM/PM/OPA, operating accountant
M. Cary Kauffman, PFM/PM/TD/AST, supervisory education development specialist
Joan King, PFM/PM/P/SM, supervisory financial management specialist
Wanda Lewis, ANE/PD, general business specialist
Patricia Liefert, COMP/CS/COOP, program analyst
Rebekah Locklear, LAC/DR/RD, secretary typist
Jocelyn Machinist, ANE/MENA, secretary typist
Jerry Manolatos, IG/ADM, administrative officer
Jan Miriam Mozee, LAC/DR, administrative operations assistant typist
Beverly Nelson, PPC/PDPR, secretary typist
Lisa Ortega, COMP/CS/COOP, student training (computer)
Sterling Persons, M/SER/OP/COMS/M, international trade specialist
Trisa Randall, PFM/PM/P/PPB, payroll clerk typist
Scott Smith, PFM/PM/A/PNP, accountant
Joan Swann, M/SER/PPE/PE, procurement assistant typist
Shirley Toth, S&T/EN/EY, program analyst
Joseph Vaughn, COMP/CS/COOP, student training procurement/contract
Doretta Willingham, ANE/MENA/YO, secretary typist

REASSIGNED

Anne Aarnes, Pakistan, population development officer, to supervisory health/population development officer
Gary Adams, Pakistan, supervisory special projects officer, to supervisory special projects officer, COMP/FS/MEDL
Annalisa Alford, S&T/MGT, clerk typist, to PRE/I
William Anderson, M/SER/IRM/WS, computer systems analyst, to computer programmer analyst, M/SER/IRM/SM
Kevin Armstrong, El Salvador, population development officer, to supervisory health development officer
Ivan Ashley, AA/MS, deputy assistant to the administrator for management, to deputy assistant to the administrator for management services, COMP/CS/DS
Ravinder Aulakh, Bangladesh, program economics officer, to PPC/CDIE/DI

Kraig Baier, El Salvador, supervisory housing urban development officer, to supervisory general development officer
Tom Bebout, COMP/FS/R/AIDW, controller, to project development officer, PPC/PDPR/SI
Margot Biegelson, Zimbabwe, IDI program, to program officer
Anatole Bilecky, M/SER/OP/COMS/O, commodity management officer, to supervisory commodity management officer, M/SER/OP/COMS/T
Agnes Braddock, M/AAA/SER, secretary stenographer, to AA/MS
Lois Bradshaw, COMP/FS/R/AIDW, population development officer, to health development officer, S&T/HP/H/HS
Detra Elizabeth Britt, PFM/PM/CMP/CGLC, clerk typist, to secretary typist, PRE/PD
Lawrence Brown, Thailand, supervisory private enterprise officer, to supervisory project development officer, Egypt
James Burke, M/AAA/SER, program analyst, to program analyst, AA/MS
Richard Byess, Mali, project development officer, to program officer
Elizabeth Anne Carter, OIT/PETA, program analyst, to program analyst officer, S&T/FA/AGR
Andrea Chambers, PRE/H/UPP, clerk typist, to secretary typist, PRE/H/O
E. Lewis Conner, Ecuador, IDI financial management, to supervisory financial management officer
Linda Cope, M/AAA/SER, program analyst, to AA/MS
Thomas Crawford Jr., Dominican Republic, IDI agricultural development, to agricultural development officer
Angela Rena Crews, SDB/OD, clerk typist, to PPC/MFI
Chivon Davis, PFM/PM/FSP/CD, clerk typist, to payroll clerk typist, PFM/PM/P/PPB
Paul Davis, Honduras, IDI economics, to program economics officer
Valerie Dickson-Horton, Mali, program officer, to deputy mission director, Niger
Mary Ann Epley, Yemen Arab Republic, supervisory executive officer, to executive officer, Zambia
C. David Esch, COMP/FS/ENTRY/T, human resources development officer, to Pakistan
Dana Fischer, Haiti, IDI education, to program officer, AFR/SWA/REGL
Phyllis Vernell Free, M/AAA/SER, administrative operations assistant, to AA/MS
Leopoldo Garza, LAC/DR/EST, human resources development officer, to supervisory general development officer

Earl Gast, IG/RIG/I/W, inspector, to project development officer, ANE/PD/MNE
Mark Gellerson, Pakistan, IDI economics, to program economics officer
Alan Getson, AFR/PD/CCWA, project development officer, to supervisory project development officer
Dale Gibb, Morocco, supervisory health population development officer, to COMP/FS/R/AIDW
James Grossmann, Honduras, supervisory private enterprise officer, to Thailand
Sonia Hammam, PRE/H/UPP, housing urban development officer, to supervisory housing/urban development officer
Harriet Harley, PPC/PB, secretary stenographer, to administrative operations assistant typist, PFM/PM/FSP/A
James Harmon, Zambia, commodity management officer, to project development officer
Anne Heard, El Salvador, IDI administration, to supervisory executive officer
Robert Hellyer, Morocco, agricultural development officer, to project development officer, AFR/PD/CCWA
James Hester, LAC/DR/EHR, environmental protection specialist, to LAC/DR/E
Deborah Ann Hymes, ANE/EMS, secretary typist, to administrative operations assistant typist
William Jeffers, ANE/PD/SA, project development officer, to supervisory project development officer
David Lee Johnson, MS/IRM/PE, management analyst, to program analyst, AA/MS
Harry Johnson, Swaziland, deputy mission director, to deputy director, AFR/EA
Susan Kakesako, LEG/PD, legislative program specialist, to congressional liaison officer, LEG/CL
Sheryl Helen Keller, Bangladesh, IDI (health, population, nutrition), to population development officer
Joel Kolker, RHUDO/Kenya, IDI (housing, urban development), to housing urban development officer
Kenneth Lee, PFM/PM/LM/GP, clerk typist, to PFM/PM/A
Emily Leonard, LAC/CEN, program officer, to supervisory general development officer, Honduras
Edvard Markeset, COMP/FS/R/AIDW, engineering officer, to project development officer, LAC/DR/CEN
Irma Marshall, PFM/PM/EPM, personnel staffing specialist, to personnel staffing specialist recruitment, PFM/PM/RS
Andrew Maxey, Honduras, agricultural economics officer, to supervisory agricultural development officer
Tracie McCreary, PRE/PD, secretary typist, to FVA/FFP/AFR
Ann McDonald, ROCAP, special projects officer, to supervisory general development officer
David Miller, AA/AFR, special assistant, to international cooperation specialist, AFR/SA/BLS
Vicki Lynn Moore, COMP/FS/ENTRY/T, legal adviser, to legal officer, Egypt

(continued on page 15)



The General Precepts for the Agency's Foreign Service Selection Boards encourage selection boards to prepare letters for rating and reviewing officers who merit commendation. When appropriate, letters commending Unit Review Panels also are encouraged.

"Congratulations to all those who received letters for a job well done," said Laurance Bond, director of the Office of Personnel Management.

Listed below are the Rating/Reviewing Officers (and Unit Review Panels) who received commendation letters from the 1989 Foreign Service Selection Panels. The number in parentheses notes the number of letters received from the particular board.

SENIOR FOREIGN SERVICE CONSOLIDATED SELECTION BOARD

Carol Adelman, Richard K. Archi, Robert N. Bakley, Henry H. Bassford (2), Peter Benedict, Ambassador James Bishop, Richard F. Bissell, John S. Blackton, Walter Bollinger, Janet Breslin, Roger D. Carlson, Ambassador Elinor G. Constable, Charles E. Costello, Ambassador Carl Cundiff, Garber A. Davidson, Ambassador Willard De Pree, J. Mark Dion, Ambassador Charles F. Dunbar, William Fuller (8), William R. Furtick, Ambassador Robert S. Gelbard (2), Frederick E. Gilbert (5), Myron Golden, Robert Halligan (2), Ambassador William C. Harrop, John F. Hicks, Ambassador Richard Holwill, George F. Jones, William R. Joslin, John W. Koehring, Ambassador John E. Kordek, George Laudato, Sen. Patrick Leahy, Alexander R. Love, David N. Merrill, John E. Mullen, Bruce J. Odell, John A. Patterson, Carol A. Peasley, Neal Peden, Ambassador Robert H. Pelletreau Jr., Ambassador Vernon Penner Jr., Dale Pfeiffer (2), Ambassador James D. Phillip, Lewis P. Reade, Thomas H.

F.S. Officers Merit Commendations

Reese III (2), William Stacy Rhodes (2), Ambassador Mary Ryan, Edward L. Saiers (6), Frederick W. Schieck (6), Kenneth H. Sherper, Ambassador Michael Sotirhos, Thomas W. Stukel, Jr., Patrick Theros, George A. Trail III, Barbara A. Turner, Ambassador William G. Walker (2), Charles F. Weden Jr., David M. Wilson, Ambassador Paul Wolfowitz (3)

SENIOR THRESHOLD A & B SELECTION BOARDS

Frank Almaguer, Richard K. Archi (5), Peter Askin, Janet Ballantyne, Dennis Barrett, Henry H. Bassford (2), Alfred Bissett, John S. Blackton (2), Laurance Bond, Timothy J. Bork (4), Priscilla M. Boughton (2), Gerard Bowers, Elena Brineman (2), Keith Brown, Terrence Brown, Craig Buck, Phillip Buechler, Ambassador John A. Burroughs, Roger D. Carlson (2), George Carner, William Carter, Eric Chetwynd, Curtis Christensen, Richard A. Cobb, Thomas F. Cornell, Robert C. Coulter, Jr., Ambassador Jeffrey Davidow, Leslie A. Dean (2), Phyllis Dichter (2), George T. Eaton, Kenneth C. Ellis, John R. Eriksson, Jeffrey W. Evans, Arthur M. Fell, David Fields, Frederick E. Gilbert (4), Duff G. Gillespie, Myron Golden, Joseph B. Goodwin (2), J. Paul Guedet (3), Robert Halligan, Howard Handler (2), Fredrik Hansen (2), Laurence R. Hausman (4), John Heard (4), David Heesen, John F. Hicks, Nadine M. Hogan (2), Charles W. Johnson, Harry R. Johnson, Jay Johnson, Richard A. Johnson, Mosina H. Jordan, Robert E. Jordan, William R. Joslin, Kevin Kelly (4), Peter Kimm, John W. Koehring, Robert Kramer, John V. D. Lewis (2), Betty Lind, James B. Lowenthal, Michael F. Lukomski, Ambassador Princeton N. Lyman, Robert B. Meighan, David Mein, David N. Merrill, Gary Merritt, Frank Miller,

John M. Miller, Steven P. Mintz (2), Vivikka M. Mollrem, Linda E. Morse (2), Ted D. Morse (2), Robert Nachtrieb, Gary L. Nelson, Norman K. Nicholas, Paul O'Farrell, Bruce J. Odell (2), David Olinger, Edward J. Ploch, Richard L. Podol, Malcolm J. Purvis (4), Samuel S. Rea, Lewis P. Reade, David L. Rhoad, William Stacy Rhodes, Raymond F. Rifenburg (2), Kenneth Rikard, Leonard M. Rogers, Ambassador Edward M. Rowell, Edward L. Saiers (2), John Sanbrailo (3), Frederick W. Schieck (3), Julius Schlotthauer, Kenneth G. Schofield, William P. Schoux, Satishchandra P. Shah (3), Kenneth H. Sherper, Richard L. Shortlidge, Roger J. Simmons (2), Monica K. Sinding (5), Steven W. Sinding (3), Ambassador Robert M. Smalley, Jesse L. Snyder, Jonathan L. Sperling, Thomas W. Stukel, Jr. (2), Wilbur G. Thomas, Barbara A. Turner, Lee Twentymen, Reginald van Raalte, John Vincent, George Wachtenheim (2), Charles F. Weden, Jr., Ambassador Melissa Wells, Paul E. White, Ambassador Malcolm R. Wilkey, Aaron Williams, David M. Wilson, Marcus Winter, John B. Woods

ADMINISTRATIVE SELECTION BOARD

Arthur M. Fell, Robert Halligan, Jay P. Johnson, David M. Merrill, James A. Norris, Steven W. Sinding, David M. Wilson

PROGRAM DIRECTION AND DEVELOPMENT SELECTION BOARD

Russell D. Anderson, Richard K. Archi (2), Larry T. Armstrong, Robert J. Asselin Jr., Henry H. Bassford, Gordon Bertolin, Beatrice K. Beyer, John S. Blackton (3), Peter J. Bloom, Donald W. Boyd, Elena Brineman, Michael M. Calavan, C. Stuart Callison, Roger D. Carlson (3), Anthony J. Cauterucci, Robert C. Coulter, Jr. (2), Rene R. Daugherty, Peter Davis, Richard C. Day, Leslie A. Dean, James R. Dempsey, George T. Eaton, Jeffrey W. Evans, Kimberly A. Finan (2), David J. Garms, Robin L. Gomez (2), Allison B. Herrick, Gary M. Imhoff (2), Charles W. Johnson, Harry R. Johnson, Mark R. Johnson, Robert E. Jordan (2), William G. Kaschak, Deborah Kennedy, Carl H. Leonard, George E. Lewis, Lewis Lucke, Michael F. Lukomski, Thomas A. McKee, Eugene Morris (2), Linda E. Morse, Desaix Myers III, Gary L. Nelson, James A. Norris, Jay Nussbaum, Paul O'Farrell (2), Bruce J. Odell, John A. Patterson, Carol A. Peasley (2), Talbot Penner, John Pielemeier, Allan E. Reed, B. Donald Reese, William G. Rhoads, William Stacy Rhodes (2), Raymond F. Rifenburg, Barbara P. Sandoval, Kenneth G. Schofield, Christina H. Schoux, Richard L. Shortlidge, Alan Silva, Steven W. Sinding, Stephen J. Spielman, Wendy Stickel, F. Wayne Tate, John A. Tennant, Douglas Tinsler, Anthony N. Vance, Paul E. White (2), David M. Wilson

PROGRAM OPERATIONS AND MANAGEMENT SECTION A BOARD

Larry T. Armstrong, Sarah C. Clark, Sharon Epstein, William Gelman (2), Richard H. Goldman, John Heard, Richard A. Johnson, Mosina Jordan,

Brian Kline, Marisa R. Lino, Linda Lion, James B. Lowenthal (2), Elizabeth MacGuire, Wayne R. Nilsestuen, David Olinger, David Painter, John J. Pinney, Henry Proctor, Malcolm J. Purvis, Norman Rifkin, D. Gale Rozell, Alan Silva, Scott Smith, Jesse L. Snyder, Terrence Tiffany, Paul E. White, (Unit Review Panel) Harold R. Marwitz, Carlton M. Terry, Peter A. Feiden

PROGRAM OPERATIONS AND MANAGEMENT SECTION B BOARD

Liliana Ayalde, William Baucom, Gerard Bowers, Keith Brown, Richard A. Cobb, John Dorman, Sharon Epstein, Paula Feeney, John Flood (2), John Foti, William Gelman (2), Dale C. Gibb, Judith Gilmore (2), Myron Golden, Joseph B. Goodwin, Frederick Guymont, Joanne Hale, Howard Handler, William R. Joslin, Stephen Klein, Michael Korin, Dawn Liberi, James B. Lowenthal, Harold Lubell, Michael F. Lukomski, Patrick McDuffie, Gary G. Moser (2), Margaret Neuse, David Olinger, Leonard Pompa, Glenn Post, Malcolm J. Purvis, Joy L. Riggs Perla, Edhardt Rupprecht, James Sarn, David Schaer, Alan Silva, Monica K. Sinding, Jack Slattery, Glenn Slocum (2), Edwin Stains, Dwight Steen, John B. Swanson, George Taylor, Dan Vincent, James Washington (2), Kenneth Wiegand (2), Marcus Winter, Jerry Wood

PROGRAM SUPPORT SELECTION BOARDS

Phillip R. Amos, Richard K. Archi, Gerard Bradford, Dennis J. Brennan, Thomas L. Clarkson, Robert C. Coulter, Jr., Harold S. Daveler, John R. Dial, James P. Donnelly, James Dzierwa, George T. Eaton, Joyce E. Frame, Douglas S. Franklin, Joseph B. Goodwin, James A. Graham, J. Paul Guedet, Matthew B. Horween (2), Arthur J. Laemmerzahl, G. Franklin Latham, Clyde Laursen, Michael F. Lukomski, William A. Miller, Charles Moseley, Ray D. Newman, Robert B. Richardson, Raymond F. Rifenburg, David A. Roberts, Kenneth H. Sherper, Peter W. Shirk (2), Monica K. Sinding (2), L. M. Smith, J. C. Stanford, Thomas Stephens, Thomas W. Stukel, Jack E. Thrower, Thomas A. Totino, Reginald van Raalte, Stephen F. Wallace, Thomas Walsh, William E. Wanamaker, Frederick A. Will

Brown Sworn In as AA

Reginald Brown, a senior fellow at the Center for Strategic and International Studies (CSIS) in Washington, D.C. was sworn in Nov. 2 as assistant administrator for the Bureau for Program and Policy Coordination.

Brown, who spent seven years at CSIS as a specialist in economic and security assistance policy, was sworn in by Undersecretary of State for Political Affairs Robert Kimmitt, a former student of Brown at the U.S. Military Academy. Brown taught economics and government at West Point from 1966 to 1969.

In his new role, he will oversee Agency programs to ensure their effectiveness and consistency with established policies.

Before joining CSIS, Brown was a consultant and executive vice president of DECA Group, Inc. in Miami, an aviation modification center. He has held a number of government positions both in the executive branch and in the Congressional Budget Office, and he



Reginald Brown

has held senior positions with the Urban Institute in Washington and Mitre Corp. in McLean, Va. He served in the Army from 1961 to 1971 and spent a year in Vietnam.

A native of New Orleans, Brown holds a master's degree in public administration from Harvard and a bachelor's degree in engineering from West Point. He lives in Alexandria, Va., with his wife and two children.

Senior Foreign Service Promotions

President Bush recently approved the promotion of 25 Agency employees to ranks within the Senior Foreign Service. The promotions were effective Nov. 19.

To **Career Minister**: Walter Bollinger, Priscilla Boughton, Malcolm Butler.

To **Minister Counselor**: David Bathrick, Richard Cobb, Phyllis Dichter, George Hill, Richard Johnson, Mosina Jordan, Linda Morse, Samuel Rea.

To **Counselor**: Barry Burnett, Leticia Diaz, Valerie Dickson-Horton, William Kaschak, David Oot, Malcolm Purvis, Michael Rugh, Barbara Sandoval, Kenneth Schofield, Monica Sinding, Carol Steele, Dwight Steen, Fred Winch and Dennis Zvinakis.

Uganda Restoring Ecological Diversity

After decades of misrule, Uganda is making a comeback, both politically and economically. Now, with economic assistance from USAID and technical assistance from the World Wildlife Fund, CARE and Wildlife Conservation International, the eastern African republic is offering its diverse plant life and wildlife comeback opportunities of their own.

"Although once synonymous with brutality, economic decay and lawlessness," says Kurt Shafer, who was instrumental in establishing USAID conservation activity in Uganda, "Uganda has become largely peaceful, economically active and remarkably democratic."

"Economic growth hit 7.2% last year," says Fred Winch, deputy director of the mission in Uganda. "That's outstanding for any country,

"Uganda's natural resources are inextricably linked to the nation's economic development."

in particular one without mineral or petroleum exports."

Uganda is blessed with a diversity of plant and animal life equaled in few other countries. However, the wildlife within its borders includes a number of endangered species. The Impenetrable Forest in southwestern Uganda, for example, harbors perhaps 50% of the world's remaining population of mountain gorillas.

Recognizing the value of this diversity, the government of Uganda has involved USAID and a number of private voluntary organizations in conservation activities in three very different regions of the country: the Impenetrable Forest (Bwindi Forest) the Rwenzori Mountains and the Kibale Forest. Using minimal regional funds, USAID's work with voluntary organizations in these areas has, says Winch, made it "the driving force for maintaining biodiversity."

A grant to the World Wildlife Fund (WWF) has financed a number of in-forest activities, including conducting surveys, research, management planning and multiple-use zoning. Meanwhile, CARE is conducting agroforestry, conservation education and soil and water conservation projects in surrounding areas with the aim of halting encroachment by neighboring farmers on the tropical rainforest.

Thomas Butynski of WWF, who has worked in forestry since 1986, says the project protects a variety of animals and birds, the extent of which is not yet known.

"When I arrived it was thought some 100 mountain gorillas existed in the Impenetrable," he says. "But recent, more detailed census work indicates that at least 300 gorillas live there. One group of record size consists of 38 animals, including seven silverbacks (older gorillas whose hair has begun to turn gray)."

The Rwenzori Mountains stretch 70 miles in length and 30 miles in width. The equatorial range includes six glacial peaks, and it serves as an important watershed for the region, as well as one of the key sources of the Nile.

The area, which Ptolemy, in 150 AD, called the "Mountains of the Moon," is one of the most unusual pieces of real estate in Africa. Today, however, "deforestation is occurring in the lower altitudes because of population pressure and increasing energy needs," says Bwambale Johnson, chairman of the Rwenzori Mountaineering Services, a local private voluntary organization. "In the mountains themselves, wildlife is being severely poached, and increasing numbers of trees are being felled for firewood."

The organization was founded two years ago to help protect the area, to regulate tourism and to rebuild cabins and other facilities in the higher elevations.

With assistance from USAID, WWF will soon begin a two-phase project with the goal of formally establishing a protected area. The project will aid development of both governmental and nongovernmental management capability and an infrastructure for the protected area and will encourage further community development activities. The first step will be to review the area's biological, socio-cultural and economic resources with an eye toward protecting biological diversity while meeting the needs of the local population.

USAID also is involved with the Kibale Forest, which is unique in that it harbors eight separate species of primates. USAID funding will make it possible for Wildlife Conservation International, a division of the New York Zoological Society, to expand its activities to discourage farmland encroachment through a combination of "conservation education and the creation of an appropriate, sustainable level of forest harvesting," says Mission Director Keith Sherper.

WCI has been working the Kibale forest for 20 years. USAID assistance will make it possible for the organization to do applied forest conservation research, to begin conservation and extension work outside the forest, and to train local staff and university students to sustain the conservation efforts.

"Uganda's natural resources are inextricably linked to the nation's



Uganda's Kibale Forest is home to eight different species of primates that are threatened by farmland encroachment on their habitat.

economic development," says Sherper. "Our involvement in maintaining biodiversity in Uganda is one of the most important contributions we can make—not only for Uganda and for the people living

near the forests, but for future generations everywhere."

Kurt Shafer, who provided the information for this article, retired recently after 20 years of service.

Planning

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low-income women. SOMARC provided technical and marketing assistance to Profamilia.

The project involved training pharmacists on how to prescribe contraceptives, to recognize side effects and to provide physician or clinic referral services. Point of purchase brochures were developed to better inform users. Physicians were encouraged to prescribe the product. These efforts are backed by direct, brand-specific mass media advertising to build public demand.

The result of the collaborative effort was an increase in product sales from 4,000 to 20,000 cycles per month within the first 15 months of the program. Consumers paid for the product directly rather than receiving them without charge. This saved USAID more than \$75,000 in commodity costs.

Similar private sector partnerships are being established in Contraceptive Social Marketing (CSM) programs in other countries. The key to the success of these innovative efforts has been in tailoring the sophistication of the enlisting/establishing private partnerships to each country's market size, contraceptive prevalence and private-sector depth.

In countries with a limited commercial sector, CSM programs are supported by donated commodities. At the same time, those programs are partially financed by sales revenues, which are returned to a special project fund. The fund integrates commodity costs and other program costs into the pro-

gram's lifecycle.

SOMARC's program in Liberia, limited by foreign exchange restrictions and a limited commercial infrastructure, is based on this model of social marketing. FAMCARE, the non-profit organization created to manage the Contraceptive Social Marketing Program in Liberia, contributes sales revenues to a fund that is used to subsidize program costs.

In Ecuador, a local pharmaceutical distributor also provides low-cost oral contraceptives through the SOMARC project. The project assists in promoting informed choice through national training programs. Ecuador has an extensive contraceptive distribution system and a relatively strong consumer demand for commercial contraceptive products.

In return for SOMARC's assistance in advertising, the distributor provides half the funding for national training programs for pharmacists, retailers and CBD promoters. The local distributor also provides 40% of the funding for point-of-purchase promotional material. These efforts are designed to increase market size sufficiently to allow low-cost contraceptives to be sold as a completely commercial effort.

"Projects such as TIPPS, Enterprise and SOMARC have made a significant impact on increasing the involvement of the private sector in family planning," says Liberi.

"These efforts have expanded services, improved access and defrayed public sector costs. Over the long term, private sector contributions may play a key role in the sustainability of family planning programs."

Pilot Housing Project Includes Key Dimension

PRE The Cooperative Housing Foundation is launching a small-scale experiment to demonstrate that informal communities in developing countries can create environmentally sound and sustainable urban development.

The project, funded by USAID, will combine known methods of managing human settlements with effective methods of maintaining and restoring the natural environment of the housing site and neighboring areas.

A range of low-cost, low-technology and environmentally sound activities already have proven effective in developing countries. The Cooperative Housing Foundation proposes to identify these to be able systematically to introduce them in conjunction with housing and settlement management practices.

The project will comprehensively document examples of environmental regeneration associated with informal sector housing. It will then assemble an interdisciplinary panel of development and environmental professionals who can offer diverse perspectives on urban environment problems and guidance toward potential solu-

tions. Through this networking, the project will identify several urban development sites that face serious environmental problems at the local or household levels and methods that can address these problems through existing private voluntary organizations and local resources.

The project will culminate with the launching of selected pilot projects, in partnership with local community organizations, which will apply recommended solutions to demonstrate their viability to the local community. The Cooperative Housing Foundation also will disseminate the results of the project to the broader development community and produce a "how-to" manual based on the experience of the pilot projects.

The Cooperative Housing Foundation welcomes any suggestions or information relevant to the project, especially descriptions of successful grassroots approaches to informal sector housing and urban development that enhance environmental protection.

Address any correspondence to Paul Gabele at the Cooperative Housing Foundation, P.O. Box 91280, Washington, D.C. 20090-1280, (301) 587-4700, FAX (301) 587-2626.



WORKSHOP ADDRESSES URBANIZATION AND THE ENVIRONMENT

Laurence Hausman, (right) environmental coordinator, discusses strategies to help ease the effects of urban development on the environment at the Urbanization and Environment in Developing Countries workshop Nov. 21 in Washington, D.C. During the day-long program, development professionals examined the critical links between rapid urban growth and environmental degradation and the central issues involved in achieving more effective urban environmental management. The workshop was sponsored by the Bureau for Private Enterprise's Office of Housing and Urban Programs and organized in collaboration with the Bureau for Science & Technology's Office of Forestry, Environment and Natural Resources and the World Resources Institute.

Conference To Focus on Employing the Disabled

FLO As the year 2000 approaches, an era with a shrinking labor force will provide new employment opportunities for people with disabilities. The federal government is expected to play a key part in expanding job opportunities in the next decade.

With this trend in mind, a government-sponsored conference on "Perspectives on Employment of Persons with Disabilities" is scheduled for Jan. 10-12. The Office of Personnel Management, the Department of State, the Department of Defense, the Department of the Navy, the Equal Employment Opportunity Commission, the Department of Veterans Affairs, the President's Committee on Employment of People with Disabilities and

the Public Health Service will sponsor the meeting.

The conference will provide managers and supervisors an opportunity to gain valuable information on current challenges and new approaches to managing the changing work force, which includes persons with disabilities. Attorney General Dick Thornburgh will be the keynote speaker.

Participants will be able to choose from over 20 workshops on a variety of issues affecting the employment of persons with disabilities on and recent trends in the law. The deadline for registration is Dec. 27.

Those interested in attending the conference should contact Dinah Cohen, acting handicap program manager, at (202) 663-1339.



USAID OFFICIALS BRIEF HUMPHREY FELLOWS

Assistant Administrator Richard Bissell (at podium) briefs a group of 25 Hubert Humphrey Fellows at the State Department Nov. 15. Bissell presented an overall view of the U.S. foreign assistance program, focusing on the role of assistance in the 1990s. Other USAID officials discussed the Agency's programs in Africa, Asia, the Near East, Latin America and the Caribbean. The Hubert Humphrey Fellowship Program, which is administered by the U.S. Information Agency, enables professionals from countries around the world to study in the United States for one year and add to their professional experience. The fellows are involved in national development in their respective countries.

FLO Handbook Available

FLO The Family Liaison Office (FLO) recently sent 450 Agency families its latest resource handbook, *Educating the Foreign Service Child at Home and Abroad*.

The publication covers all aspects of educating a child from finding appropriate day care to college admissions. Information is included on overseas schools, boarding schools, reentry to Washington, D.C. schools and applying to college from abroad.

The handbook was published as part of the office's Direct Communication with Spouses Project, which was set up five years ago to help family members in all the foreign affairs agencies by providing information about the Foreign Service that is comprehensive and up-to-date.

Those who did not receive a copy of the book can fill out a direct communication form, which is available from FLO (1212ANS) or from the Community Liaison Office at USAID missions.

Where

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Millicent Muschette, PFM/PM/FSP/RSS, personnel staffing specialist recruitment, to PFM/PM/RS

Robert Elwood Navin Jr., Indonesia, agricultural economics officer, to supervisory agricultural development officer

Craig Noren, COMP/FS/R/AIDW, project development officer, to S&T/PO/AE

Kevin O'Donnell, Egypt, associate mission director, to legal officer, to COMP/FS/R/AIDW

John Owens, M/AAA/SER, deputy assistant to the administrator for management services, to AA/MS

Thomas Park, Honduras, supervisory general development officer, to health development officer, LAC/DR/HN

Edward Ploch, Liberia, deputy mission director, to COMP/FS/R/AIDW

Glenn Post, COMP/FS/R/AIDW,

supervisory health population development officer physician, to health population development officer physician, AFR/TR/HPN

James Purcell, Mozambique, program officer, to education development officer, COMP/FS/R/AIDW

Thomas Putscher, PFM/FM/CMP/DC, supervisory financial management officer, financial analyst, to financial management officer, financial analyst, PFM/FM/CONT

Eugene Rauch, LAC/DR/CAR, project development officer, to LAC/DR/SA

John Richter, PFM/FM/CAD, supervisory operating accountant, to computer systems analyst, PPC/PB/RPA

Thomas Lee Rishoi, ANE/PD/SA, supervisory project development officer, to ANE/PD/EA

W. Douglas Robbin, Honduras, controller, to Gambia

Mark David Rusnak, PFM/FM/BUD, budget analyst, to PFM/FM/FP

William Schaeffer, Pakistan, IDI administration, to supervisory

executive officer

Howard Sharlach, COMP/FS/R/AIDW, project development officer, to ANE/PD/SA

Mark Silverman, LAC/DR/SA, project development officer, to supervisory project development officer LAC/DR/CEN

Andrew Sisson, Ghana, general development officer, to project development officer, India

Donald Lee Smith, COMP/FS/R/AIDW, program officer, to AFR/SA/ZZMS

Dwight Smith, Kenya, agricultural development officer, to agricultural economics officer, AFR/TR/ANR/PA

Mark Arthur Smith, India, agricultural development officer, to Jamaica

Benjamin Stoner, AFR/TR/ANR/PA, agricultural economics officer, to supervisory natural resources officer, AFR/TR/ANR/NR

Rochelle Thompson, PPC/DC/DAC, administrative operations assistant typist, to program operations specialist, S&T/HP/POP/FPS

Audon Trujillo Jr., Guatemala,

agricultural development officer, to COMP/FS/R/AIDW

Gary Vanderhoof, Bangladesh, project development officer, to private enterprise officer, Jamaica

Anthony Vodraska, COMP/FS, IDI administration, to supervisory executive officer, Niger

Abdul Wahab, AFR/TR/ANR/NR, supervisory natural resources officer, to Philippines

Christopher Walker, ANE/EMS, clerk typist, to AA/ANE

Elizabeth Warfield, LAC/DR/CEN, project development officer, to supervisory project development officer, LAC/DR

Elzadia Washington, Mali, agricultural development officer, to Belize

Adolph Wilburn, COMP/FS/R/AIDW, education development officer, to human resources development officer, Somalia

Frederick Will, COMP/FS, contract officer, to Egypt

John Wilson, LAC/DR/EHR, environmental protection specialist, to LAC/DR/E

Assistance

From page 1

While directing USAID to provide more funding for environmental and global warming initiatives, the act also gives the Agency new authority to use functional DA funds to pay for the cost of personnel assigned to work on environmental issues.

The act again provides the Agency with the authority to deobligate and reobligate development assistance funds, and it also restores this deob-reob authority for economic support funds in fiscal 1990.

Congress also registered its continuing support for development assistance for Africa. H.R. 3743 appropriates the request of \$565 million for the Development Fund for Africa and sets aside \$50 million of this amount for the Southern African Coordination Conference (SADCC). Within the Economic Support Fund (ESF) account, \$10 million was earmarked for scholarships for disadvantaged South Africans.

For ESF, \$3,205,000,000 was appropriated, a decrease of \$326 million from the request. Israel and Egypt were again the leading recipients, with \$1.2 billion for Israel and \$815 million for Egypt. After considerable haggling about other countries, the appropriators also earmarked ESF for Poland, Hungary, Jordan, Pakistan, Cyprus, Lebanon and Morocco, as well as for the victims of the earthquake in Armenia. The act contains only \$571 million in unearmarked ESF to cover \$954 million in ESF claims.

Among the major new initiatives in the act are economic assistance for Poland and Hungary and funding for the Multilateral Assistance Initiative (MAI) in the Philippines. The following are highlights of those initiatives:

• **Poland-Hungary:** Reflecting the widespread support for the re-

formist governments in Poland and Hungary, the legislation appropriates \$532.8 million in grants and guarantees for those two countries. Among the major USAID-related components of that assistance are \$200 million in economic support funds to assist in the stabilization of the Polish economy and \$45 million earmarked for the Enterprise Fund for Poland.

• **Philippines MAI:** The act appropriates \$160 million, of which 75% is to be used as DA project and sector assistance. Congress also gave the administration the option of transferring an additional \$40 million into the MAI, at least half to be derived from ESF, for a total of \$200 million, the requested level.

The Agency's operating expenses were funded at \$437 million, a reduction of \$10 million from the request. The act also contains \$31 million for the Inspector General's operating expenses, a reduction of \$194,000 from the request.

In a significant move, the conferees restored the administration's authority to transfer funds between foreign assistance accounts, subject to consultation and notification of the appropriations committees.

In an effort to encourage enactment of a separate foreign assistance authorization bill, it was stipulated that only one-third of ESF and foreign military sales appropriated in the act (excluding funds for Israel, Egypt, Poland and Hungary) can be obligated before March 1, 1990, unless foreign assistance authorization legislation has been enacted before that date. However, H.R. 3743 waives the need for separate authorization legislation for most programs funded in the act, including all USAID programs.

Before adjourning, Congress also approved funding for the Food for Peace program as part of the Agriculture Appropriations Act. Concessional food aid, under Titles I and III of P.L. 480, was given \$861

million. Grant food aid under Title II was appropriated at \$682 million.

This year's Congress (the first session of the 101st Congress) adjourned for the year on Nov. 22. The second session will reconvene Jan. 23. Because next year's session will officially be part of the same Congress, legislation introduced or passed in one body in

1989, such as the House-passed rewrite of the Foreign Assistance Act, will still be pending before Congress when it returns in the new year.

O'Sullivan is chief of the program presentation and legislative projects division in the Bureau for Legislative Affairs.

AGENCY PROGRAMS

(\$ in thousands)

Accounts	FY 1989 Enacted	FY 1990 Request	FY 1990 Enacted*
Agriculture, Rural Development & Nutrition	493,715	477,760	483,715
Population Planning	197,940	201,600	220,000
Health	122,459	125,994	125,994
AIDS Prevention & Control	40,000	42,000	42,000
Child Survival Fund (CSF)	71,000	71,000	71,000
Education & Human Resources	129,541	139,000	134,541
Private Sector, Environment & Energy	120,709	128,984	149,209
Science & Technology	8,662	8,662	8,662
Private Sector Revolving Fund (By Transfer)	(9,000)	(5,000)	(5,000)
(Limitation on Direct Loans)	(12,000)	(3,500)	(3,500)
(Limitation on Guaranteed Loans)	(50,000)	(50,000)	(46,115)
Development Fund for Africa	500,000	565,000	565,000
Southern African Development Coordination Conference	50,000	(50,000)	(50,000)
American Schools & Hospitals Abroad	35,000	30,000	35,000
International Disaster Assistance	25,000	25,000	25,000
Housing Guaranties Limitation	(125,000)	(100,000)	(100,000)
Foreign Service Retirement & Disability	40,532	40,147	40,147
Trade Credit Insurance Program	(200,000)	(200,000)	(400,000)
Agency Operating Expenses	414,000	447,684	437,000
Inspector General's OE	28,500	31,194	31,000
Economic Support Fund	3,258,500	3,331,100	3,205,000
Multilateral Assist. Initiative	—	200,000	160,000
Anglo-Irish Accord	—	—	20,000
PL 480			
Titles I and III Program Level	851,900	817,000	860,955
Title II Program Level	630,000	665,000	682,100

* These levels do not include sequestration for FY 1990.

** These levels do not include the 0.43% reduction of each of the Foreign Operations accounts with the exception of the Foreign Service Retirement and Disability Fund and the Housing Guaranty Borrowing Authority.