

April 1990

# FRONT LINES

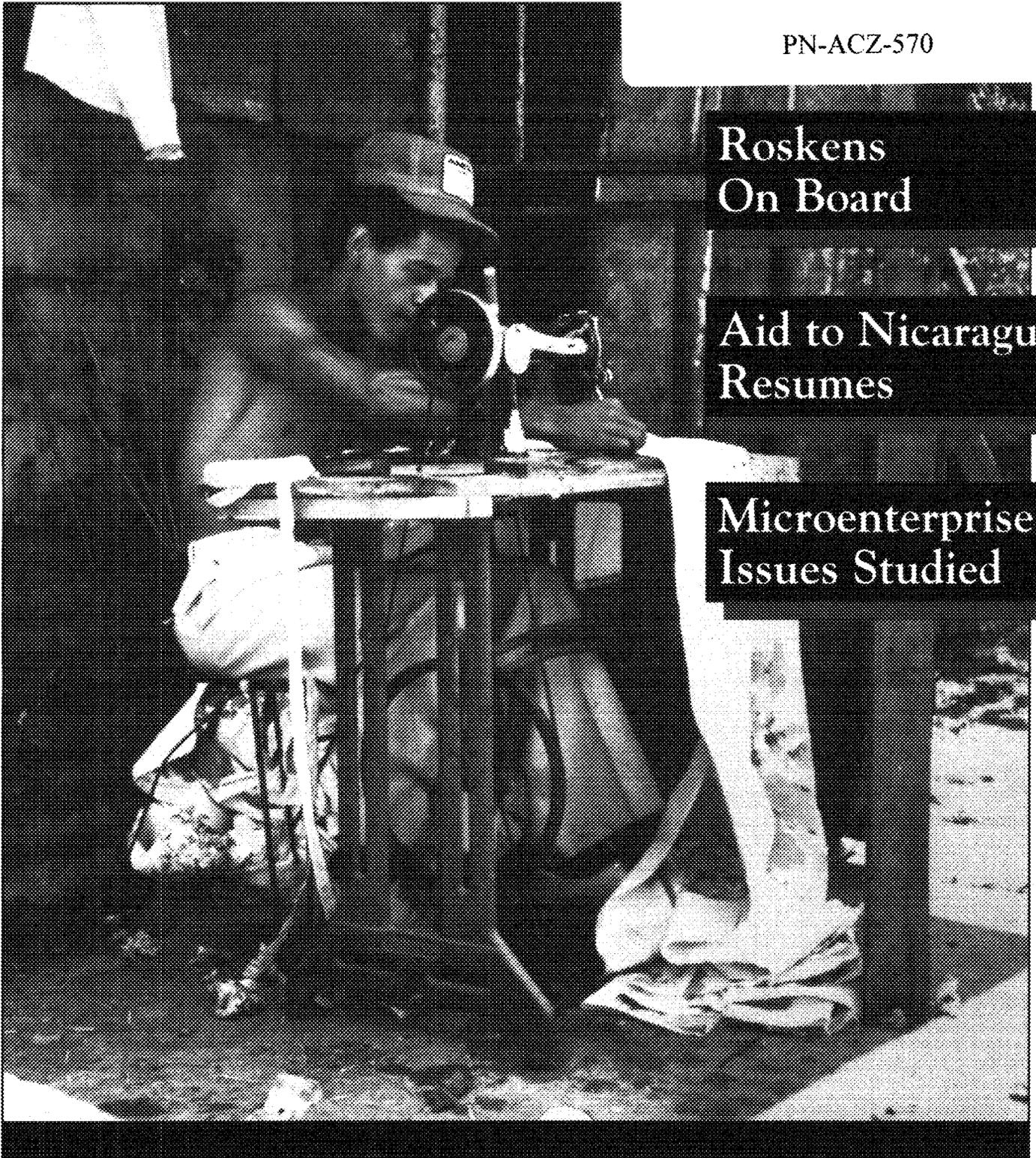
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

PN-ACZ-570

Roskens  
On Board

Aid to Nicaragua  
Resumes

Microenterprise  
Issues Studied





## THE FRONT LINES OF A LONG TWILIGHT STRUGGLE FOR FREEDOM—*John F. Kennedy*

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

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Next issue: May 14, 1990.

### Quotable Quotes

"As a nation, we must acknowledge that our environment and economy are interdependent. We must also go beyond the traditional regulatory role of government and continue to seek solutions that embrace all sectors of society in preventing pollution and ecological damage before they occur."

—*President George Bush, proclaiming April 22 as Earth Day*

"Beyond containment lies democracy. The time of sweeping away the old dictators is passing fast; the time of building up the new democracies has arrived. That is why President Bush has defined our new mission to be the promotion and consolidation of democracy. It is a task that fulfills both American ideals and American interests...As we enter a new era of democracy, the old arguments of idealism versus realism must be replaced by idealism plus realism. If we do not understand this, then we shall risk the loss of enduring public support for our policies."

—*Secretary of State James A. Baker III, before the World Affairs Council in Dallas, March 30*

"I believe that [USAID] must address both long-term development challenges as well as the immediate suffering we witness. For me, there is no competition between alleviation of famine and promotion of economic growth. The United States must do both."

—*Administrator Ronald W. Roskens, testimony before the Senate Foreign Relations Committee, Feb. 20*



**Photo Credits:** cover, Dolores Weiss; pages 22, 23, Millie Konan.

**Cover Photo:** Microenterprise programs offer economic opportunities for people in the developing world. A recent USAID-sponsored conference focused on microenterprise issues worldwide. See story page 15.

*Front Lines is printed on recycled paper.*

# FRONT LINES

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*During a news conference at the White House, President Bush stressed that the goals of development and demilitarization go hand in hand.*

## U.S. Resumes Aid to Nicaraguan People

**P**resident Bush has lifted all U.S. economic sanctions against Nicaragua and proposed \$300 million in economic assistance for fiscal 1990. This announcement came after the Feb. 25 elections that ended a decade of communist rule in that country.

The goal of the assistance is to aid the new government of Violeta Barrios de Chamorro in its efforts to democratize, demilitarize and develop Nicaragua. The president stressed that the goals of development and demilitarization go hand in hand and said that he envisioned a time in the near future when "the hand that held a gun will guide a plow."

Bush said that \$21 million in existing funds will be made available to

Nicaragua immediately to begin providing much-needed food as well as support for the democratic transition and reintegration of the armed resistance and refugees.

Nicaragua—battered by years of economic mismanagement, civil war, the U.S. trade embargo and a 1988 hurricane—has become one of the poorest countries in the hemisphere. A team of State Department and USAID officials currently is assessing the situation in the country.

The president has requested that the funds for the 1990 aid package, as well as a proposed \$200 million in fiscal 1991, come from cuts in the Defense Department budget.

—Daniel McLagan

## Bush Attends Drug Summit

**P**resident Bush has joined the presidents of three Andean countries to create the first antidrug cartel, a key step in the global effort to eradicate the scourge of illegal drugs.

Bush and Virgilio Barco of Colombia, Jaime Paz Zamora of Bolivia, and Alan García of Peru signed the agreement in February in Cartagena, Colombia. It includes measures to reduce coca plant farming; a crackdown on money laundering, U.S. export of weapons and the chemicals used to produce cocaine;

coordination of interdiction and prosecution; and reduction of demand.

The administration's first priority is

*"There is no foreign policy issue short of war or peace that has a more direct bearing on the well-being of the American people."*

to pressure drug producers and traffickers through cooperation with other countries as the United States seeks to curb drug use at home.

Citing a report of decreasing drug

use among high school seniors, President Bush said the United States is making progress in reducing cocaine demand.

"We will do everything we can to cut out the demand for narcotics in the United States," he asserted. "That means going after any cartel, any individuals, any lawbreakers of any kind who are violating the laws of the United States and the international laws when it comes to narcotics."

[Secretary of State James A. Baker III], who also attended the summit, declared, "There is no foreign policy issue short of war or peace that has a more direct bearing on the well-being of the American people."

*Reprint from 'Update from State'*

# Roskens Takes Helm

**R**onald W. Roskens, president emeritus of the University of Nebraska, has assumed his post as the new administrator of USAID. He was confirmed by the Senate March 7.

Roskens, 56, has had a distinguished career as an educator with a deep interest in international development. As chancellor of the university's Omaha campus in the mid-1970s, he negotiated a contract with the Agency to fund an exchange program with the University of Kabul in Afghanistan. Later, he supervised the university's \$30 million education support project for children in Afghanistan and in Afghan refugee camps in Pakistan.

In confirmation testimony before the Senate Foreign Relations Committee, Roskens emphasized the importance of setting priorities for the Agency's future.

"[USAID] cannot tackle all problems in all countries," he told the committee. "The world is changing rapidly, as are the resources and interests of other major donors. This change should allow the Agency to choose carefully those challenges where the U.S. competitive advantage is greatest and to match its budget and human resources to those choices."

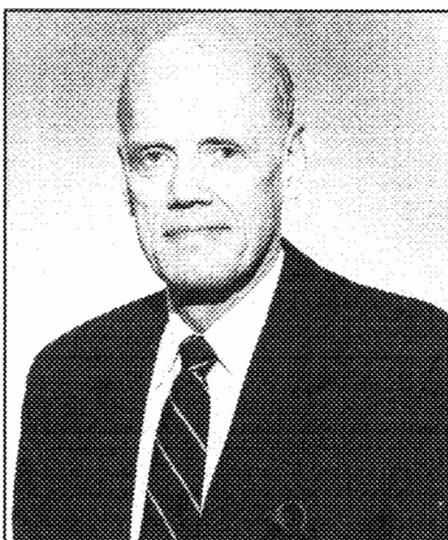
An Iowa native, Roskens received a B.A. and an M.A. from the University of Northern Iowa (in 1953 and 1955) and a doctorate from the University of Iowa in 1958, where he also served as assistant

counselor to men.

From 1959 to 1972, he served in several capacities at Kent State University before becoming chancellor of the University of Nebraska at Omaha in 1972. In 1977, he became president of the state university system, which consists of three campuses with 40,000 students and a budget of nearly \$700 million.

During his 12 years as president of the university, Roskens traveled 10 times to China, where he helped develop exchange programs between the university and various Chinese schools. He was named an honorary professor at East China Normal University in Shanghai and entered into an exchange agreement with the president of that university in 1988.

He is a past chairman of the American Council for Education, which represents the nation's more than 3,000 colleges and universities.



*Ronald Roskens: "The Agency [should] choose carefully those challenges where the U.S. competitive advantage is greatest and match its budget and human resources to these choices."*

## Vitamin A Reduces Infant Mortality

**V**itamin A can help reduce significantly child and infant deaths in developing countries, according to Dr. Barbara Underwood, assistant director for International Program Activities of the National Eye Institute, National Institutes of Health.

In remarks at the National Academy of Sciences, Dr. Underwood detailed studies funded by USAID suggesting that vitamin A dietary supplements can reduce child mortality

from acute respiratory infections and other diseases by up to 60% in developing countries.

A lack of vitamin A has been shown to lead to childhood blindness and increased mortality. In the developing world approximately half a million are afflicted every year.

The new findings, by Dr. Underwood and Dr. Alfred Sommer of Johns Hopkins University, complement previous studies that found vitamin A was effective in combating "night blindness."

USAID is the major donor agency supporting vitamin A research and activities. Funding, which began in 1975, totaled \$8 million in fiscal year 1989. A similar amount is budgeted for fiscal 1990.

The Agency also supports many private voluntary groups in carrying out programs in developing countries that combat vitamin A deficiency.

# Agency Tops 1990 Campaign Goal

BY SCOTT LANSELL

**T**he Agency recognized its own for record contributions to the Combined Federal Campaign (CFC) in an awards ceremony held in the State Department Feb. 26.

Then Acting Administrator and Chairman of the 1990 campaign Mark L. Edelman opened the ceremony by congratulating all who had participated in this year's success for their efforts. Edelman noted that over \$417,000 was raised, 34% higher than the Agency's goal.

The 85% participation rate also led Edelman to equate CFC closely with President Bush's "Thousand Points of Light" by saying, "I think that rate of participation is the best indicator of the spirit of giving and helping that is the hallmark of this Agency."



*Director of Personnel Laurance Bond (right) presents the Chairman's Award to General Counsel Howard Fry and Barbie Thompkins, coordinator for the GC Office.*

Edelman gave special thanks to Mary Valentino, who took over the Agency's CFC effort seven years ago and "helped to turn us from the under-achievers of yesterday to proud goal-busters of today."

This is her final year with CFC, and the goals that were attained could not have occurred without her leadership, he said.

Frank Marchand, CFC executive director, continued by thanking the employees of the Agency for not only helping to reach the 1990 \$27.7 million overall goal, but surpassing it for a total of \$28.4 million. He stated that this was the largest gain in one year ever for the CFC.

This year, in the National Capital Area alone, more than 254,000 individuals participated in the program, with over a 12% rise per individual donation. Marchand also commended the Agency's per person donation of \$163 compared to the overall average of \$111.

Chris Fisher, from the Department of Education, who



*CFC Executive Director Frank Marchand (right) congratulates then Acting Administrator Mark L. Edelman on the Agency's contributions to the Combined Federal Campaign as Director of Personnel Laurance Bond looks on.*

served as the loaned officer to the Agency, thanked the keyworkers for their great efforts in being "the key to success" of the campaign. "Their job can be one of the most difficult because they, and they alone, are responsible for contacting each employee within their area," Fisher said.

Laurance Bond, director of personnel and coordinator of the Agency CFC, presented the awards.

The following bureaus, offices and individuals were recognized during the awards ceremony for their outstanding contributions to this year's Combined



*Bond (right) recognizes the Office of Small and Disadvantaged Business Utilization by presenting the Honor Award to Director John Wilkinson and Rhoda Isaac, office coordinator.*

*Barbara Bennett, CFC coordinator for the Bureau for Legislative Affairs, and Deputy Assistant Administrator for Legislative Affairs Tyler Posey accept the CFC President's Award from Bond.*

**Federal Campaign:**

The **President's Award**, given to units with total contributions averaging \$150 or more per employee, was

presented to: Office of U.S. Foreign Disaster Assistance, coordinator: LeVonne Harrell; Office of International Training, coordinator: Paul Knepp; Bureau for Legislative Affairs, coordinator: Barbara Bennett; Office of the Inspector General, coordinator: John Popovich; Board for International Food and Agricultural Development, coordinator: Margie Tumblin.

The **Chairman's Award** for total contributions averaging \$100 or more per employee and 75% or more participation was presented to: Bureau for Food for Peace and Voluntary Assistance, coordinator: Sallie Jones; Bureau for Program and Policy Coordination, coordinator: Edward J. Lijewski; Office of the Executive Secretary, coordinator: Normajean

Freeland; Bureau for External Affairs, coordinator: Susan Grinder; Bureau for Private Enterprise, coordinator: Michael Unger; Trade and Development Program, coordinator: Roger Leonard; Bureau for Africa, coordinator: Betty Williams; Bureau for Science and Technology, coordinator: Gary Bittner; Office of the General Counsel, coordinator: Barbie Thompkins.

The **Honor Award** for total contributions averaging \$75 or more per employee and 70% or more participation was presented to: Office of Financial Management, coordinator: Beverly McDonald; Bureau for Management Services, coordinators: Kathy Cunningham, Phyllis Free, Lena Goodman, Jerry Lewis, Mary Frances Moore, Kathleen O'Hara, Gerald Sajewski and Aundrae Teague; Office of Small and Disadvantaged Business Utilization, coordinator: Rhoda Isaac; Bureau for Latin America and the Caribbean, coordinator: Karen Freeman.

*Lansell works in USAID's White House Liaison Office.*



*Jim Kunder (left), then acting assistant administrator for the Bureau for External Affairs, and Susan Grinder, bureau coordinator, accept the CFC Chairman's Award.*

# Theater Dramatizes ORT Message

“**M**adzi-a-Moyo! Madzi-a-Moyo!” shout the villagers as the Maloza popular theater group enters a Zambian community.

*Madzi-a-Moyo*, or “Water-of-Life,” is the locally produced brand of oral rehydration salts (ORS) that theater groups promote with the help of PRITECH, a project funded by USAID’s Health Office.

Community development workers and other groups increasingly have used popular theater as a mechanism for community education in southern Africa. “Popular theater has proven to be a cost-effective and culturally appropriate method to spread the ORS message in Zambia,” said Dr. Paul Freund, the local PRITECH representative. “By involving all members of the community, popular theater allows an exchange of ideas that often results in practical action.”

Popular theater became part of the Zambian Control of Diarrheal Diseases (CDD) program at the suggestion of Dr. Freund, a member of the Health Education Materials subcommittee of the National CDD Committee. The subcommittee’s mandate was to develop a strategy to promote oral rehydration therapy (ORT) by using a variety of media, such as radio, television, newspapers and posters. Since radio reaches less than 30% of the Zambian population and television even less, the subcommittee needed to identify a new channel for promoting health education.

Two popular theater groups—the Bakaya and the Maloza—agreed to work full time on the project. Both had previous experience performing plays on social issues such as youth unemployment, alcohol abuse and nutrition. The subcommittee asked both groups to develop a short play around the theme of



*The Maloza Theater Group performs a play promoting Madzi-a-Moyo, the locally produced brand of oral rehydration salts in Zambia.*

diarrhea that included messages on breastfeeding, use of ORT, and continued feeding and use of fluids during diarrhea.

With formal letters of introduction from the Ministry of Health, the groups traveled to local communities. Each group performed six times per week for three months and covered 40 different high-density communities in Lusaka. Each advertised its own performance times and locations. The performances, consisting of a great deal of singing and dancing, took place in the local language and lasted 35 to 40 minutes.

The Maloza theater group preceded each performance with a door-to-door campaign informing households that a play on Madzi-a-Moyo was to be held. If the household members could not attend, the group provided a brief description of ORT on the spot. One

member of the Maloza group wore a traditional Makishi mask (used during boys’ initiation ceremonies), calling himself “Mr. Madzi-a-Moyo.”

The Bakaya group preferred more extensive singing and drumming to attract an audience for its play performances. The basic structure of the plays, however, was the same: The parents of a child suffering from diarrhea visit a health center and receive instruction on use of oral rehydration therapy. While one group focused on bottle-feeding as a cause of diarrhea, the other focused on poor sanitation and hygiene.

The Bakaya group followed every performance with audience discussions to determine what the audience had learned and to correct any misconceptions about ORT. Performances were held in a variety of places convenient to mothers such as community halls, mar-

kets, outside clinics, work sites, schools, and along busy roadsides.

Members of the Health Education Materials Subcommittee monitored the performances at regular intervals. The subcommittee also reviewed the door-to-door campaign and mobilizing efforts and suggested improvements.

By the end of the three-month performance period, the two groups had reached an estimated 100,000 people, mostly women and children. The groups quickly became minor celebrities, and their message was well-known.

"The Maloza group has become very popular in our community—real heroes," reported one mother, who attended a performance. "We enjoyed their performances very much, especially when they come to the marketplace where we are working to give a play."

The groups also reached men, an important audience, because it is often fathers who make the decision about whether or not to administer oral rehydration salts to a sick child.

One father commented, "Because my wife usually takes my children to the clinic, I didn't know about diarrhea and ORT." Another said, "When I hear the name Madzi-a-Moyo, I now think about ORT instead of my favorite bar!"

Several performances of the Maloza group were recorded and broadcast repeatedly on local-language radio programs to heighten public awareness of ORT.

Building on the success of the Lusaka experience, the Maloza group launched a new round of performances at the provincial and district levels.

These performances emphasized actual diarrhea management techniques used by mothers such as proper mixing of rehydration solutions and continued feeding during and after diarrhea episodes.

In each case, the group coordinated its work closely with local health education officers. Benedict Phiri, leader of the Maloza group, reported on

one such visit: "In Kabwe we performed at the official opening of the district agriculture show and [again] the following day due to popular demand. These performances were attended by over 2,000 people. Those in attendance included farmers and members of the general public. The provincial political secretary gave a speech encouraging us and warned people to take heed. The show committee presented us with an award."

Not only did the popular theater campaign successfully attract large audiences, but it also was exceptionally cost-effective. The entire 1989 campaign cost the CDD Program only \$3,000. Its impact, based on post-performance discussions with the audience, was substantial.

In contrast, CDD radio spots over the same period cost \$8,000-\$10,000. Their impact was difficult to assess because many Zambians no longer can afford radios.

As a result of PRITECH's sponsorship of popular theater to teach oral rehydration therapy, other bilateral agencies and various private and voluntary organizations have started using theater in Zambia to publicize a wide array of health messages.

Dr. Eric von Praag, World Health Organization team leader for the National AIDS Prevention Control Program, said, "Two Lusaka street theater groups, Kayama and Maloza, are touring throughout the country in each of the 57 districts. Malnutrition, CDD and AIDS prevention are covered, and over 20 district groups are now performing, drawing huge crowds at community centers, schools and health centers."

Besides performing their own plays, the theater groups also teach others to use popular theater as a health education tool.

In 1987, UNICEF sponsored a training workshop for 60 teachers on health education through popular theater; PRITECH provided logistical, technical and financial support. These teachers returned to their provinces and

organized popular theater groups for health education or taught child survival plays to existing groups.

—Karen White

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## Scholarships Promote Peace

The release of black nationalist leader Nelson Mandela long has been a U.S. goal in South Africa. But behind such dramatic headlines lies a story of other U.S. initiatives to promote peaceful change in the region.

Since 1967, the United States has supported successful scholarship programs worth millions of dollars for South African, Namibian and Zimbabwean refugees from apartheid. Supported by USAID, other programs are assisting South African and Namibian blacks to receive education and training either in South Africa or in the United States. The programs, unique in Africa, channel funds directly through scholarship agencies to refugees for their educational assistance.

"The idea is to train skilled people who can make a difference in South Africa after apartheid," says refugee officer Margaret McKelvey, director of the State Department's Office of African Refugee Assistance in the Bureau of Refugee Programs.

Some 21,300 refugees are registered with the U.N. High Commissioner for Refugees. About 1,300 earn scholarships annually through U.S.-funded programs.

—Jim Pinkelman

# Civil Wars Imperil Food Relief for Ethiopia, Sudan

BY NANCY LONG

**I**n Ethiopia and Sudan, ongoing civil wars are creating ever-changing situations that imperil food relief efforts to those nations. USAID officials in Washington, D.C. and at missions in Sudan, Kenya and Ethiopia are moving quickly to find solutions to problems caused by the continued fighting.

During a March regional meeting in Khartoum, Sudan, Andrew Natsios, director of the Office of U.S. Foreign Disaster Assistance (OFDA), met with other Agency officials to address the increasingly critical food needs of Ethiopia and Sudan.

In Ethiopia, a lack of significant rainfall last summer is the primary cause of food shortages, which is compounded by two civil wars in the provinces of Eritrea and Tigray.

"As of now, the plan for Ethiopia is to begin a mass inoculation program of children in eastern Tigray and northern Wollo who are most likely to move in search of food," says Natsios.

"After people find food, they form camps, and judging from past famines, mass epidemics of diseases occur within the camp, and a large proportion of children under five years old die."

"Relief food for Ethiopia is en route or marked for that purpose in the budget, and it is a matter of persuading the Ethiopian government and rebel groups

to allow the food to move from port to people in the drought-stricken regions," says Mary Kilgour, deputy assistant administrator and coordinator of the Office of Food for Peace, Bureau for Food for Peace and Voluntary Assistance.

In Sudan, it is civil strife that has interfered with agricultural production and has disrupted the marketing and dis-

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***"The food relief business is inextricably linked to political questions and requires close cooperation among donors, the State Department, foreign governments and Congress."***

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tribution of food except in a limited area in western Sudan where there are drought conditions.

Kilgour points out that the Food for Peace Office has sent enough food to Sudan, but the problem is reaching an agreement on transporting the food to the needy areas in the southern part of the country. "Once an agreement is reached, food will move quickly and comprehensively," she says. "If there is

not a full agreement, then people will have to walk to feeding centers, which means other problems will arise. For instance, when families leave their homes or farms, they can't plant crops for next year's harvest, and the problem just perpetuates itself."

Natsios says that negotiations are under way to launch Operation Lifeline Sudan II (OLS II), which allows trucks with relief items to pass along "corridors of tranquility" to areas of civil war conflict.

"The food relief business is inextricably linked to political questions and requires close cooperation among donors, the State Department, foreign governments and Congress," says Kilgour.

During Operation Lifeline Sudan I, an agreement negotiated by the United Nations and the government of Sudan at a donors conference in March 1989, food moved to displaced people in southern Sudan until the agreement broke down in late October. Officials estimate that the agreement helped avert the loss of some 250,000 lives.

"We think, now, we have resolved problems with the government, but the southern rebel groups, the Sudanese People's Liberation Army, now have raised objections to OLS II," Natsios says.

The situation in Ethiopia appears more complicated, and reports indicate that people in Tigray have started leaving their homes to find food.

Last summer, the Famine Early Warning System, which is sponsored in part by USAID, alerted donors to the drought and the possibility of famine in Ethiopia. Although more limited in area than the 1984-85 famine, this drought places nearly 5 million people at serious risk of starvation in Eritrea, Tigray, Wollo, Gondar and Harerge.

As donors were repositioning food to deal with the situation, rebels in Tigray launched attacks in early February southward on the main road toward Dese and Lake Tana. Rebels in



*Civil war in Ethiopia and Sudan has disrupted agricultural production, and many people are without access to food.*

Eritrea also attacked government forces in an attempt to push the army completely out of the north.

"This was devastating to the Agency's relief plan because the areas where the drought is most intense are now held by insurgents in Tigray and southern Eritrea," says Dick Eney, desk officer for Ethiopia. "After some negotiation before the latest fighting, the Ethiopian government had agreed to allow food through the northern port of Massawa through neutral private voluntary organizations, which enabled food to reach drought victims across

rebel lines."

But in the first hours of the Eritrean offensive, the rebels closed roads out of Massawa and captured the city's port. Now the Ethiopian government, which has air superiority, is bombing the port, and relief ships cannot enter.

Some of the 45,000 tons of relief food stored at the Massawa port was destroyed by fire caused by the fighting.

The relief plan now has switched the emphasis to Assab, the major port in the south, says Eney. "But Assab is further away. It will take two or three times longer to transport food there, as well as nearly 412,000 gallons of additional fuel."

The Agency also is planning to airlift food to Asmara, the capital of Eritrea, which is still in government control and surrounded by rebels, and to Mekelle, which is the region hardest hit by the drought but is controlled by the Tigrayan rebels. The Ethiopian government wants to service only an

airlift to Asmara.

Still, Eney notes, airlifting relief supplies is much less efficient and much more expensive, with planes only able to make two trips a day, carrying 18 metric tons of food. In comparison, 100 trucks leaving the port can each carry 20-30 metric tons of food.

Although the war in Ethiopia has continued for nearly three decades, Eney says that both rebels and government officials historically have respected the neutrality of relief workers in the various famines that have befallen Ethiopia over the years.

Natsios says that the mission and embassy in Addis Ababa, Ethiopia, have done an admirable job in orchestrating a strategy of sending food when the political situation allows. For example, on March 20, the first shipment of 11 trucks of grain left government-held areas for the Tigrayan People's Liberation Front-held areas.

He also says relief workers hope to have access through the Massawa port again, but each side must agree to such an agreement.

Natsios adds that officials are working to involve the United Nations in the negotiation of the relief effort and to create an international relief operation similar to the 1989 program in Sudan.

The United Nations cannot negotiate with rebel elements without the permission of the central government, and, to date, the Ethiopian government has been unwilling to allow U.N. involvement.

### USAID RELIEF ASSISTANCE

The Agency has approved a total of 223,200 metric tons (mt) of food for northern Ethiopia.

The value of U.S. food and non-food assistance provided since October 1989 is more than \$126 million. Other donors have pledged 311,000 mt to be delivered to Ethiopia in the first half of 1990. It is estimated by the Agency's mission in Addis Ababa that 650,000 mt of relief food will be required for the first 10 months of this year.

In Sudan, OFDA assistance so far has amounted to over \$5 million for fiscal 1990. In fiscal 1989, more than \$19 million was spent for relief needs. In addition, the Office of Food for Peace allocated some \$45 million in emergency food relief in fiscal 1989 and 1990 combined.

# Personality

## Regi Brown

BY JANE SEVIER JOHNSON

**R**egi Brown says he didn't follow a career path to get where he is today. And that may be precisely what has prepared him for his present job. As assistant administrator for the Bureau for Program and Policy Coordination (PPC) responsible for coordinating the Agency's program in toto, breadth of experience may be as useful as depth.

Brown's career is replete with both. Over the years, he has led men in Vietnam, taught them at West Point, run a business, monitored and set fiscal policy in various government agencies, and analyzed policy in think tanks.

"I've tried a lot of different things, so I wouldn't say that I've taken a particular path in my life," Brown says. "Starting off in the military service, you find that you're called upon to do many things; no one particular kind of activity encompasses it. I found myself in the military service functioning as a teacher, a student, an adviser or counselor, and then, from time to time, in various technical functions and as a small unit commander. How can you really say that's a path?"

"In civilian life, I've also found myself doing a lot of different things. For example, I worked for three years in the private sector as an executive in the aviation industry, which included a combination of technical and managerial skills.

"I don't have a program that says that at the end of year 'X' I'm going to be at such and such a place. My basic philosophy in life is to respond to the challenges that present themselves. That's what we all have to do, whether we like it or not. I cannot always predict how I am going to respond. The fun is in responding."

Brown feels this ability to respond will be vital for USAID if the Agency is to work effectively.

"The world that we lived in in the '60s and '70s is clearly not here now," he says. "The challenge is to respond to the

changes that are confronting us. How we respond, how effectively we respond, will speak directly to the future of this Agency as a viable component in the U.S. government. I'm confident that the talent is here, the will is here, and we will meet these challenges.

"As I see it, PPC's primary mission is to provide support and assistance to the administrator in formulating his policy and guidance for the Agency and, in conjunction with the regional bureaus, carrying out the programs," Brown says. "This bureau really has a staff function to help the administrator manage the Agency—manage, guide, lead, however you want to describe it."

Brown brings considerable experience in policy development to PPC. During the 1970s, he held a variety of U.S. government posts, including director of energy, chemicals and public utilities in the Council on Wage and Price Stability's Office of Price Monitoring; executive director of the President's Commission on Military Compensation; principal analyst in the Congressional Budget Office; and deputy director of the Cost of Living Council's Office of Food.

In the private sector, Brown also held senior positions with the Urban Institute in Washington, D.C. and the Mitre Corporation in McLean, Va.

Brown came to the Agency last fall after seven years as a senior fellow at the Center for Strategic and International Studies (CSIS) in Washington, serving as specialist on economic and security assistance policy. Before joining the center in 1982, he was a consultant and executive vice president of DECA Group, Inc., an aviation modification center in Miami, Fla.

"Working for a think tank was great," Brown says. "The thing I liked the most about it was the freedom of inquiry, the range of subjects, and the notion that you could pursue things to some conclusion. CSIS prided itself on being a bridge between the world of ideas and the world of action. I think there's something to that.

"It is conceivable that if you are purely interested in academic matters, your inquiries may not bear any fruit in the near term. If you're in a government agency or in a business, you've got deadlines that are usually expressed in terms of days, if not hours. The idea is to be able to study a problem and achieve some balance between operational considerations and the intellectual curiosity of fields of academic inquiry."

Brown applied that reasoning ability to achieve one of his life's goals. As a high school student in northern California, he set his sights on the U.S. Military Academy at West Point. He obtained his appointment from former Rep. John Baldwin through a competitive process.

Brown received his West Point degree in engineering and then studied public administration and economics at Harvard.

"I wanted to be an Army officer," Brown says. "The idea of service to my country attracted me very strongly, and I thought that was a way to achieve it. I served my country for 10

years as a commissioned officer. On leaving, I found myself still serving my country as a civilian in many, many instances. Who knows how people get into these patterns in their lives? It was something that was attractive to me."

As part of his Army duty, Brown taught economics and government at West Point for three years. "That was one of the unique aspects of a military academy education, the notion that the faculty, for the most part, consisted of officers on active duty," Brown says. "The Army felt that these officers would be better role models for the cadets."

The study and practice of the economics discipline have influenced Brown's life in many ways. Among teachers and mentors who have helped guide him, he says, "Simon Kuznets at Harvard, perhaps more than any other person, gave me a sense of the limitations of the economic discipline and, yet, enabled me to appreciate its value as a tool. Arthur Smithies, also at Harvard, had a care-free and joyous outlook on life and helped me put things in perspective."

Brown says his interest in economic policy has always had a global slant.

"I've had an interest in problems of economic development worldwide, dating back to my experience in Vietnam," Brown says. "I was particularly struck by how important an economic assistance program was to the effort to achieve political stability and security in that country."

Brown had two jobs in Vietnam. He started out as a civil affairs officer with the 3rd Brigade of the 82nd Airborne Division, a staff job with responsibility for managing his brigade's pacification program. When the brigade got orders to go home, he joined a team advising the government of Gia Dinh province. Brown was responsible for an urban development program for the province.

"Dealing with economic insecurity was a critical element in our program," Brown says. "Political security and economic security were tied to each other. We had to deal with both aspects of this problem. In tandem with the

military efforts, there was an ongoing effort to promote economic well-being in the country. The program provided urban public services.

"The war in Vietnam, obviously, influenced my life quite a bit," Brown says. "There are times when a nation and a people have to stand up and be counted for what they believe in. People don't know how they're going to respond to challenges to their core values until they confront them.

"I think Vietnam represented such a challenge for me

personally, as well as for the nation. Probably more than anything else, the resolution of the challenge confirmed my confidence in the American system."

When Brown left the Army in 1971, it was principally to spend more time with his family. Brown met his wife, Emilia, in the University of California at Berkeley library when he was home on leave. They were married in 1963.

"I had gone up there to do some reading, and she was reading not very far away from me," Brown says. "Next thing I knew, I wasn't reading—I was paying attention to her. That was the beginning."

Brown's wife is an independent marketing consultant. The couple has two married children, Eric, 24, and Denise, 23. Eric, a systems analyst, lives in Reston. Denise, who recently completed a graduate degree in business administration, also lives in the area.

Although he once again finds himself with little spare

time, Brown turns to peaceful pursuits whenever possible.

"I like to sail," he says. "I like to take long walks in the woods. I like to watch birds and wildlife.

"My favorite fishing is large-mouth bass, but I haven't done too much of that around here. I have been fishing in West Virginia streams for trout and small-mouth bass. Ocean fishing, I like that, too—bluefish, mackerel, surf fishing. Whatever presents itself. The fun is just being there.

"It's the journey, not the destination, so to speak, that brings all the pleasure."



**Regi Brown:** "My basic philosophy in life is to respond to the challenges that present themselves. I cannot always predict how I am going to respond. The fun is in responding."

**W**omen's labor is a critical economic resource that has not been efficiently tapped in most developing nations, said chief economist Gordon Rausser in a recent all-day seminar at the State Department.

Rausser and guest economists T. Paul Schultz, Robinson Hollister and Kathryn Terrell discussed ways the Agency can help to overcome constraints on women's contributions to broad-based economic growth.

The panel said that, in most world regions, increasing numbers of women are moving into the labor force. While it is clear that women worldwide make significant contributions to their nations' economies, most women's productivity and income are severely limited by educational constraints, occupational segregation and low pay. Further, they said, there has been little attempt to adjust women's roles in the economy to accommodate their childbearing responsibilities.

Seminar participants endorsed the plans of the Agency's Office of Women in Development to initiate country-specific pilot projects to overcome constraints on women's productive participation in labor markets. Key issues included export promotion policies, differential cost and rates of return on male and female education, the impact on employment of reductions in the public sector and financial flows in the informal sector.

In his opening remarks, Rausser stressed that gender is a critical variable in the de-

# Women's Roles In Labor Force Seen Expanding

BY MARY CLARK

velopment process. He noted that recognition of women's contributions to economic growth is increasing.

He described three basic lessons learned about the development process in the post-World War II era:

- Correcting prices and property rights

is not sufficient if an economy is to reach its full potential:

- Many governments and institutions create serious obstacles to the development process; and,
- Those with political power in the public sector can exploit its institutions.

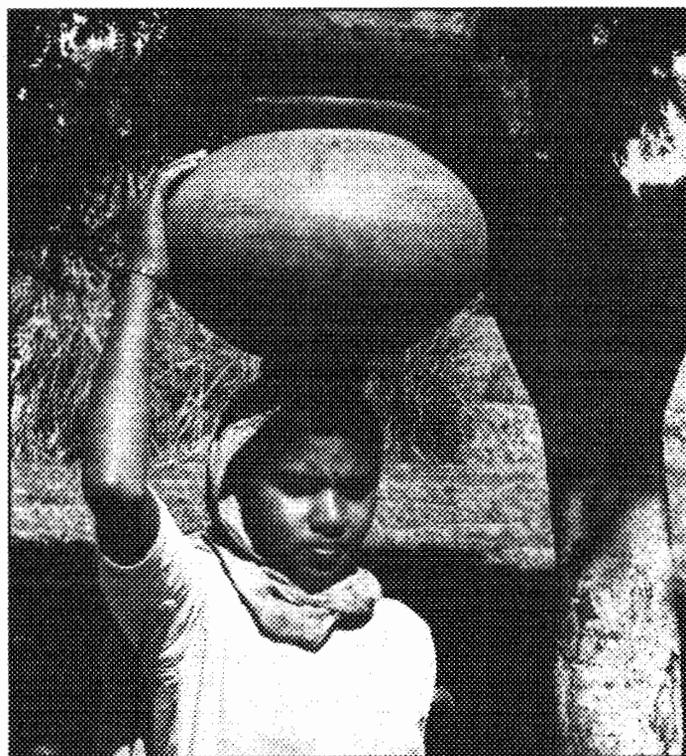
To the extent that women and children have limited political power, they are generally the ones most exploited, Rausser said. He suggested that the Agency's most

effective route for promoting broad-based economic growth is through support of policy and institutional reform.

T. Paul Schultz, director of the Economic Growth Center at Yale University, presented evidence that women have increased their representation in the labor force in all regions except South and West Asia and Africa. In low-income countries, he said, 66% of the women work in agriculture and 22% in manufacturing, commerce and services. In higher-income countries, 12% of the women work in agriculture and 83% work in manufacturing, commerce and services.

When more women are better educated, there are positive economic returns to society, Schultz said. The children of those women are healthier, better nourished and in school more often. World Bank studies have shown that women have almost as high a private rate of return for education as men, and in some cases it is higher.

"Why is so little invested in women's education and training?" he asked. He suggested that the lack of interest is because of both institutional discriminatory practices and



*Less time spent carrying water means more time free for productive work. By finding ways to simplify the daily routines of women, Agency projects seek to increase women's contributions to broad-based economic growth.*

family decision making.

"Many parents see the costs of sending girls to school but do not recognize the payoffs," he said. He recommended that USAID undertake pilot programs to encourage female education, particularly in regions where the disparity is most striking.

Kathryn Terrell of the University of Pittsburgh reported that women typically earn 35% to 45% less than men worldwide. Causes include lower levels of education and professional experience, occupational segregation and overt labor market discrimination.

"Women worldwide are clustered in a few occupations that generally require less skill and offer lower pay," she said.

Terrell recommended innovative policies that would promote more productive roles for women by providing child care financed by a broad base including contributions from the state, worker and employers; increasing women's educational opportunities; eliminating protective legislation, which limits women's employment opportunities; and enacting legislation that requires equal pay and equal opportunities for women.

Robinson Hollister of Swarthmore College stressed that there are different sets of policy-relevant issues at different labor skill levels. At the high-skill level, a large percentage of the workers are employed in the public sector. Reduction of the public sector to date has been through real cuts in employment and through allowed deterioration of public sector wages. The latter has caused reduced efficiency and forced public employees into moonlighting, he said.

At the middle-skill level, an important issue is wage systems where bonuses and variable wages play an important role. In many areas technical skill training institutions have been ineffective despite government tax and subsidy schemes to support them. Hollister recommended a study of tax/subsidy-based training schemes to deal with differing levels of access and

benefits for men and women.

At the low-skill level, he said, there is an increasing trend to use temporary workers to avoid regulations and costs associated with full-time employees.

"It is important to assess whether women workers are more affected by this than men," he said. "It is also important to look at the industrial sector at the firm level in order to examine labor markets and skill distribution."

Seminar participants recommended that USAID develop action-oriented studies or pilot projects on gender differences in:

- the impact of export promotion policies on employment;
- the employment impact of reducing the public sector;
- the response of firms to structural adjustment price changes (hiring, firing, benefits);
- the effect of the distribution of productive activities on education and employment opportunities;
- the costs of female and male education and differential rates of returns on it;
- the financial flows in the informal sector, particularly in equity sharing and venture capital;
- the carrying out of policies at the subnational level (e.g., municipal)



*Katherine Terrell (from left) of the University of Pittsburgh, USAID Chief Economist Gordon Rausser, Paul Schultz of the Yale Economic Growth Center, and Robinson Hollister of Swarthmore College discuss the roles of women in the world's work force at an Agency-funded conference.*

affecting the informal sector; and,

- the organizations in the informal sector and their lobbying power to obtain government assistance.

In fiscal 1990 and 1991, the Office of Women in Development will be organizing country-specific, action-oriented studies and pilot projects looking at these issues in each of the major world regions.

The Office of Women in Development and the Office of Economic Affairs sponsored the urban labor markets seminar as part of a new labor initiative.

The aim is to optimize the contribution of women's as well as men's labor to broad-based, sustainable economic growth. The major emphasis will be on effective policy and institutional reform as well as human capital development.

*Clark works in the Office of Women in Development.*

# Population Programs Featured

BY JOANNE GROSSI

To increase awareness of available information, education, communication and training materials for family planning, the Information and Training Division in the Office of Population, Bureau for Science and Technology, recently transformed a conference room into an exhibit hall of videos, publications, and manuals on family planning.

The abundance of information available would have made even Dr. Ruth proud. Held the afternoon of Jan. 31, the exhibit was organized, explained Dr. Roy Jacobstein, chief of the division, "to expose S&T staff and other health, population and nutrition professionals in the Agency to the wealth of information and training materials developed by the Office of Population's cooperating agencies for use in developing countries."

More than a dozen cooperating agencies such as Johns Hopkins University, Family Planning International Assistance, PATH (Program for Appropriate Technology in Health) and International Planned Parenthood Federation displayed and explained the services they offer.

For the more than 200 people who attended the exhibit, perhaps the biggest draws were two music videos recently released in Nigeria by King Sunny Ade and Onyeka Onwenu entitled "Choices" and "Wait for Me." Produced by the Agency-sponsored Johns Hopkins University's Population Communication

Services (PCS) Project, both songs, which promote sexual responsibility, were successes in Nigeria. In fact, "Wait for Me," the album on which both songs appear, was the No. 1 album in the country for many weeks. The "Wait for Me" video itself has become so popular that it is being bootlegged into neighboring countries.



*Director of the Office of Population Duff Gillespie views a family planning video with Susan Leibtag of Johns Hopkins University.*

Indeed, video is proving to be a most versatile method for spreading the family planning message, according to Susan Leibtag, PCS librarian. "We are using videos in the form of everything from soap operas and commercials to documentaries and feature films to get the message out. We have found video to be one of the most effective ways to teach a positive social message."

But video is not the only medium being used to spread the word on family planning. In addition to PCS, Johns Hopkins University offers POPLINE, a computerized bibliographic database also on display at the exhibit.

According to Ann Compton, associate director of the program, "POPLINE began in 1974 and has over 200,000 records available in its system. What we offer is a unique, comprehensive guide to family planning and population research—indexed, abstracted and computerized." The service, she said, is currently used in 82 countries.

However, information alone is not enough to slow rapid population growth. Training of medical and paramedical personnel is also essential. Taking part in the exhibit was Development Associates, just one of a number of cooperating agencies that provide this training. Since 1969, the organization has provided training for more than 44,000 paramedical, auxiliary and community workers such as nurses, midwives and family planning counselors.

As Anne Wilson, clinical specialist at Development Associates, explained, "Training medical personnel in the field of family planning is

essential in less developed countries. Many of these people have no prior knowledge of contraceptives.... [They] need someone to counsel them and assist them to make the right choices."

"The exhibit allowed Agency staff, in a period of hours, the opportunity to have discussions with the people who develop these materials," said Duff Gillespie, director of the Office of Population. "If you tried to accomplish this on a one-to-one basis, it would take days."

*Grossi works in the Office of Population.*

# ARIES Focuses on Small Businesses

BY CLYDE LINSLEY

**A** new office of small and micro-enterprise development has been created within the Bureau for Private Enterprise and charged with creating and coordinating an Agency-wide microenterprise support program.

The new office, which incorporates elements of the small enterprise and employment division of the directorate for human resources in the Bureau for Science and Technology, was announced by then Acting Administrator Mark L. Edelman at an ARIES/USAID conference on microenterprise development held in Rosslyn, Va.

"I happen to think that—of all the demands placed on America's constrained foreign aid budget—the microenterprise program represents one of the most effective and sustainable development activities we fund," Edelman said.

"Now, it's become even better, and the future looks bright indeed for an even more expanded role as we continue to work for sustainable, broad-based economic growth in developing nations," he said.

Edelman said the Agency's two-year study of its microenterprise activities had led to a comprehensive program designed to help build sustainable microenterprise programs. The program, he said, emphasizes small-scale credit programs, experimental forms of non-financial assistance and regulatory reform activities.

"These are the types of programs that have shown the greatest promise in

recent years for improving the performance—and sustainability—of microenterprises and the institutions that assist them," he said.

Edelman also emphasized the Agency's focus on policy reform in developing countries. "Development assistance to businesses at the grassroots level won't do much good if official government policies crush small businesses or prevent them from growing," he said.

The conference, held March 5-9, attracted Agency personnel, Peace Corps small and microenterprise staff, representatives of private voluntary organizations and cooperatives, universities and other donor organizations such as the World Bank.

A purpose of the conference was to present the information gained from the ARIES (Assistance to Research Institutions for Enterprise Support) program, which, since 1985, has been the Agency's principal vehicle for small and microenterprise support, training and research. The conference was held in conjunction with training workshops.

Michael Farbman, chief of the

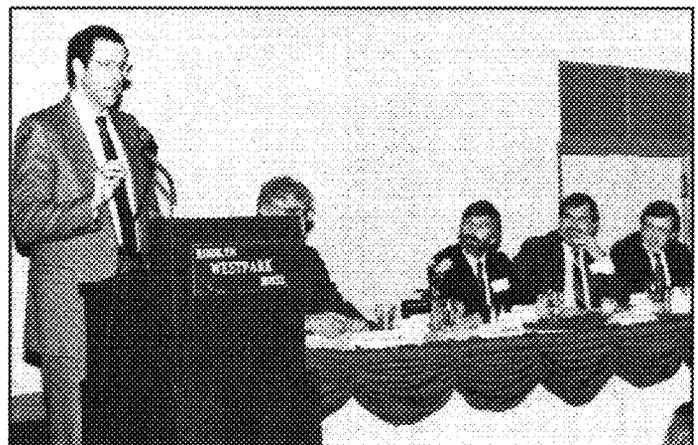
small enterprise and employment division, told conference participants that ARIES was meant to be "the consolidator of all the previous knowledge on microenterprise issues . . . and the vehicle to move this knowledge base into practice."

Among the major products of the project are an overview paper, which describes recurring problems resource institutions face in designing and carrying out microenterprise projects, and a computerized data base of bibliographic material, known as ASKARIES.

The ARIES research team also has completed a series of teaching case studies focused on critical recurring problems, a training needs assessment technique and a number of modular training packages for use by organizations that assist in small and microenterprise development. A paper on microenterprise in the informal sector is being prepared.

Project director Thomas Timberg of Nathan Associates said microenterprise programs tend to be involved either with enterprise formation, expansion or transformation, depending on the needs

*Continued on page 17*



*"Of all the demands placed on America's constrained foreign aid budget, the microenterprise program represents one of the most effective and sustainable development activities we fund," said then Acting Administrator Mark L. Edelman during a recent ARIES/USAID conference.*

# U.S. Businesses Assess Philippine Investments

BY BETTY SNEAD

A select group of U.S. business leaders has been sent to the Philippines on a week-long mission to assess that country's investment constraints and opportunities.

The mission was arranged by the Agency and the U.S.-Philippine Business Committee. Participants, who paid their own way to Manila, represent such organizations as GTE; Motorola Communications, Inc.; Sea-Land; Dole Foods; Destec Energy, Inc.; Foster Wheeler; Bechtel; and the World Environment Center. They will be looking at five areas of particular need in the Philippines, including energy,

telecommunications, transportation, environment and agribusiness.

"You are to be the eyes, ears and judgment" for U.S. businesses that might want to invest in the Philippines, Mark Van Fleet, executive director of the U.S.-Philippine Business Committee told participants at a briefing session before their departure March 24.

"This mission," Van Fleet said, "is a true reflection of what I hope will be the wave of the future—joint venture relationships between the U.S. government and the U.S. private sector."

"This enterprise could be the model for the rest of the developing democracies," Philippine Ambassador Emmanuel Pelaez added. Pelaez said he hoped the venture would result in increased interest in the Philippines by U.S. investors.

Pelaez noted that democracy had been restored to the Philippines, and he emphasized the importance of a recent agreement with the International Monetary Fund that provides \$1.5 billion in credit guarantees to the Philippines and an agreement for \$700 million in loans and credit from 10 commercial banks.

Elliot Richardson, special representative of the president for the Multilateral Assistance Initiative (MAI), urged the group to "scout out and assess opportunities for economic growth, political stability and private sector investment." He said the potential for economic growth in the Philippines is "enormous" but that the problems are complex.

Richardson said MAI is unique in that it creates a joint mechanism for donors to work with leading members of the Philippine government and the private sector. "This can be a significant model for other USAID efforts," he said.

MAI was launched last year in Tokyo by the United States and 18 other donor nations and seven international organizations to improve the Philippine economy and to attract private sector investment.

The U.S. government has pledged multiyear support to the initiative. USAID is providing \$160 million in fiscal 1990 and is requesting \$200 million for fiscal 1991. "The Agency is totally committed to working together with the private sector to make MAI a reality and not just a theory," said Thomas Reese, deputy assistant administrator of the Bureau for Asia, Near East and Europe.

He agreed that the Philippines had



*Philippine Ambassador Emmanuel Pelaez (from left) discusses investment opportunities in the Philippines with Executive Director Mark Van Fleet of the U.S.-Philippine Business Committee; Deputy Assistant Administrator Thomas Reese, Bureau for Asia, Near East and Europe; and Ambassador Elliot Richardson, special representative of the president for the Multilateral Assistance Initiative, at a briefing session for U.S. business leaders in Washington, D.C.*

been successful in restoring democracy in its peaceful revolution. "Now it is important," he said, "that the economic revolution continue, be fueled and be successful to keep the beacon burning for other countries, such as those in Eastern Europe."

With the industriousness of the Philippine people, the natural resources of the country and a partnership between the public and private sectors, Reese said, the country could "launch into a path of self-sustaining economic growth."

U.S. businesses interested in investing in the Philippines are backed by the Overseas Private Investment Corporation (OPIC), which has insured private investment in the Philippines since 1952. Currently, OPIC insures about 75 contracts covering more than 40 projects.

"Given the strategic and economic importance of the region, it should come as no surprise that OPIC's highest single-country insurance coverage worldwide is the Philippines," said Julie Martin, managing director of OPIC's insurance department.

"In the past two years, our coverage has reached a level at which internal guidelines would normally require us to curtail issuance of new policies," Martin said. "However, OPIC's board of directors has passed a special exception for the Philippines, increasing our coverage limits. The Philippines is the only country in the world where this has been allowed."

In addition to USAID and OPIC, assistance to U.S. businesses interested in the Philippines is available from the Department of Agriculture, Department of Commerce, Export-Import Bank, International Finance Corporation, Multilateral Investment Guarantee Authority and the Trade and Development Program.

*Snead is a writer-editor in the Office of International Development Communications, Bureau for External Affairs.*

## ARIES *Continued from page 15*

of the firms and entrepreneurs being targeted. All three approaches can have beneficial social and economic effects, he said, but they have different management problems and require different management solutions.

A comprehensive evaluation of USAID microenterprise assistance programs, completed in 1989, concluded that, while microenterprise programs do reach poor people in developing countries, the poorest generally lack the skills, experience and minimum household resources needed to become microentrepreneurs. The evaluation also found that efforts to help women form new microenterprises were more successful than efforts to help them convert existing firms into larger, mainstream businesses.

The feasibility of various means of reaching the very poor is one of the areas of research under the Agency's new GEMINI (Growth and Equity through Microenterprise Investments and Institutions) program, a new five-year project begun in October.

James Boomgard, project director for Development Alternatives, Inc., manager of the GEMINI contract, said the project would be concerned with, among other matters, the "frontiers of lending" and the "frontiers of nonfinancial assistance," including development of training packages that can be used with little assistance in the field.

Boomgard said the project consortium also hoped to learn as much as possible about the growth and dynamics of microenterprise and the factors that make loan recipients good risks, both at the company and industry-wide level. For further information on microenterprise materials, call Michael Farbman, 875-4408.

### OFDA VOLUNTEER FORM

In times of emergency abroad, OFDA often requires additional staff to help answer inquiries from the public. If you would like to help, please fill out the form below.

Name: \_\_\_\_\_

Office: \_\_\_\_\_

Office Telephone: \_\_\_\_\_

Do you have any prior emergency management or disaster experience, either domestic or foreign?

Yes \_\_\_\_\_ No \_\_\_\_\_

Are you available after hours and on weekends?

Yes \_\_\_\_\_ No \_\_\_\_\_

Please send your completed form to: Jerry Donahue

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# Agency Observes African-American History Month

“**T**he history of African-Americans in the United States both individually and collectively is an inspirational saga of perseverance and achievement,” said then Acting Administrator Mark L. Edelman at the opening ceremonies of the Agency’s observance of African-American History Month in February.

“Just 26 years ago, African-Americans did not have the right to vote,” he continued. “Today an African-American is not only the mayor of the largest city in America, but African-Americans are mayors of five of the nation’s 10 largest cities.”

African-American History Month featured a seminar and lectures outlining African-American achievement against the odds. The programs, jointly sponsored by USAID and the Department of State, were also coordinated with the Thursday Luncheon Group and the Foreign Affairs Chapter of Blacks in Government.

Lawrence Jones, dean of the Howard University School of Divinity and professor of Afro-American church history at the university since 1975, was the guest speaker for the opening ceremony.

In his discussion of the topic “African-Americans: What’s in a Name?” Jones made it clear that there is a “great deal in a name, and that the content of the name has significance for the way laws have been enacted, court decisions have been rendered, customs have been ratified, and individual and group lives have been impacted both positively and negatively.”

Audrey Chapman, a family therapist and trainer, conducted a seminar on the topic, “Facing the Odds: The Challenge and Myths Facing Black Men and Women in the Workplace.” The overall objective of the seminar was to help the participants understand how effective communication can dispel myths and create harmony and to provide insight on how understanding one’s self can reduce conflict.

The third program, sponsored by the Foreign Affairs Chapter of Blacks

in Government, focused on coping skills for African-Americans. Earl McClenney Jr., author of the book *How to Survive When You Are the Only Black in the Office*, provided helpful hints and strategies for survival in organizational cultures.

McClenney emphasized that African-Americans must take responsibility for dispelling some of these myths that tend to impede their career progress. He suggested that initiative, resourcefulness, professional and personal commitment as well as alternative careers are means of surviving in the organization.

The final program, coordinated by the Thursday Luncheon Group, included a lecture by Eddie Williams, president, Joint Center for Political Studies, on the historical and contemporary context in which blacks have participated in the political process in America.

“Blacks have been involved in American politics since they were brought to these shores of America,” Williams said. “Through the use of protest, moral persuasion, litigation and, in recent years, electoral politics, blacks have played and continue to play an important role in the pursuit of civil rights.”

—Voncile Willingham

## Agency for International Development Foreign Service Tenure Boards Reports By Race/National Origin and Sex May 1989 - Dec. 1989

	TOTAL	Non-Minority		Minority		Black		Hispanic
		M	F	M	F	M	F	M
ALL Candidates	39	25	9	4	1	3	1	1
%	100.0	64.1	23.1	10.3	2.6	7.7	2.6	2.6
No. Tenured <sup>1</sup>	37	23	9	4	1	3	1	1
%	94.9	92.0	100.0	100.0	100.0	100.0	100.0	100.0
No. Deferred <sup>1</sup>	2	2	0	0	0	0	0	0
%	5.1	8.0	0.0	0.0	0.0	0.0	0.0	0.0

<sup>1</sup>Percentages computed from total candidates reviewed within each group.

# USAID Employees Explore Martin Luther King Jr.'s Legacy

**E**ach year, celebration of the birthday of Martin Luther King Jr. focuses added attention on King's work and the civil rights movement in the United States. This year, the dawning of a new decade emphasized the importance of the holiday as a time for taking stock of past accomplishments and future challenges.

In observance of King's birthday, employees of USAID and the Department of State heard a panel discussion of the theme, "The King Legacy in the 1990s and Beyond," at the State Department Jan. 25.

"Dr. King left us a rich legacy, one that heroes can live," said Dorothy Gilliam, *Washington Post* columnist. Gilliam pointed out that King's legacy is one that each person can act upon.

"But my very real fear is that we are in danger of forgetting Dr. King's teaching," Gilliam added. She said she felt King would do something to solve the problems of drug abuse, homelessness, minority education and the disparities in schools.

Ambassador Edward Perkins, director general of the Foreign Service, informed the audience that a bust of King rests in the lobby of the U.S. Embassy in Pretoria, South Africa, in tribute to the slain civil rights leader.

Speaking of the part King played in international relations,

Perkins said, "Dr. King was convinced that words and strengthened ideas were much more powerful than bullets from a gun."

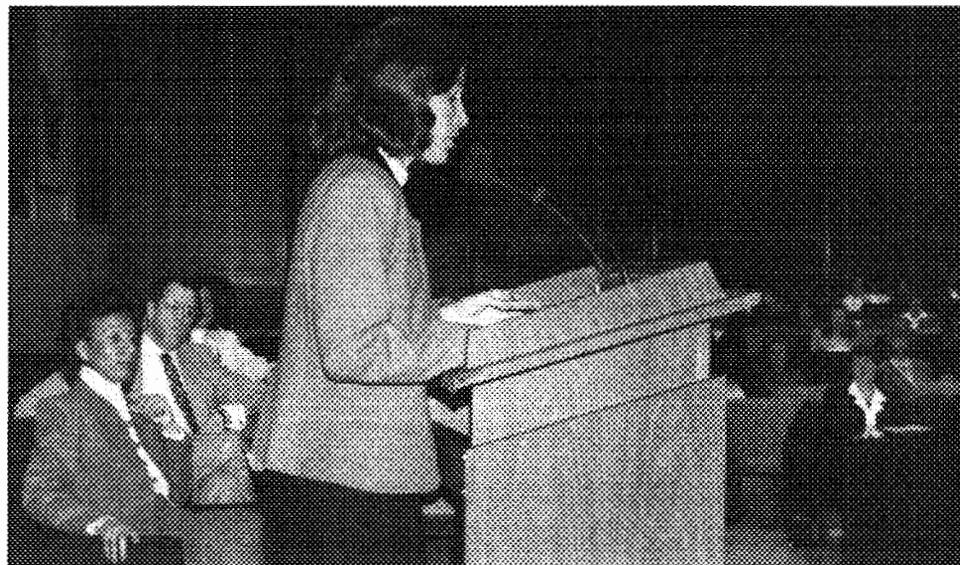
Touching on the impact of King's work on the legal system, Prince George's County State's Attorney Alexander Williams Jr. pointed out that issues such as minority contracting, housing, criminal justice and equal employment are being addressed by the courts, as well as state and federal legislators.

"Dr. King left us with a very strong mission....," said Williams. "He wanted to bring all people together. He wanted peace, justice and fairness.... We have to make something today, and we have got to be alert and aware that these issues are moving through the courts and must be dealt with through fairness and justice for all."

Counselor Ray Love stressed King's efforts toward achieving racial unity and equality in the United States. "Indeed, 20 years after his death, we remain inspired by his legacy," Love said.

Carol Randolph, attorney and former host of the television show *Morning Break*, served as panel moderator. The program was sponsored by the Office of Equal Opportunity Programs and the State Department's Office of Equal Employment Opportunity and Civil Rights.

—Voncile Willingham



## Agency Celebrates Women's History

*Marilyn Tucker Quayle discusses her interest and involvement in National Women's History Month at the State Department March 6. Seated at left are Jessalyn Pendarvis, director of the Office of Equal Opportunity Programs, and Mark L. Edelman, then acting administrator.*

## Energy Savings To Help Jordan

Energy represents 35% of the production cost for Jordanian manufacturers. Energy audits have indicated a potential for reducing energy consumption by at least 25%, thus reducing the cost of production and demand for additional power.

A demonstration project in industrial energy conservation was launched in Amman, Jordan, recently and was witnessed by Lyle Weiss, director of the mission's Engineering Office; Rashad Abu Ras, director of the Industrial Energy Department of Jordan's Ministry of Energy and Mineral Resources; and Alberto Sabadell, deputy director of the Bureau for Science and Technology's Office of Energy.

With U.S. technical assistance, Jordanian engineers will work with manufacturers through the project to reduce energy waste and measure energy savings over a three-month period. Energy-saving equipment will be installed and results monitored to make information available to the public and appropriate businesses.

## USAID Briefs

### University Funds Project

A technical training and assistance program in the African nation of Burkina Faso, originally funded by USAID until last year, will be continued by the original collaborative institution, the University of Georgia, for 13 more years, the university announced recently.

Charles Knapp, president of the university, signed the cooperative agreement in December with representatives of the University of Ouagadougou, the only university in Burkina Faso.

Under the terms of the agreement, members of the University of Georgia faculty will travel to Ouagadougou to teach courses, start research programs, develop extension activities and offer

consulting services, primarily in the areas of natural resource development and animal production. Graduate students from the University of Ouagadougou will enroll for further study and postgraduate internships at the University of Georgia.

The program, which stems from funds provided by USAID in 1979 for an agricultural experiment station, has grown into a major commitment for the University of Georgia.

Darl Snyder, the university's director of international development whose office administers the Burkina Faso program, recently received the *Medaille du Merite* for his "eminent services" to the West African nation.

#### IG HOTLINE

*Help combat fraud, waste and abuse. Use the USAID Inspector General hotline to report theft or misuse of Agency resources. (703) 875-4999 or P. O. Box 12894, Arlington, VA 22209.*



*Frederick Schieck (left), then acting assistant administrator for Latin America and the Caribbean, and Jorge Hernandez Alcerro, Honduran Ambassador to the United States, sign an agreement providing \$5 million to the Central American country to spur its ailing economy. The funds will be used to help adjust exchange rates, carry out tariff and tax reforms, and encourage exports and private investment.*

# In Memory

## FRANCIS MONCADA

Francis (Frank) J. Moncada, deputy director for the Office of Procurement, Bureau for Management, died Feb. 8 after a long period of illness. He was 57.

Moncada joined the Agency in 1962 and served in the Bureau for Latin America and the Caribbean as a contracts officer. Later, he was assigned to the Bureau for Management, taking on various positions dealing with contracts management.

Moncada is survived by his wife, Catherine, and three children. Condolences may be sent to Mrs. Moncada, 4616 Wakefield Chapel Rd., Annandale, Va. 22003.

## BYRON ENGLE

Byron Engle, 79, a retiree, died Jan. 10 at Fairfax Nursing Center of complications from a stroke he suffered in 1986.

Engle began working with one of the Agency's predecessor organizations in 1955. He helped organize and train civilian police departments in developing nations around the world. Engle also was director of the Office of Public Safety when on assignment in Washington, D.C. He retired in 1973.

## EUGENE REICHARD

Eugene C. Reichard, a retired Agency forester, died on Dec. 11 in Atlanta, Ga. He was 90.

Reichard worked for the Agency's predecessor organizations, serving in Ecuador and Colombia and as chief of the forest mission in Paraguay. From 1947-1951, he served as a forestry advisor to the U.S. military in Korea and Japan.

In 1951, he returned to the Foreign Service to what was then the International Cooperation Agency. Reichard



*Costa Rican participant training students Oscar Alfaro Soto (from left) and Ivannia Chavez Solano meet with Toni Christiansen-Wagner, assistant director of regional programs for Central America, Bureau for Latin America and the Caribbean, and Lou Macary, Honduras desk officer, during an informational tour of the Agency. The two participants were among 100 Central American students who had completed a 21-month, USAID-sponsored education/training program at universities throughout the United States and were headed back to their homes in Guatemala, Honduras, El Salvador and Costa Rica. Alfaro studied information systems at the College of Santa Fe in New Mexico, and Chavez pursued clothing merchandizing at Tri-County Tech in Oklahoma.*

also worked on the Point IV Program in Colombia, Bolivia and Madagascar. He retired in 1965.

## CLIFFORD S. LIDDLE

Clifford S. Liddle, 78, a retiree, died Jan. 22 of cardiac arrest in Key West, Fla.

Liddle joined the Agency in 1954 and served as an education advisor in India, Nigeria, Korea, Indonesia, Ethiopia and Washington, D.C. He retired in 1975.

Liddle is survived by his wife, Ruth, and three children. Condolences may be sent to Mrs. Liddle, 2601 South Roosevelt

Bivd., #304 C, Key West, Fla. 33040.

## LAYTON MACNICHOL

Layton F. MacNichol, 73, died from complications after surgery for an aneurysm of the aorta Feb. 25 in Fort Lauderdale, Fla.

MacNichol began working with the Agency in 1962 as a housing and urban development officer. He served in Nigeria, Brazil and Tunisia. He retired in 1979.

He is survived by his wife, Sybille. Condolences may be sent to Mrs. MacNichol at 607 NW 42nd St., Fort Lauderdale, Fla. 33390.

# Tree Project Gives More Than Shade

BY MILLIE KONAN

In recent years, Sawuya Asiya and her family have planted many trees on their small farm in Rwanda. In the vegetable garden near their house, they planted papaya and avocado trees. Elsewhere they planted *leucaena*, *sesbania* and other fast-growing species.

Planting trees is a new activity for families in the Gituza region. In 1986, thousands of Ugandan refugees were living in a camp in the area. The government of Rwanda asked for U.S. government help to meet fuelwood needs. With supervision from CARE International, an Agency-funded project has been able to meet the needs of both refugees and permanent residents.

The results of the project are visible everywhere. Trees dot the hillsides, line agricultural plots and grow in gardens.

"We planted lots of trees to increase the value of the fields and improve the soil," says Asiya. "From the trees we get fruits to eat, fuelwood to burn and poles for construction. When the trees are big enough, we can sell some of these products to earn money."

The project offers courses to farmers that provide information on how

to select trees, where to plant them and how to care for them. Although other projects have given seedlings to farmers, CARE found that farmers were willing to pay for them. For farmers who took project courses, the charge for seedlings was reduced.

With this incentive and information, many farmers began integrating trees with agriculture—for example, by planting trees that provide nitrogen to the soil, thus adding a natural fertilizer. The farmers also learned techniques of soil conservation—for example, how to create anti-erosion ditches by digging trenches on the contour and planting grasses and trees.

After the courses, extension agents visited farmers to reinforce the training. By listening to the farmers, the agents were able to learn from them and to include their practical experience in subsequent courses.

A recent survey documented the many changes the project has brought about. When the project began, area farmers never had practiced soil conservation. Now, 40% of farmers are using agroforestry practices for erosion con-

trol. The number of farmers using trees with other crops has doubled. Survey results also showed that increasing numbers of farmers are integrating trees with field crops, using live trees as fences and planting fruit trees around homesteads. In addition, with the involvement of local

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***"From the trees we get fruits to eat, fuelwood to burn and poles for construction."***

---

residents, the project reforested 6,000 acres of degraded hillsides. Project staff carefully matched species with different environments to ensure that most of the trees would survive and grow well.

Thousands of young trees already are contributing to soil and water conservation. As they mature, the new forests can be cut and replanted according to a plan to meet long-term needs for fuelwood and forage.



*Peace Corps volunteer Linda Barker works in the project's tree nursery. Before the Rwanda project, area farmers had never practiced any form of soil conservation. Now, 40% do so.*



*Sawuya Asiya inspects the young trees on her farm.*

By keeping the costs of reforestation at a minimum and by charging a fee for seedlings, the project saved money. The payments helped reduce the costs of running the nursery. In the long run, the payments also increase the likelihood that Rwandans will be able to sustain project activities by applying funds from the sale of seedlings to the continued management of forest resources. As people become accustomed to paying for seedlings, private enterprises also may flourish.

The government of Rwanda's Ministry of Agriculture, Livestock Production and Forests now is promoting the establishment of tree seedling nurseries throughout the country, and more than 1,500 nurseries have been created. The nurseries are making it possible for many Rwandan families to benefit from the planting of trees.

*Konan is a consultant in the Bureau for Africa.*

# Security Process Streamlined

*What organization within the Agency processes 90,000 pieces of paper annually and now has a new major goal—the destruction of all those documents?*

*Answer: The Personnel Security Division within the Office of Security (IG/SEC/PSI).*

**E**ach year the Inspector General's Personnel Security Division processes some 1,800 separate security clearance actions. These range from new clearance investigations for Foreign Service and Civil Service applicants to contractor clearances and employee update investigations.

Each investigation involves five separate steps:

- the initial review of the security forms and application for completeness;
- the scheduling of appropriate investigative resources;
- the initiation of inquiries to employers, listed references, credit bureaus, local and federal authorities;
- the receipt and logging of responses; and,
- the review of responses and investigative reports by the Evaluations and Services Branch.

Not long ago, this process was an entirely manual operation accomplished by members of the Personnel Security Division and four complement assistants on loan from the Office of Personnel.

Paper files were created on each case, and the paperwork moved from desk to desk as the investigation went forward.

The recent acquisition of tailored automated equipment and the application of a specially designed data base and imaging system have resulted in a more efficient procedure for processing security clearance requests.

With the new system, each document is reviewed and, as appropriate, scanned into an automated security file. The system is referred to as OSCAR, the Office of Security's Combined Automated Records. Once backed up on the system, hard copy documents are destroyed.

Documents subsequently required for review outside the Office of Security are printed on an as-needed basis. Investigative inquiries that are mailed out are batch-printed, and each phase of the five-step clearance process is electronically tracked by activity and date.

OSCAR enables division employees to perform the bulk of their functions at desktop terminals. Searches for paper files and the subsequent delays have been eliminated.

In addition to security clearance processing, another effort is under way to scan the 10,000 existing security files into OSCAR. One result of this effort will be the retirement of about 200 linear feet of paper files over the next 18 months.

Background investigations required for Top Secret security clearances now are processed at an average time savings of 100 days and cost savings of \$1,300 over comparable service and charges accomplished by the Office of Personnel Management.

Equally significant is that by the end of the year, the Agency will be one of only a few organizations in the entire federal government that is current with the security clearance update/re-investigative requirements mandated by Executive Order 10450.

—Tom McDonnell

# WHERE



## MOVED ON

**Velma Marie Allen**, Botswana  
**Irvin Asher**, SCI/OD  
**Sonja Bennett**, OFDA/OD  
**Keisha Casey**, COMP/CS/YOC  
**Mildred Chance**, AA/AFR  
**Lori Forman**, COMP/FS/EN-

TRY/T

**Bruce Fuller**, S&T/HR/ED/DES  
**Barbara Gobrecht**, AA/PPC  
**Edward Kowalski**, IG/SEC/PS/

SC

**Michelle Lawson**, FVA/FFP/

ANE

**Burton Levenson**, Nepal  
**Kathy Lewis**, MS/MO/PA/RM  
**Raymond Paul McQuillan**, MS/

MS/OM

**Vincent Morabito**, PRE/I  
**Sarah Morrison**, PFM/PM/FSP/

CD

**Peter Olson**, South Africa  
**Pike Reynolds IV**, COMP/CS/

COOP

**Frederick Ruggles**, A/AID  
**Mary Power Ryan**, PPC/CDIE  
**Valerie Yvette Sewell**, COMP/

CS/R

**Geraldine Thomas**, AFR/DP/

PAR

**Andrea Teresa Williams**,  
COMP/CS/YOC

## PROMOTED

**Aldona Affleck**, S&T/EN/FNR,

secretary typist \*

**Cheryl Bennett**, OIT/RS, administrative operations assistant typist

**Cecelia Burks**, AFR/TR/PRO, program analyst

**Diane Carter**, MS/MO/PA/PB, management analyst

**Inga Coleman**, PPC/PDPR/RP, secretary typist

**Brenda Colwell**, S&T/FA/N, program analyst

**Dorothy Cunningham**, PFM/PM/TD, administrative operations specialist

**Joyce Delaney**, COMP/CS/R, clerk typist

**Kimberly Dews**, MS/MO, secretary typist

**Stephanie Dickson**, PFM/FM/A/ PNP, operating accountant

**Gordon Estes**, IG/SEC/PSI/I, investigator

**Olwyn Beth Gardner**, MS/MO/PA, secretary typist

**Felicia Renee Garner**, COMP/CS/YOC, clerk typist

**Robert Hansen**, Honduras, IDI program

**Regina Huggins**, PFM/PM/ CSP/EAB, personnel management specialist

**Jean Jackson**, PFM/PM/ADM, administrative officer

**Verna Sherece Johnson**, COMP/CS/COOP, student training accountant

**Andrew LaFleur**, COMP/CS/COOP, student training accountant

**Earle Lawrence**, S&T/HP/POP/IT, technical information specialist

**Andrew Luck**, MS/OP/O/AFR, contract specialist

**Alma McQueen**, PFM/FM/P/SM, financial management specialist

**Sophia Riehl**, PFM/PM/FSP/ERB, supervisory personnel management specialist

**Willette Smlth**, XA/PI, public affairs specialist

**Melissa Stephens**, Honduras, project development officer

**Trenny Stephens**, AFR/TR/

ANR/PA, clerk typist

**Elizabeth Tomlinson**, IG, attorney general adviser

**Karen Wagner**, LAC/CEN, administrative operations assistant typist

**Torina Yvette Way**, IG/PPO, clerk typist

**Melinda Keenan-Wood**, AA/LAC, special assistant

## REASSIGNED

**Mark Anderson**, Botswana, supervisory executive officer, to MS/MO/TTM

**Robert Armstrong**, ANE/TR/ARD/RSEA, agricultural development officer, to regional development officer, Botswana

**Dennis Bryant**, RIG/A/I/Nairobi, auditor, to supervisory auditor

**Ann Rosemarie Burgett**, Tunisia, agricultural development officer, to Senegal

**Diana Cabcabin**, S&T/FA/AGR/EP, secretary typist, to ANE/AF

**Randall Casey**, ANE/SA/I, program officer, to Sri Lanka

**Carmen Castro**, COMP/FS/ENTRY/T, IDI (financial management), to Dominican Republic

**Colette Chabbott**, COMP/FS, program officer, to special projects officer, Guinea

**Jong Choi**, RIG/A/I/Singapore, auditor, to IG/PSA

**Michael Clinebell**, IG/COMP/LT, auditor, to RIG/A/I/Kenya

**Gary Cohen**, Cameroon, agricultural development officer, to COMP/FS/R/AIDW

**Neal Cohen**, Sri Lanka, project development officer, to program economics officer, Nepal

**Ralph Daly**, RIG/A/I/the Philippines, supervisory inspector, to inspector, RIG/I/ANE/W

**Thomas Donnelly**, COMP/FS, human resources development officer, to supervisory development

training officer, OIT/PETA

**Edward Dragon**, Senegal, legal officer, to Jamaica

**Joseph Farinella**, RIG/A/I/ Kenya, auditor, to supervisory auditor

**Yvonne Gaines**, PPC/EMS, administrative officer, to budget analyst. PFM/FM/BUD

**Pirie Gall**, ROCAP, supervisory project development officer, to project development officer, PFM/PM/TD/PMT

**Viviann Pettersson Gary**, FVA/FFP/AFR, supervisory Food for Peace officer, to COMP/FS

**Charles Gordon**, Somalia, program officer, to COMP/FS/R/AIDW

**Lynn Gorton**, Guatemala, IDI (health, population, nutrition) to health population development officer

**Daniel Gowen**, IG/COMP/LT, auditor, to RIG/A/I/Senegal

**Peter Michael Greene**, RIG/A/I/ Kenya, auditor, to supervisory auditor, RIG/A/I/Senegal

**Carol Grigsby**, PPC/MFI, international economist, to general business specialist, PRE/PD

**Joanne Grossi**, PPC/DC/DAC, administrative operations assistant typist, to program operations assistant typist. S&T/HP/POP/IT

**Mathias Gweshe**, Jamaica, IDI (financial management), to financial management officer, financial analyst

**Brian Hannon**, A/AID, special assistant, to AA/PPC

**Michael Hase**, COMP/FS/R/AIDW, supervisory financial management officer, to financial management officer financial analyst, PFM/FM/CAR

**John Jones**, Costa Rica, supervisory general development officer, to general development officer, Cape Verde

**Barbara Krell**, Sudan, supervisory financial management officer, to

financial management officer budget analyst, Zaire

**Patricia Lerner**, Jamaica, project development officer, to supervisory program officer, RDO/Caribbean

**James Mayer**, Niger, supervisory executive officer, to Botswana

**Margaret McCarthy-Knotts**, COMP/FS/R/AIDW, executive officer, to supervisory executive officer, Tanzania

**Robert McColough**, REDSO/ESA, supervisory agricultural development officer, to agricultural development officer, Botswana

**Susan Merrill**, Liberia, supervisory project development officer, to project development officer, AFR/PD/CCWA

**Loubert Reese Moyers**, Bolivia, supervisory private enterprise officer, to Honduras

**Bradford Muller**, COMP/CS/DS, special assistant, to international cooperation specialist, ANE/AF

**Karen Otto**, IG/PSA, auditor, to special projects officer, LAC/DI

**Elizabeth Palmer**, COMP/FS/ENTRY/T, IDI (financial management), to Swaziland

**Jerry Perry**, RDO/Caribbean, project development officer, to COMP/FS/SEP

**John Michael Phee**, IG/COMP/LT, auditor, to RIG/A/I/Honduras

**Robert Resseguie**, the Philippines, supervisory rural development officer, to agricultural development officer, Egypt

**Caroljo Rushin-Bell**, Botswana, IDI (agricultural development), to Madagascar

**Robert Sears**, Bangladesh, Food for Peace officer, to COMP/FS

**Judi Shane**, Mozambique, commodity management officer, to Egypt

**Pat Shapiro**, COMP/FS/ENTRY/T, legal officer, to GC/AFR

**Jonathan Sleeper**, COMP/FS, supervisory agricultural development officer, to Bolivia

**James Stein**, Ecuador, IDI (housing urban development), to housing urban development officer

**Judith Stephens**, Somalia, secretary, to Liberia

**Melissa Stephens**, Honduras, IDI (project development), to project development officer

**Wendy Stickel**, South Africa, supervisory program officer, to program officer, PPC/CDIE

**Alan Van Egmond**, Zambia, project development officer, to general development officer, Ethiopia

**James Vermillion**, Haiti, trade development officer, to LAC/PSA

**Leon Waskin**, REDSO/ESA, IDI (project development), to project development officer

**Janice Minna Weber**, AFR/EA/SSED, supervisory program officer, to assistant director, South Africa

**Harry George Wilkinson**, South Africa, program officer, to special projects officer

**Curt Wolters**, Afghanistan, program officer, to special projects officer

## RETIRED

**Beverly Farrell**, PCP/PDPR/SP, program analyst, 28 years

**August Hartman**, Guinea, agricultural development officer, 23 years

**Franklin Reed**, MS/MO/CPM/T, messenger analyst dissemination specialist, 26 years

**Richard Scott**, COMP/FS/R/AIDW, agricultural development officer, 19 years

**John Speicher**, PFM/PM/RS, supervisory personnel officer, 23 years

**Richard Williams**, COMP/FS/DS, private enterprise officer, 11 years

*Years of service are USAID only.*

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