

BUREAU  
FOR  
HUMANITARIAN  
RESPONSE

By Sharon L. Ricks, ES Information Analyst, October 6, 1995

# BUREAU FOR HUMANITARIAN RESPONSE

Under the authority of P.L. 480, Title II and III, the Agricultural Act of 1990, and other Applicable laws, the Bureau for Humanitarian response:

- Coordinates USAID's role in the Food for Peace Program (FFP);
- Encourages and strengthens effective participation of non-governmental voluntary organizations and institutions (PVC);
- Administers the American Schools and Hospitals Abroad (ASHA) program;
- Implements U.S. Government disaster preparedness, relief and rehabilitation programs (OFDA);
- Responds to crises and transitions with special focus on political change (OTI).

Overall Staff Profile - 89 Direct Hires 86 Contractors

*PL 480 has saved the lives of countless millions of people overseas, and has helped improve the lives of countless millions more.*

Enacted in 1954, Public Law 480, the Agricultural Trade Development and Assistance Act, was a bold stroke, an unusual marriage of ideas. In the U.S., we were producing far more food than we needed. In other countries, many of them wracked with internal conflict or devastated by natural disaster, people needed more food than they could produce. Why not join the needs of America's farmers with the needs of the world's hungry? What's more, this effort might also be able to further American foreign policy interests.

PL 480 was a landmark piece of legislation. It represented one of the first permanent peacetime foreign aid programs, and it had a huge, positive impact on U.S. domestic agricultural policies. In the more than 40 years since PL 480 was conceived, it has been recast and refocused a number of times. But one basic fact remains constant: Under the aegis of the U.S. Agency for International Development (USAID), PL 480 has saved the lives of countless millions of people overseas, and has helped improve the lives of countless millions more.

Some background is in order. To address the economic ills of the Great Depression, in the 1930's Congress passed legislation aimed at improving farm prices, establishing price supports, and restricting production. Nevertheless, except for brief periods during World War II and the Korean War, unwanted surpluses continued to accumulate — and at taxpayer expense. This created the prospect of further lowering farm prices and threatening the economic security of American farmers.

At the close of World War II, awareness grew within the U.S. Government and the general population that America's economic well-being was tied to that of other nations. Farmers realized that their income was highest when foreign demand for their products was great. In addition, American leadership was playing a more activist role in global economics, as demonstrated by such policies and programs as the Truman Doctrine and the Marshall Plan. During the 1940's, American farmers had responded to prewar and wartime challenges by producing an unprecedented abundance of crops. By the early 1950's, an unusual confluence of factors was in place:

- European economies had begun to recover.
- European farm production revived, greatly reducing the need for imported food.

- U.S. farm prices declined, and, as a result of price supports created back in the 1930's, government-held stocks increased.
- The face of hunger had changed. European needs were increasingly being met, but progress in global communications revealed a level of hunger in Africa, Asia, and Latin America few Americans knew existed.

Even before PL 480 was enacted, an innovative precedent had been set. The Commodity Credit Corporation, a government-owned corporation within the Department of Agriculture, was created in 1933 to stabilize and support farm prices. Under the Agricultural Act of 1949, voluntary agencies could receive CCC surplus commodities that would otherwise be wasted.

But there was a problem. Surplus commodities weren't supplied to voluntary agencies consistently or predictably. Between 1950 and 1954, surpluses were available to these agencies for only about 12 months.

In July of 1953, the Senate Committee on Agriculture and Forestry conducted hearings to consider a bill giving the President authority to use farm surpluses for famine assistance overseas. During the hearings, Senator Hubert H. Humphrey made an impassioned plea for a greatly expanded program that would include donations, sales at concessional prices, sales for local currencies, and the exchange of commodities for strategic materials. He also recommended working in partnership with voluntary relief agencies wherever possible.

As a result of the efforts of Humphrey and many others, the bill under discussion in 1953 evolved into Public Law 480, signed into law on July 10, 1954. At the signing, President Eisenhower stated that PL 480 would "lay the basis for a permanent expansion of our exports of agricultural products, with lasting benefits to ourselves and peoples in other lands." The program was to be administered by the International Cooperation Agency, which became USAID in 1962.

PL 480 ensured a steady supply of food to agencies trying to plan longer-term projects. The law provided for the sale of CCC surpluses in local currency to foreign governments, and for donations of commodities to meet famine and other relief requirements. The law also provided for the donation of commodities to relief organizations that distribute food through independent pro-

RIGHT: As Greece struggled with the lasting effects of World War II, U.S. food aid helped both young and old.



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grams, and allowed the CCC to barter surplus supplies for goods required by the United States.

In 1955, PL 480's first full year of operation, shipments totaled 3.4 million metric tons. By 1957, the figure had increased to 14 million metric tons, valued at more than \$1 billion. This increase in exports helped maintain farm income and decrease U.S.-held agricultural surpluses.

By the late 1950's it was widely acknowledged that PL 480's potential had only begun to be realized. Senator Humphrey explained why changes needed to be made:

*[PL 480] was probably supported by more Members of Congress who conceived it as surplus disposal than by Members who understood fully its constructive potentialities. But at that time we did not know what we since have learned, namely, that our agricultural surpluses are a powerful instrument for promoting welfare, peace, and freedom on a world scale. . . . For that reason, I am proposing that the revised Public Law 480 be known as the Food for Peace Act. (Congressional Record, April 16, 1959: 5482, 5484)*

The 1959 legislation encouraged the use of CCC commodities "to promote economic development in underdeveloped areas" and authorized using food surpluses in food-for-work activities.

A key step in the evolution of PL 480 came with the election of John F. Kennedy. Campaigning in Mitchell, S.D., he proclaimed that "food is strength, and food is peace, and food is freedom, and food is a helping hand to people around the world whose good will and friendship we want." Kennedy's commitment to Food for Peace was more than a campaign promise. As President, Kennedy's second executive order established the White House Office of Food for Peace; George S. McGovern was appointed its first director.

In the early 1960's, PL 480 grew dramatically, representing at one point almost 25 percent of total U.S. farm exports. The 1960's also saw PL 480's mission change to meet demands for foreign aid to fight the Cold War. The U.S. began to view PL 480 as a vehicle to support friendly — i.e., non-communist — nations or for attracting and holding the allegiance of countries leaning toward the Soviet Union.

Because of increased PL 480 donations to friendly countries at this time, the U.S. owned large amounts of foreign currencies. The government responded by expanding the number and

types of activities to which funds generated by the sale of PL 480 commodities could be applied, including paying U.S. Government obligations overseas, providing aid to developing countries for "mutual defense" purposes, and financing the countries' development efforts.

By the late 1960's, however, the U.S. realized the potential damage of such large foreign currency holdings; sentiment grew to limit the use of foreign currency. In 1973, Congress amended PL 480 to restrict the use of foreign currencies to humanitarian and development activities. Ironically, it appears that economic gains resulting from successful development efforts have more effectively encouraged the emergence of new democracies than food aid targeted to influence the outcome of the Cold War did.

Begun in the Eisenhower Administration, PL 480 has evolved in subsequent administrations. Although PL 480 initially centered on emergency aid, self-help was introduced early on. Throughout the decades, both USAID and the private voluntary organizations that distribute the food have exercised great creativity in incorporating food into a wide range of development efforts.

**Food Aid Prevents Starvation:** In crises, food aid performs the most basic of functions: it saves lives. Drought, flood, armed conflict — all manner of disasters can lead to life-threatening food needs. PL 480 commodities have been rushed to the scene countless times, saving millions of lives in the process.

**Food Aid Promotes Education and Health:** School and preschool feeding programs perform more than the obvious task of increasing children's nutritional intake. School enrollment and attendance increase, leading to improved education. An educated population is less likely, in the long run, to be a hungry population. Feeding programs at health centers encourages mothers to bring in their children; at these centers, children are immunized and mothers receive training in nutrition, health, family planning, community leadership, and even literacy.

**Food Aid Leads to Economic Growth:** In food-for-work efforts, impoverished people are paid in food for their work on projects that will improve their communities and increase economic opportunities for themselves and their neighbors: farm-to-market roads, water systems for irrigation and consumption, food storage facilities, flood-prevention embankments, and more.

*"Food is strength,  
and food is peace,  
and food is freedom,  
and food is a helping  
hand to people  
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whose good will and  
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— President John F. Kennedy.

LEFT: At a feeding center in Ethiopia in the mid-1980's, PL 480 food helped restore these children's health.

*Food security: having access to sufficient food to meet dietary needs for a healthy and productive life.*

## World Vision and PL 480 Help Ethiopians Move Toward Food Security

World Vision uses Title II food to address humanitarian assistance needs around the world. World Vision ranks fourth of all U.S. PVO's in total Title II food distributions, programming 74,565 tons of food in six countries in FY94.

A major effort is underway in Tigray, a region which, like most of the rest of Ethiopia, has suffered from a prolonged and costly civil war. Food vulnerability, due to a lack of regular rainfall, has led to the development of a community-level, gravity-flow irrigation effort in Womberta Province. Through a World Vision Title II food-for-work effort, the community is

Over the years, PL 480 has evolved to meet changing priorities and to reflect the lessons learned by USAID staff, personnel from nongovernmental organizations (NGO's), local governments, indigenous NGO's, and PL 480 recipients themselves.

In 1990, the U.S. Congress passed, and President George Bush signed into law, the Food, Agriculture, Conservation and Trade Act (the Farm Bill), which contained the first comprehensive restatement and reorganization of Public Law 480. Under this amended Act, food resources are directed toward five purposes:

- to combat world hunger and malnutrition, and their causes;
- to promote broad-based, equitable, and sustainable development;
- to expand international trade;
- to develop and expand export markets for U.S. agricultural commodities, and
- to foster the development of private enterprise and democratic participation in developing countries.

The 1990 Farm Bill made a significant change in the overall focus of PL 480. Once

building an earth-filled dam with a 17,000 cubic meter capacity to irrigate more than 20 acres of land. Workers are digging out more than 76,000 cubic meters of soil by hand.

Hiwot, a 35-year-old mother, comes to the site every day with her 2-year-old daughter strapped to her back. One daughter died of diarrhea several years ago. "We lost everything during the famine of 1985," she says. "I remember one good harvest from before 10 years ago. I work so hard because we are so hungry for food."

Hiwot and her family live 45 minutes' hard walk from the work site. "Our survival depends on three things," she says, matter-of-factly. "We have food-for-work, my husband can find work as a laborer in town, and we can

sell some seeds and tools."

Half of Ethiopia's 53 million people live in abject poverty, with a per capita GNP of \$120, the third lowest in the world. Life expectancy is 51 years, and daily caloric intake is only 73 percent of the requirement. The population grows at 3.3 percent a year, further widening the food deficit.

Many of World Vision's activities in Ethiopia and elsewhere focus on increasing food security through improving community organization and agricultural productivity, income generation, reducing malnutrition among children under 5, and increasing asset creation through loans. Programs include environmental conservation, reforestation, credit unions, infrastructure improvement and agricultural diversification.

seen as simply an aspect of foreign policy, PL 480 addressed itself to food security as a primary goal. Food security is a comprehensive term that can be most simply defined as an individual, a family, a community or a nation having access to sufficient food to meet dietary needs for a productive and healthy life. In the 1990 rewrite, PL 480's three Titles were set out as follows:

Title I (concessional sales) is administered by the Department of Agriculture. Countries eligible for Title I agreements are less poor than those addressed in the other two Titles. They are expected to "graduate" from concessional sales in a relatively short time; they will then be able to purchase U.S. agricultural commodities in the world's commercial markets. Title I countries buy U.S. farm products on credit, then sell them through public or private channels. Sales proceeds can be applied to various development efforts.

Title II (relief and development food aid) is the domain of USAID. USAID programs commodities under this Title through the United Nations World Food Program,



ABOVE: In the Tigray region of Ethiopia, community members in a food-for-work project build an irrigation dam.

RIGHT: PL 480 commodities are distributed in Sierra Leone.



ABOVE: Through WFP, Sarajevo's main bakery uses flour ground from PL 480 wheat to provide both employment and bread to people in need.

LEFT: Teaching mothers how to monitor their children's growth is one way to prevent malnutrition; food aid attracts mothers to the health centers.

## Spotlight on an Emergency: WFP in the Former Yugoslavia

The United Nations World Food Program, founded in 1963, gathers food and other resources from donors around the world to combat hunger and promote economic development among the poor in needy countries.

In the U.S., we tend to think of needy countries as those whose needs are chronic: Bangladesh, Haiti, Ethiopia. But a developed country can suddenly face extreme need. The nations of the former Yugoslavia are a case in point.

Highly industrialized until recently, this area had long been able to meet its basic food needs. In fact, even after the

political upheaval, food was not scarce in many areas. But prices skyrocketed just as displacement of large numbers of people, the cessation of economic activity, and the other effects of war left many people without resources or income. Relief food — and in massive quantities — became an urgent need.

WFP began operations in the former Yugoslavia in November 1992, and in two years mobilized 609,475 metric tons of food from countries that span the globe. Forty-six percent of that total represents donations from the United States.

But delivering food is only part of the solution. In cooperation with the World Health Organization and the United Nations High Commissioner for Refugees — and with the help of

a Bosnian woman living in Sarajevo — WFP produced a booklet of recipes in the Bosnian language, using foods commonly provided as food aid.

In addition, WFP had 10,000 tons of wheat processed by a mill in Sarajevo into flour for use in a bakery and pasta factories. The resumption of work at the mills means both increased employment and valuable by-products from the milling process, such as animal feed.

WFP undertook this relief effort with the hope — in fact, the expectation — that the nations of this area would soon resume being donors of food aid, rather than recipients. In the long run, that is the hope for all food aid projects, until such time as food security is achieved in all the nations of the world.

international and local NGO's, and U.S. private voluntary organizations, as well as on a government-to-government basis. They are used to support both development and emergency aid projects. "Disaster preparedness" programs blend the two ideas, reflecting the awareness that the devastating effects of disasters can be mitigated or prevented by efforts to anticipate and prepare for them. Title II commodities may be sold (or "monetized") in order to provide local currencies to enhance the development impact of food aid.

Title III (government-to-government grants) is also administered by USAID. This is a grant program for some of the world's poorest countries. Title III commodities provided to countries characterized as "least developed" may be used in direct feeding programs, including those that deal with special health and nutrition needs of children and mothers. These commodities may also be sold locally by the government of the recipient country; proceeds of the sale must be used in development programs that alleviate hunger, improve nutrition, and support various child survival efforts, or to promote policy reforms that lead to those objectives.

USAID uses food aid to promote food security in a variety of ways. In emergencies, food aid helps people survive until they can

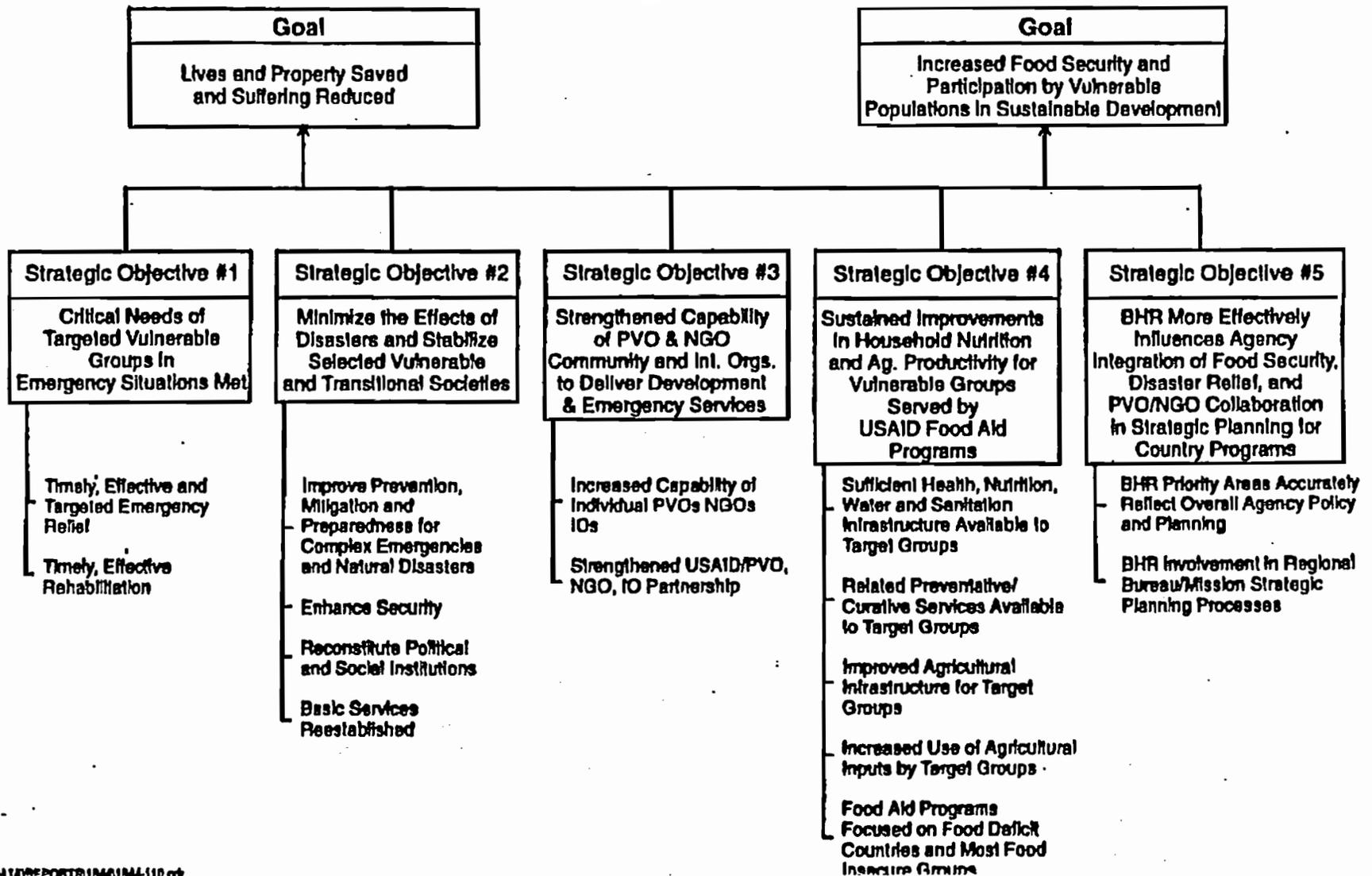
resume food production or the income-generating tasks that provide them with the resources to purchase food. Increasingly, relief efforts evolve into development work.

War and acute famine threatened millions of lives in sub-Saharan Africa in the 1980's. USAID's prompt response and guidance enabled the World Food Program and many private voluntary organizations (PVO's) to create massive emergency food aid programs. As emergency needs lessened, many of the organizations programming PL 480 food increasingly incorporated development work into their projects: food-for-work efforts included agroforestry and building sanitation systems. At feeding centers, food recipients — many of them refugees — received training in such critical areas as farming, nutrition, and primary health care. Ultimately, many people on the brink of starvation received the help they needed to become self-sufficient.

Food aid is used as an incentive for farmers considering new agricultural methods. A subsistence farmer doesn't dare risk his or her meager crop solely on the advice of an agricultural extension agent. What if it doesn't work? How will the family survive? The guarantee of food aid until the next harvest can provide just the assurance many farmers need to undertake such techniques as terracing,

**Figure 1. BHR Objective Tree and Mission Statement**

**BHR Mission Statement:** The Mission of the Bureau for Humanitarian Response is to Protect Vulnerable Groups and Accelerate the Transition from Relief into Development



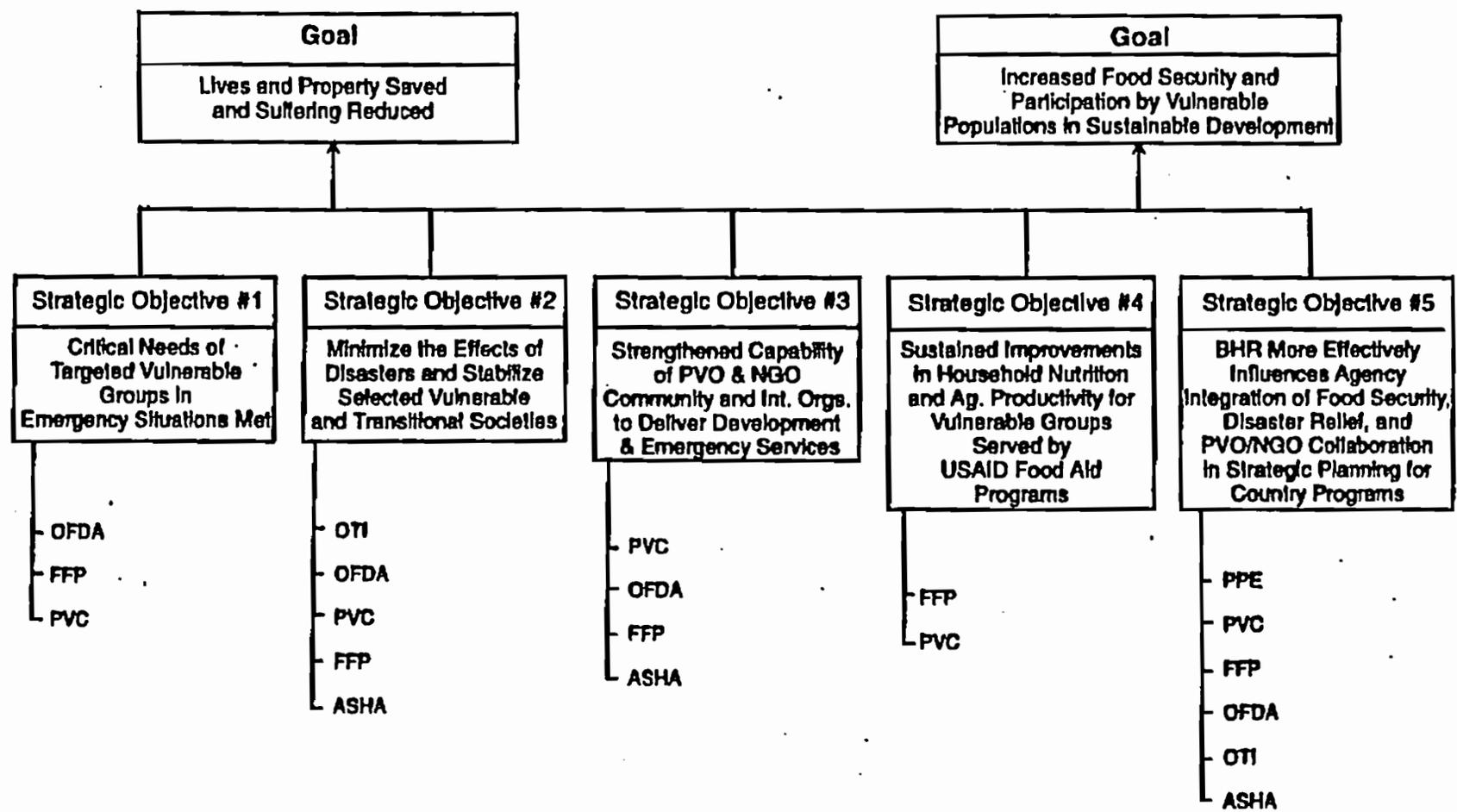
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Figure 2. Office Participation in Achieving BHR Objectives



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September 18, 1995

BUREAU FOR HUMANITARIAN RESPONSE

NAME	OFFICE	ADDRESS	PHONE	4-DIGIT ZIP CODE
ALEGRADO, Esmie	OFDA	1262A, NS	647-7560	0008
ALEJANDRO, Frank	PPE	361, SA-8	351-0113	0806
ALLRED, Loren	OFDA	1705, SA-14	875-1557	1443
ASHLEY, Jeff	OFDA	1705, SA-14	875-1601	1443
BAILEY, Theresa	OFDA	1262A, NS	647-6625	0008
BARANICK, Eric	OFDA	1262A, NS	647-7323	0008
BARTON, Rick	OTI	5316, NS	736-7325	0059
BATTAGLIA, Richard	OFDA	1262A, NS	647-7558	0008
BAYLOR, Justine	AA	5314A, NS	647-0054	0059
BEAL, Lee	OFDA	1705, SA-14	875-1504	1443
BEAN, Margaret	OFDA	1705, SA-14	875-1491	1443
BEANS, Georgia	OFDA	1750, SA-14	875-1559	1443
BLACKWELL, Barbara	M	305, SA-8	351-0131	0803
BORTON, Nan	OFDA	1262A, NS	647-8924	0008
BOWES, Cathy	PVC	723, SA-8	351-0190	0804
BRADFORD, Pete	OFDA	1705, SA-14	875-1489	1443
BRANDSTETTER, Robert	OFDA	1705, SA-14	875-1567	1443
BRATRUD, Ted	OFDA	1262A, NS	647-7334	0008
BRAUSE, Jon	FFP	312, SA-8	351-0133	0809
BROWN, Mary	FFP	325, SA-8	351-0111	0059
BUCHANAN, Mary	AA	5314A, NS	647-0253	0059
BURGESS, Suzanne	OFDA	1262A, NS	647-8477	0008
BYERS, Polly	OFDA	1262A, NS	647-7538	0008
CAPPS, Jean	PVC	742, SA-8	351-0235	0804
CARLSON, Gail	OFDA	1705, SA-14	875-1509	1443
CARLSON, Helene	FFP	339, SA-8	351-0106	0809
CHAMPAGNE, Kristen	OFDA	1262A, NS	647-9198	0008
CHESLEY, Linda	FFP	322, SA-8	351-0159	0809
COLE, Fred	PPE	365, SA-8	351-0127	0806
COLEMAN, Regina	PVC	739, SA-8	351-0210	0804
CRAIG, Pamela	OFDA	1262A, NS	647-5916	0008
DAVIS-TOOLEY, Regina	OFDA	1262A, NS	647-5066	0008
DEMPSEY, Jim	PPE	357, SA-8	351-0102	0806
DESAI, Nisha	OFDA	1262A, NS	647-5702	0008
DICKEN, Christopher	OTI	5314A, NS	647-1397	0008
DILLEY, Maxx	OFDA	1705, SA-14	875-1517	1443
DIONNE, Ray	OFDA	1262A, NS	647-9755	0008
DOWNING, Amanda	OFDA	1262A, NS	647-7456	0008
DREYER, Vicky	OFDA	1262A, NS	647-9808	0008
ELLIOTT, Mike	OFDA	1262A, NS	647-5758	0008
ESPOSITO, Dina	PPE	300, SA-8	351-0170	0806

FALCONER, Jim	M	307, SA-8	351-0171	0803
FALES, Elmer	OFDA	1705, SA-14	875-1512	1443
FASULLO, John	PVC	727, SA-8	351-0227	0804
FREY, Tom	OFDA	1705, SA-14	875-1523	1443
FRITZ, Stephanie	OFDA	1262A, NS	647-7530	0008
FULLER, Flynn	FFP	321 SA-8	351-0161	0809
GARBINSKY, Greg	OFDA	1705, SA-14	875-1524	1443
GARVELINK, Bill	OFDA	1262A, NS	647-8924	0008
GILMER, Ronnie	OFDA	1262A, NS	647-7330	0008
GODDEN, John	PVC	729, SA-8	351-0216	0804
GOUX, Carrie	AA	5314A, NS	647-0220	0059
GRANT, John	PVC	725, SA-8	351-0221	0804
GRAVES, Sylvia	FFP	309, SA-8	351-0132	0809
GREEN, Michele	OFDA	1705, SA-14	875-1488	1443
GROOMS, Judy	FFP	316, SA-8	351-0169	0809
HAGEN, David	FFP	343, SA-8	351-0166	0809
HANDON, Rochelle	OFDA	1626A, NS	647-7455	0008
HATTA, Mariah	OFDA	1262A, NS	647-4564	0008
HAIR, Arlene	FFP	322, SA-8	351-0174	0809
HALMRAST-SANCHEZ, T	OFDA	1262A, NS	647-7434	0008
HARDING, Amy	FFP	315, SA-8	351-0112	0809
HARMS, Larry	PVC	721, SA-8	351-0218	0804
HELMAN, Howard	ASHA	100, SA-8	351-0232/0230	0802
HENRY, Eunice	AA	5314A, NS	647-0220	0059
HERBERT, Mary	PVC	731, SA-8	351-0192	0804
HEWITT, Martin	PVC	733, SA-8	351-0219	0804
HEYMAN, Barry	OFDA	1705, SA-14	875-1244	1443
HICKS, Barbara	OFDA	1705, SA-14	875-1508	1443
HOARD, Anne	M	306, SA-8	351-0100	0803
HOFFMANN, Shirley	OFDA	1705, SA-14	875-1510	1443
HOGGARD, Chris	IRM	304, SA-8	351-0120	0806
HOWARD, Ted	OFDA	1705, SA-14	875-1502	1443
HUDSON, Rita	FFP	345, SA-8	351-0148	0809
HURST, Sarah	PVC	700, SA-8	351-0247	0804
JEFFERSON, Emmalita	PPE	351, SA-8	351-0134	0806
JENKINS, Darren	FFP	322, SA-8	351-0155	0809
JOHNSON, Gwen	FFP	325, SA-8	351-0110	0809
JOHNSON, Stephanie	OFDA	1262A, NS	647-7841	0008
JOHNSTON, Rob	OFDA	1262A, NS	736-4432	0008
JONES, Bonita	PPE	358, SA-8	351-0102/122	0806
JONES, Juanita	OTI	5314A, NS	647-0085	0059
JONES, Sallie	PVC	737, SA-8	351-0191	0804
JORDAN, Patricia	PVC	735, SA-8	351-0213	0804

KING, Dennis	OFDA	1262A, NS	647-5707	0008
KNUTSON, Lee	ASHA	100, SA-8	351-0233	0802
KRAMER, Bob	FFP	337, SA-8	351-0106	0809
KVITASHVILI, Elisabeth	FFP	325, SA-8	351-0108	0809
LAVELLE, Tim	FFP	331, SA-8	351-0138	0809
LEE, Jeanette	FFP	318, SA-8	351-0144	0809
LEHMAN, James	FFP	323, SA-8	351-0168	0809
LEWIS, Wanda	PVC	707, SA-8	351-0196	0804
LIBBY, Ron	OFDA	1705, SA-14	875-1610	1443
LIEBER, Rachel	OFDA	1262A, NS	647-7947	0008
LIND, Jennifer	OFDA	1262A, NS	647-9743	0008
LINDER, Perry	OFDA	1705, SA-14	875-1503	1443
LILLIBRIDGE, Scott	OFDA	1705, SA-14	875-1546	1443
LIPSCOMB, Charles	OFDA	1262A, NS	647-7452	0008
LIVELY, Karma	OFDA	1262A, NS	647-5870	0008
LOWDERMILK, Brenda	FFP	325, SA-8	351-0108/179	0809
LOWE, Chris	OFDA	1262A, NS	647-7436	0008
LUINA, Miguel	PPE	355, SA-8	351-0125	0804
LUKASAVICH, Elizabeth	OFDA	1705, SA-14	875-1556	1443
MAHDESIAN, Mike	DAA	5314A, NS	647-0253	0059
MAHER, Sydel	OFDA	1262A, NS	647-5703	0008
MARCHIONE, Tom	PPE	355, SA-8	351-0116	0806
MARKUNAS, Jeanne	FFP	327, SA-8	351-0150	0809
MASON, John	OFDA	1705, SA-14	875-1566	1443
MATHUR, Tej	ASHA	100, SA-8	351-0234	0802
MCCREARY, Tracie	M	301, SA-8	351-0104/142	0803
MCDUFFEE, Lois	OFDA	1262A, NS	647-5614	0008
MCINTYRE, Darell	FFP	319, SA-8	351-0140	0809
MEARES, Mable	ASHA	100, SA-8	351-0231	0802
MENDLESON, Johanna	OTI	5314A, NS	647-9330	0059
MEREDITH, Mikaela	OFDA	1262A, NS	647-5759	0008
MEYER, Raymond	OFDA	1705, SA-14	875-1522	1443
MIRANDA, Teena	PVC	710, SA-8	351-0209	0804
MITCHELL, Eric	PVC	704, SA-8	351-0197	0804
MORAWETZ, Susan	FFP	317, SA-8	351-0135	0809
MORRISON, Steve	AA	5314A, NS	647-0032	0059
MOSSBURG, Wes	OFDA	1262A, NS	647-8477	0008
MUTAMBA, Carolyn	FFP	347, SA-8	351-0128	0808
NELSON, Francesca	PPE	363, SA-8	351-0123	0804
NELSON, Karen	PVC	712, SA-8	351-0211	0804
NEWSOM, Valerie	OFDA	1262A, NS	647-7482	0008
NEWTON, Mary	PVC	708, SA-8	351-0207	0809
O'MEARA, Noreen	PVC	717, SA-8	351-0214	0804
OSTRICH, Ginny	PVC	725, SA-8	351-0221/245	0804

PARKS, Sue	FFP	329, SA-8	351-0162	0809
PAZ CASTILLO, Janet	FFP	315, SA-8	351-0139	0089
PONTE, Joe	OFDA	1262A, NS	647-8477	0008
RAFFERTY, Kevin	PVC	711, SA-8	351-0208	0804
RANDOLPH, Paul	OFDA	1262A, NS	647-9758	0008
REAGAN, Mike	OFDA	1705, SA-14	875-1574	1443
RHEINGANS, Charles	PVC	719, SA-8	351-0220	0804
RICHARDSON, Cynthia	ASHA	100, SA-8	351-0232/249	0802
ROGERS, Len	DAA	5314A, NS	647-0253	0059
ROSS, Tom	PPE	331, SA-8	351-0151	0806
SACLOLO, Paul	OFDA	1705, SA-14	875-1490	1443
SALEEM, Naseema	OFDA	1262A, NS	736-4426	0008
SARAGI, Susan	PVC	709, SA-8	351-0203/244	0804
SCHLOSSER, Karin	OFDA	1705, SA-14	875-1598	1443
SCOTT, Sam	OTI	5314A, NS	736-7327	0059
SHARPE, Lisa	FFP	332, SA-8	351-0158	0809
SHORTLY, Tim	FFP	349, SA-8	351-0146	0809
SLAGLE, Geoff	PVC	712, SA-8	351-0181	0804
SLUSSER, Jack	OFDA	1705, SA-14	875-1577	1443
SMITH, Peter	OFDA	1262A, NS	647-9786	0008
SOENARJA, Winarti	PVC	700, SA-8	351-0248	0804
SOBH, Adel	OFDA	1262A, NS	647-7455	0008
STAFFORD, Douglas	AA	5314A, NS	647-0220	0059
STARBUCK, Eric	PVC	743, SA-8	351-0229	0804
STORCK, Elise	PVC	715, SA-8	351-0204	0804
SWAN, Alan	M	303, SA-8	351-0104	0803
SULLIVAN, Michael	OFDA	1262A, NS	647-8477	0008
TATE, Amber	OFDA	1262A, NS	736-4682	0008
THORPE, Juanita	OFDA	1262A, NS	647-8924	0008
TRAN, Amy	OFDA	1262A, NS	647-7454	0008
TURNER, Sherri	OFDA	1705, SA-14	875-1542	1443
VALEETTE-SILVER, N	OFDA	1705, SA-14	875-1568	1443
VOGLER, Jessie	PPE	359, SA-8	351-0126	0806
WALKER, Susan	OFDA	1705, SA-14	875 1557	1443
WANG, John	ASHA	100, SA-8	351-0250	0802
WATLINGTON, Lenora	PVC	705, SA-8	351-0195	0804
WATSON, Lisa	PVC	709, SA-8	351-0243	0804
WILES, John	PPE	353, SA-8	351-0121	0806
WILLIAMS, Aldrena	FFP	320, SA-8	351-0107/157	0809
WILLIAMS, Julia	FFP	339, SA-8	351-0106/156	0809
WRIGHT, Henry	OFDA	1705, SA-14	875-1576	1443
WRIGHT, Piccola	PVC	725, SA-8	351-0222	0804
ZIMMERMAN, Nicole	PVC	716A, SA-8	351-0241	0804

MENDEZ ENGLAND AND ASSOCIATES

DETORO, Mike	FFP	1501 Wilson Blvd	841-2706
GILBERT, Steve	FFP	1501 Wilson Blvd	841-2700
ROYSTON, Sheila	FFP	1501 Wilson Blvd	841-2707
VAN DER VAART, Janet	FFP	320, SA-8	351-0109

PANAFAX	AA/BHR	5314A, NS	647-0218
PANAFAX	BHR/PPE & BHR/M	360, SA-8	351-0118
PANAFAX	BHR/FFP	322, SA-8	351-0154
PANAFAX	FHA/ASHA	100, SA-8	351-0194
PANAFAX	BHR/PVC	714, SA-8	351-0212
PANAFAX	BHR/OFDA	1262A, NS	647-5269
PANAFAX	BHR/OFDA	1705, SA-14	875-1708
PANAFAX	BHR/OFDA	2664, NS	647-4036
PANAFAX	Mendez England Ass.	1501, Wilson Blvd.	841-2709

Drafter: BHR/M, TMcCreary: telephone

## AA/Bureau for Humanitarian Response

Directs and supervises the activities of the Bureau. It provides policy and technical guidance and direction for all activities within BHR's areas of responsibility including those administered by overseas posts. The AA chairs the Food AID Consultative Group and serves as a member of the Food Assistance Policy Council.

BAYLOR, Justine	Admin Ops Ass't	5314A, NS	647-0054
BUCHANAN, Mary	Secretary	5314A, NS	647-0253
GOUX, Carrie	Special Assistant	5314A, NS	647-0220
HENRY, Eunice	Secretary	5314A, NS	647-0220
ROGERS, Len	DAA	5314A, NS	647-0253
MAHDESIAN, Mike	DAA	5314A, NS	647-0253
STAFFORD, Douglas	AA	5314A, NS	647-0220
FAX		5314A, NS	647-0218

## The Office Directors

Swan, Alan	MGT	303, SA-08	351-0104
Dempsey, Jim	PPE	357, SA-08	351-0102
BORTON, Nan	OFDA	1262A, NS	647-8924
KRAMER, Bob	FFP	337, SA-08	351-0106
Lou Stamberg	PVC	725, SA-08	351-0221
Howard Helman	ASHA	100, SA-08	351-0222
Rick Barton	OTI	5314, NS	647-0085

## Typical ES File Codes

FPC  
PRM 7  
SOC 8  
ASHA  
ADM 6 OA  
HLS  
HLS 9

## BHR/Office of Management

Advises the Bureau on management priorities and provides consultation and advice. The staff provide administrative/logistical support and related services to Bureau offices. It reviews the Bureau's internal operations to propose improvements and provides financial planning and allotment of all administrative funds. BHR/M, in coordination with BHR/PPE, manages the Bureau's financial assets. BHR/M maintains central working personnel files of Bureau employees, and files of potential contractors and consultants to meet the short-term Bureau requirements. maintains Bureau and employment ceilings among Bureau offices, and is responsible for the timely preparation of all Bureau employee work plans, performance reviews and evaluations. The staff provide all centralized services to the Bureau, such as travel and procurement allocations and expenditures. Staff Profile - An Office Director, one subordinate supervisor, and three employees.

Blackwell, Barbara	Admin. Officer	305, SA-08	351-0131
Falconer, Jim	Admin. Officer	307, SA-08	351-0171
Hoard, Anne	Admin. Officer	306, SA-08	351-0100
McCreary, Tracie	Secretary	301, SA-08	351-0104
Swan, Alan	Sup. Exec. Off	303, SA-08	351-0104
FAX		360, SA-08	351-0118

## BHR/Office of Program, Planning and Evaluation

Formulates the Bureau program policies, objectives and guidelines; reviewing assistance programs and projects; allocating program resources, presenting the Bureau's program and budget to the Agency and the Congress; establishing Bureau policies and procedures for evaluation of program and project activities; and developing proposed Agency and USG policies, objectives and guidelines with respect to U.S. foreign disaster assistance, food aid, transition initiatives, private voluntary cooperation, and the American Schools and Hospitals Abroad programs. PPE serves as the Bureau's primary liaison with the Agency's IG and the U.S. General Accounting Office (GAO).

Alejandro, Frank	Program Analyst	361, SA-08	351-0113
Dempsey, Jim	Director	357, SA-08	351-0102
Esposito, Dina	Program Analyst	300, SA-08	351-0170
Fred Cole	Disaster Oper. Off.	365, SA-08	351-0127
Jefferson, Emmalita	Program Analyst	351, SA-08	351-0134
Jones, Bonita	Secretary	358, SA-08	351-0102
Luina, Miguel	Controller	355, SA-08	351-0125
Marchione, Tom	Prog. Analyst	355, SA-08	351-0116
Nelson, Francesca	Prog. Ecs. Officer	363, SA-08	351-0123
Ross, Tom	Program Analyst	331, SA-08	351-0151
Volgler, Jessie	Prog. Op. Spec.	359, SA-08	351-0126
Wiles, Joan	Complement	353, SA-08	351-0121
FAX		360, SA-08	351-0118

## BHR/Office of Foreign Disaster Assistance

Ensures that the needs of foreign disaster victims are met. In coordination with State, DOD, FEMA, EPA, Peace Corps, the Congress, USG organizations and the private sector, formulates U.S. disaster assistance policy. It provides technical support to the Administrator as the President's Special Coordinator for International Disaster Assistance.

BORTON, Nan	Director	1262A, NS	647-8924
THORPE, Juanita	Secretary	1262A, NS	647-8924
GARVELINK, Bill	Deputy	1262A, NS	647-8924
BARANICK, Eric	Prog. Op Ast.	1262A, NS	647-7323
CRAIG, Pamela	Receptionist	1262A, NS	647-5916
FAX BHR/OFDA		1262A, NS	647-5269
FAX BHR/OFDA		2664, NS	647-4036

## The Division Chiefs

HEYMAN, Barry	PMPP	1705, SA-14	875-1244	1443
BRATRUD, Ted	DRD	1262A, NS	647-7334	0008
BRADFORD, Gerard	OS	1705, SA-14	875-1489	1443
McDUFFEE, Lois	PS	1262A, NS	647-5614	0008

## BHR/OFDA/Prevention, Mitigation, Preparedness and Planning Division

Devises, coordinates and implements strategy for prevention, mitigation and preparedness programs based on social, economic and physical science analyses. It coordinates and implements the strategy by networking with other HR/OFDA Divisions and Bureau offices, the Agency, other USG agencies, other donors (World Bank, regional development banks and bilateral agencies), PVOs, universities, US agencies, international organizations and the private sector.

ALLRED, Loren	Training Spec.	1705, SA-14	875-1557
BRANDSTETTER, Robert	PMPP	1705, SA-14	875-1567
BYERS, Mary	Prog. Analy	1262A, NS	647-7538
DILLY, Max	Famine Mitig. Adv.	1705, SA-14	875-1517
GREEN, Michele	Secretary	1705, SA-14	875-1488
MEYER, Raymond	Dis. Op. Spec.	1705, SA-14	875-1522
HOFFMANN, Shirley	AAAS Fellow	1705, SA-14	875-1510
Fales, Elmer	LAI Contract	1705, SA-14	875-1512
Mason, John	BHM Contract	1705, SA-14	875-1566
Schlosser, Karin	BHM Contract	1705, SA-14	875-1598
FAX BHR/OFDA		1705, SA-14	875-1708

BHM=Basic Health Management LAI-Labat and Anderson Inc.

## BHR/OFDA/Disaster Response Division

Responds to disasters worldwide, including predication, early warning assessments, relief assistance and rehabilitation programs. It recommends new and revised USG disaster assistance response policy measures. DRD coordinates with other BHR offices and negotiates on disaster response matters with the UN, international organizations, PVOs and host governments; in civil conflict emergencies, negotiates as appropriate with rebel groups for the safe passage of relief supplies to needy populations. It manages the planning and implementation of the BHR/OFDA and USG civilian humanitarian assistance responses to emergencies worldwide.

BATTAGLIA, Richard	Ass't Act. Off.	1262A, NS	647-7558
DAVIS-TOOLEY, Regina	Special Ass't	1262A, NS	647-5066
DIONNE, Ray	Dis. Op. Spec.	1262A, NS	647-9755
DREYER, Vicky	Special Proj	1262A, NS	647-9808
HALMRAST-SANCREZ, T.	Dis. Op. Off.	1262A, NS	647-7434
RANDOLPH, Paul	Disaster Op. Spc.	1262A, NS	647-9758
CHAMPAGNE, Christen	DRD	1262A, NS	647-9198
DESAI, Nisha	DRD	1262A, NS	647-5702
FRITZ, Stephanie	DRD	1262A, NS	647-7530
LIEBER, Rachel	DRD	1262A, NS	647-7947
LIVELY, Karma	DRD	1262A, NS	647-5870
MEREDITH, Mikaela	DRD	1262A, NS	647-5759
NEWSOM, Valerie	DRD	1262A, NS	647-7482
HATTA, Mariah	DRD	1262A, NS	647-4564

## BHR/OFDA/Operations Support Division

Develops and manages the logistical and technical support for disaster response. The Division identifies sources for, and stockpiles relief supplies, suppliers of technical services, and commodities. Initiates the procurement of supplies, equipment and communication to support the activities in the field. Staff profile - mostly contractors.

ASHLEY, Jeff	OS	1705, SA-14	875--1601	1443
FREY, Tom	OS	1705, SA-14	875-1523	1443
GARBINSKY, Greg	OS	1705, SA-14	875-1524	1443
LIBBY, Ron	OS	1705, SA-14	875-1610	1443
LILLIBRIDGE, Scott	OS	1705, SA-14	875-1546	1443
LOWE, Chris	OS	1262A, NS	647-7436	0008
REAGAN, Mike	OS	1705, SA-14	875-1574	1443
SACLOLO, Paul	OS	1705, SA-14	875-1490	1443
SLUSSER, Jack	OS	1705, SA-14	875-1577	1443
SMITH, Peter	OS	1262A, NS	647-9786	0008
WRIGHT, Henry	OS	1705, SA-14	875-1576	1443

## BHR/OFDA/Program Support Division

Provides operation management support for the Office, which includes general administration, budgeting/financial services, procurement planning, and contract/grant administration. The Division supports the OFDA mission by providing centralized control of funds, resources, and procurement which facilitate time sensitive delivery of relief assistance. Staff profile - mostly contractors.

ALEGRADO, Esmie	PS	1262A, NS	647-7560	0008
BAILEY, Theresa	PS	1262A, NS	647-6625	0008
BEAL, Lee	PS	1705, SA-14	875-1504	1443
BEANS, Margaret	PS	1705, SA-14	875-1491	1443
BEANS, Georgia	PS	1705, SA-14	875-1559	1443
DOWNING, Amanda.	PS	1262A, NS	647-7456	0008
GILMER, Ronnie	PS	1262A, NS	647-7330	0008
HANDON, Rochelle	PS	1626A, NS	647-7455	0008
LINDER, Perry	PS	1705, SA-14	875-1503	1443
McDuffee, Lois	PS	262A, NS	647-5614	0008
TATE, Amber	PS	1262A, NS	736-4682	0008
CARLSON, Gail	PS	1705, SA-14	875-1509	1443
ELLIOTT, Mike	PS	1262A, NS	647-7758	0008
HICRS, Barbara	PS	1705, SA-14	875-1508	1443
HOWARD, Ted	PS	1705, SA-14	875-7502	1443
JOHNSTON, Rob	PS	1262A, NS	736-4432	0008
LIPSCOMB, Charles	PS	1262A, NS	647-7452	0008
MAXER, Sydel	PS	1262A, NS	647-5703	0008
SALEEM, Naseema	PS	1262A, NS	736-4426	0008
SOBH, Adel	PS	1262A, NS	641-7455	0008
TRAN, Amy	PS	1262A, NS	647-7454	0008

## BHR/Office of Food for Peace

Responsible for the overall leadership, coordination and operation support for food activities within BHR performed or coordinated with other bureaus throughout the Agency and other U.S. Government agencies. It leads USAID in the development of U.S. Government policy, formal positions and funding levels of U.S. Government biennial pledges to the World food Program (WFP), and directs all operations matters related to U.S. food aid and directly related contributions to WFP.

KRAMER, Bob	FFP	337, SA-8	351-0106	0809
LAVELLE, Tim	FFP	331, SA-8	351-0138	0809
MARKUNAS, Jeanne	FFP	327, SA-8	351-0150	0809
WILLIAMS, Aldrena	FFP	320, SA-8	351-0107/157	0809
WILLIAMS, Julia	FFP	339, SA-8	351-0106/156	0809
PANAFAX		322, SA-8	351-0154	

## FFP/Program Operations Division

Prepares Agency's consolidated P.L. 480 Title II and III budget request and acts as the focal point within BHR for recommending policy regarding availability of commodities and funding for Title II and III donation programs. It provides technical services and organizational units on USAID food aid program commodities, transportation, fortification and the eligibility of commodities for U.S. financing.

BRAUSE, Jon	FFP	312, SA--8	351-0133	0809
BROWN, Mary	FFP	325, SA-8	351-0111	0059
GRAVES, Sylvia	FFP	309, SA-8	351-0132	0809
GROOMS, Judy	FFP	316, SA-8	351-0169	0809
LEE, Jeanette	FFP	318, SA-8	351-0144	0809
PARKS, Sue	FFP	329, SA-8	351-0162	0809

## FFP/Emergency Relief Division

Provides assistance in emergencies. Administers with other Agency organizational units, food aid assistance for emergencies, that involves the same process used for regular Title II projects, but with steps accelerated to meet emergency needs and the use of means to move them more quickly.

HAGEN, David	FFP	343, SA-8	351-0166	0809
HUDSON, Rita	FFP	345, SA-8	351-0148	0809
LEHMAN, James	FFP	323, SA-8	351-0168	0809
LOWDERMILK, Brenda	FFP	325, SA-8	351-0108/179	0809

## BHR/FFP/Development Program Division

Provides non-emergency development assistance for Title II and Title III projects. Administers with other Agency organization units, food aid assistance on a non-emergency basis, using the process for regular Title II.

FULLER, Flynn	FFP	321 SA-8	351-0161	0809
JOHNSON, Gwen	FFP	325, SA-8	351-0110	0809
McINTYRE, Darell	FFP	319, SA-8	351-0140	0809
MORAWETZ, Susan	FFP	317, SA-8	351-0135	0809
PAZ CASTILLO, Janet	FFP	315, SA-8	351-0139	0089

## BHR/Office of Private and Voluntary Cooperation

Charged with developing partnerships with PVOs and Cooperative Development Organizations (CDOs). The office works with these organizations in a variety of ways - primarily by making competitive grants available. More recently, it also has provided technical assistance to strengthen their institutional capabilities. PVC carries out its assistance with the ultimate goal of enhancing development impact and improving U.S. public and private foreign assistance efforts.

BOWES, Cathy	PVC	723, SA-8	351-0190	0804
FASULLO, John	PVC	727, SA-8	351-0227	0804
GRANT, John	PVC	725, SA-8	351-0221	0804
HARMS, Larry	PVC	721, SA-8	351-0218	0804
HURST, Sarah	PVC	700, SA-8	351-0247	0804
JORDAN, Patricia	PVC	735, SA-8	351-0213	0804
OSTRICH, Ginny	PVC	725, SA-8	351-0221	0804
Robinson, Rose	PVC	743, SA-8	351-0229	0804
SARAGI, Susan	PVC	709, SA-8	351-0203	0804
STORCK, Elise	PVC	715, SA-8	351-0204	0804
WRIGHT, Piccola	PVC	725, SA-8	351-0222	0804

## BHR/PVC/Information and Program Support Division

Agency's information center on PVO activities, providing analytical information to USAID overseas posts to improve the design and impact of the Agency's PVO program. It promotes and facilitates the exchange of information to improve efficiency of programming approaches which provide for adequate Agency accountability.

LEWIS, Wanda	PVC	707, SA-8	351-0196	0804
NEWTON, Mary	Registrar	708, SA-8	351-0207	0809
RAFFERTY, Kevin	PVC	711, SA-8	351-0208	0804
WATLINGTON, Lenora	PVC	705, SA-8	351-0195	0804

## BHR/PVC/Matching Grant Division

Performs the full range of project management responsibilities for the centrally funded PVO programs, beginning with project conception through evaluation and redesign phases, and working in concert with BHR/PPE on the development of project documentation. It monitors grantee activities to assure achievement of grant purposes and conformity to grantee operations with the terms and conditions of the grant agreement.

COLEMAN, Regina	PVC	739, SA-8	351-0210	0804
HERBERT, Mary	PVC	731, SA-8	351-0192	0804
HEWITT, Martin	PVC	733, SA-8	351-0219	0806
JONES, Sallie	PVC	737, SA-8	351-0191	0804
PANAFAX	BHR/PVC	714, SA-8	351-0212	

## BHR/American Schools and Hospitals Abroad Program

Develops criteria establishing eligibility requirements and evaluates requests for assistance, ranging from budget deficit support to capital improvements including the construction of complex medical and teaching facilities. It is responsible for monitoring these grants to ensure that purposes are achieved and that grant terms and conditions comply with Agency requirements.

HELMAN, Howard	ASHA	100, SA-8	351-0232	0802
KNUTSON, Lee	ASHA	100, SA-8	351-0233	0802
MEARES, Mable	ASHA	100, SA-8	351-0231	0802
RICHARDSON, Cynthia	ASHA	100, SA-8	851-0232/249	0802
FAX		100, SA-8	351-0194	

## BHR/Office of Transition Initiatives

Evaluates prospects for potential crisis and transitions, with special emphasis on political change in countries undergoing political, natural or man-made upheaval and provides for the rapid start up of programs with non-Government organizations and others capable of meeting the needs in focus areas, where funding permits, to: assist in demobilization and reintegration of dislocated populations; assistance in political institution building, advisement of services available both from with the USG and international organizations; and, develop plans and mobilization of support for reconstruction activities.

BARTON, Rick	OTI	5316, NS	736-7325	0059
CHAPNICK, Bernard	OTI	5314A, NS	647-0120	0059
JONES, Juanita	OTI	5314A, NS	647-0085	0059
Steve Morrison	OTI	5314, NS	647-0032	0008

## OTI Program Design

### Integrated

- Coordination within AID, STATE, USG and others
- Appreciation of interrelationship between political, economic and social entities

### Participatory

- Direct, in-country interviews and consultations with local citizens
- Open involvement of all parties

### Results Oriented

- Catalytic impact produced additional benefits
- Clear, understandable record-keeping, hands-on-field-oriented

## **MENU OF SUGGESTED WORK**

### **Peace/Security Initiatives**

- Initial demobilization and reintegration of ex-combatants
- Reintegration planning for displaced and vulnerable populations
- Promotion of civil-military relations (with State and DOD)
- Military downsizing and job alternatives

### **Political Initiatives**

- Expanding public participation
- Enriching communications (radio, print or person-to-person)
- Conflict resolution that widens the political dialogue
- Quick impact leadership training to enhance the capacity to govern
- Fast start, job-intensive projects (reopening schools)