

U.S. Agency for International Development

**REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE/
EAST AND SOUTHERN AFRICA
(REDSO/ESA)**

B R I E F I N G B O O K

March 1997

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Map of REDSO/ESA Regional Responsibilities



II. ROLE OF REDSO/ESA

A. BACKGROUND

As its name implies, the Regional Economic Development Services Office/East and Southern Africa (REDSO/ESA) is a *service-oriented* organization. The Office was established in 1972, at a time when U.S. economic assistance programs were being expanded throughout East and Southern Africa with a simultaneous recognition of the fact that USAID would not have the resources to fully staff bilateral USAID Missions throughout the region. Thus, REDSO/ESA was set up as a separate USAID office in Nairobi to provide a central pool of experienced USAID officers and technical experts who would be available, on call, to advise and assist the other USAID Missions in the region and to manage USAID programs in countries with no resident USAID staff.

Over the past two decades, REDSO/ESA's role has been considerably expanded in response to the ever-changing political and economic situation in the ESA region and to corresponding changes in USAID's policies and priorities. As a result of this gradual evolution REDSO/ESA has been directed by USAID/W to take on an expanded number of complementary functions and responsibilities.

B. STRATEGIC PLAN

As part of this evolutionary transformation, in May of 1995 the first REDSO/ESA Strategic Plan for the FY 1996-2000 period was reviewed and approved by the Africa Bureau. This Plan focused on the strategic goal of *broad-based sustainable development in the ESA region* which is clearly linked to the Agency's overall goal of promoting sustainable development that is articulated through the following basic strategies:

- Encouraging broad-based economic growth;
- Stabilizing world population and protecting human health;
- Protecting the global environment;
- Promoting democracy, human rights and good governance; and
- Providing humanitarian assistance and preventing crisis.

In order to better focus on the achievement of this regional strategic goal REDSO/ESA has selected four Strategic Objectives all of which contribute directly or indirectly to the attainment of the Agency's basic strategy and commit REDSO/ESA to a focus on **regional cross-cutting** developmental results that reinforce the achievement of the REDSO/ESA's strategic goal.

To clarify the relationship between REDSO/ESA's Strategic Plan and the Agency's Strategy three sub-goals have been identified, the achievement of which should lead to the attainment of REDSO's strategic goal. All three sub-goals concentrate on **strengthening regional capacity** on an organizational, national or regional basis. REDSO/ESA believes that these Strategic Objectives will significantly advance the accomplishment of the following regional sub-goals.

Sub-Goal #1: *Strengthened capacity of all ESA Missions to achieve their strategic objectives.*

Sub-Goal #2: *Strengthened regional capacity and cooperation to achieve sustainable development.*

Sub-Goal #3: *Strengthened regional capacity to prevent and respond to crisis situations.*

In recent years, REDSO/ESA has increasingly been engaged in developing, managing, and sharing the results of a variety of innovative regional and bilateral activities. This effort has greatly enhanced the '*value-added*' contribution that REDSO/ESA programmatic and technical staff has been able to provide to its customers, partners and stakeholders throughout the ESA region. As a direct result of the acceptance of this unique developmental role, the REDSO/ESA Strategic Plan delineated four specific, yet synergistic, Strategic Objectives (SO) around which interdisciplinary teams have been organized. These SO teams operate in conjunctions with REDSO/ESA's traditional office structure so as to compliment the notable high quality of programmatic and technical skills that REDSO/ESA has historically brought to bear on any of the many regional or bilateral issues or tasks that confront development efforts in the ESA region. These Strategic Objectives are as follows:

Strategic Support Objective #1: **Effective program and technical support to all ESA Missions.**

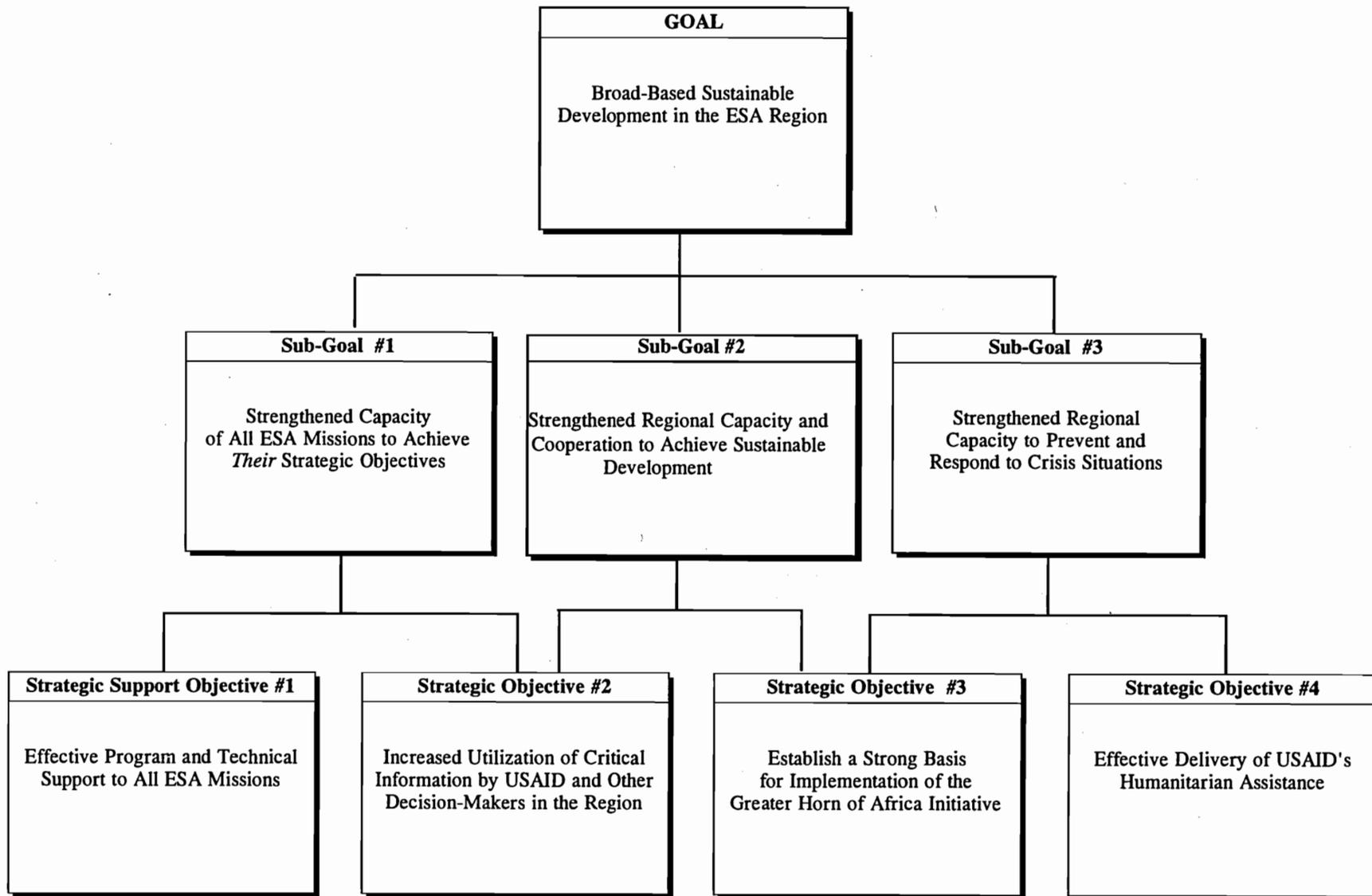
Strategic Objective #2: **Increased utilization of critical information by USAID and other decision-makers in the ESA region.**

Strategic Objective #3: **Establish a Strong Basis for Implementation of the Greater Horn of Africa Initiative.**

Strategic Objective #4: **Effective Delivery of USAID's Humanitarian Assistance.**

The following Strategic Objective Tree shows the linkages between REDSO/ESA's goals, sub-goals and Strategic Objectives.

C. REDSO/ESA STRATEGIC OBJECTIVES TREE



D. MAJOR FUNCTIONS AND RESPONSIBILITIES

In fiscal year (FY) 1997, within the context of a reexamination and realignment of the U.S. governments world wide economic assistance efforts and specifically USAID programs in Africa, REDSO/ESA will continue to respond to requests for programmatic and technical support services from client USAID Missions in the 19 ESA countries, including Angola, Burundi, Djibouti, Ethiopia, Eritrea, Kenya, Madagascar, Malawi, Mozambique, Namibia, Rwanda, Somalia, South Africa, Southern Sudan, Tanzania, Uganda, Zambia, Zimbabwe and the Regional Center for Southern Africa in Botswana.

However, given the approved orientation of REDSO/ESA's Strategic Plan these services will be provided with a top priority of '*operationalizing the President's Greater Horn of Africa Initiative (GHAI) in the field.*' Thus, REDSO/ESA staff energies and work assignments will concentrate on achieving the Intermediate Results (IRs) under all four of its SOs by assisting USAID programs in the Greater Horn of Africa region as well as through REDSO/ESA's own unique regional portfolio of activities. In addition, REDSO/ESA staff will focus on the achievement of REDSO/ESA's SOs #1, #2 and #4 IRs by assisting USAID programs in the Southern Africa Region.

Client Missions throughout the ESA region can continue to look to REDSO/ESA for high quality programmatic and technical advice and for substantial assistance in design, implementation, and evaluation of their activities and programs. REDSO/ESA will also provide significant support in designing, negotiating, executing and implementing grants and activities for five small country USAID programs in the ESA region -- *Burundi, Eritrea, Namibia, Somalia and Southern Sudan*. The REDSO/ESA Director has been delegated authority from the Assistant Administrator of the Africa Bureau to serve as the USAID Director for two of these countries that have *no* U.S. direct hire staff in place. The countries in this category are *Burundi and Southern Sudan*.

REDSO/ESA's portfolio of activities covers a number of supplementary functions and responsibilities which include:

- in times of emergency or unanticipated crisis, managing special emergency relief operations, e.g., the 1992 airlift from Kenya into Somalia, and providing technical and logistic support to Office of Foreign Disaster Assistance (OFDA) Disaster Assistance Support Teams (DART);
- overseeing the work of the institutional contractor managing the Agency's Famine Early Warning System (FEWS) for Kenya, Tanzania, and southern Sudan;
- managing an Africa-wide Center for African Family Planning Studies (CAFS) grant;
- monitoring the development of four regional agricultural research networks, supported by centrally-funded grants through ICRAF; IITA; CIAT; and CIP.
- monitoring the regional agriculture, health, and family planning activities of about 20 centrally-funded Cooperating Agencies which are working in the ESA region, e.g., AIDSCAP, SOMARC, etc.;
- establishing research/information exchange networks related to intra-regional trade and transportation, regional environmental collaboration, management of national coastal resources, an All-Africa Businesswomen's Advisory Group, and health related issues, e.g., Child Survival, AIDS; and

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- serving as the official Controller for the REDSO/ESA, Regional Inspector General; the USAID programs in Eritrea, Sudan and Djibouti; Special Self-help and Democracy and Human Rights activities in Comoros, Djibouti, Mauritius and Seychelles; and handling accounting and financial reporting for four other Missions: Burundi, Eritrea, Rwanda, Tanzania and Zambia. In addition, RFMC also provides payment, payroll and cashier services to USAID/Kenya.

E. ORGANIZATION AND STAFFING

One indication of the magnitude and depth of support services that REDSO/ESA staff has historically been able to provide to client USAID Missions in the ESA region is that in FY 1996 REDSO/ESA provided approximately *4433 person days* of technical and programmatic support services against a request of an estimated *6916 person days*. These statistics are indicative of the fact that with a current staff level of 122 - including 23 U.S. Direct-Hire positions - REDSO/ESA is the repository of a significant portion of USAID's programmatic and technical expertise in the ESA region and that it will continue to play a critically important role in every major activities, projects and programs that USAID is involved with throughout the ESA region.

This staff includes one or more persons skilled in each of the following areas: program development; project design, implementation and impact monitoring; economic and financial analysis; legal services; private sector development; trade and transportation; agriculture; forestry; natural resources management; environmental assessments and biodiversity; behavioral, social and political science; women in development; democracy and governance and conflict resolution; engineering; contracting; commodity management; family planning; health (including AIDS); child survival; financing of health programs; food for peace and food security; financial management; library services; and the Greater Horn of Africa.

Traditionally, REDSO/ESA staff has provided an average of *at least* 40 percent of their support services while on TDY assignments of several days or several weeks. Such services will continue to be a focus of REDSO/ESA's Strategic Support Objectives, however it is anticipated that in FY 1997 staff time in Nairobi may be increased to devote extra attention to the implementation of the unique regional portfolio that REDSO/ESA have been given management responsibility for. In addition, staff will strive to expand the use of electronic capabilities, to: following up on TDY assignments, including completing documents and/or reports; preparing for upcoming TDYs; providing services via e-mail, fax and phone to client missions, including responding to mission requests for REDSO/ESA clearance and concurrence on various activity/project/program design and implementation actions and to requests for ad hoc advice and assistance; designing and implementing components of the GHAI; carrying out technical research in specific areas of concentration related to the ESA region; managing centrally funded projects and REDSO/ESA's budget and portfolio of regional activities; supporting the USAID/Kenya program; *and spending time with their families.*

E. REGIONAL ECONOMIC DEVELOPMENT SERVICES OFFICE FOR EAST AND SOUTHERN AFRICA (REDSO/ESA)

OFFICE OF THE DIRECTOR

Regional Director Keith E. Brown
 Deputy Regional Director Ronald D. Harvey
 Senior Advisor Mark G. Wentling 1/
 Executive Assistant Jacqueline Irvin (Acting) 2/
 Secretary Jessica Lung'aho 3/

PROJECT DEVELOPMENT AND PROGRAM SUPPORT DIVISION (PDPS)

Supervising Project Dev. Officer Steven J. Freundlich
 Project Development Officer William R. Garland
 Project Development Officer Cheryl Anderson-Kiai
 Project Development Officer Robert Kirk
 Project Development Officer Zdenek Suda 8/
 Private Sector Advisor Michael Klesh 1/
 Project Monitoring Specialist Loise H. Mukira 4/
 Administrative Assistant JoAnn Donovan 2/
 Secretary Grace Kabare 3/
 Secretary Alice Makura 3/
Library/Development Information Center
 Librarian Patricia Wanzalla 4/

ANALYSIS & PLANNING OFFICE (APO)

Supervising Program Economist Neal Cohen
 Program Economist (Vacant)
 Behavioral Science Advisor Ruth Buckley 1/
 Program Impact Advisor Shirley Erves 1/
 Monitoring & Evaluation Specialist Joseph Mwangi 4/
 Women In Development Advisor Wanjiku Muhato 4/
 Democracy/Governance Advisor Eugenia West 1/
 Office Automation Technician (Vacant) 4/
 Secretary Esther Muchiri 3/

NOTES:

** OE-Funded by USAID/Kenya
 *** OFDA-Funded Position
 RH = Resident U.S. Citizen Hire
 TAACS = Technical Advisor for AIDS and Child Survival
 IDI = International Development Intern
 RSSA = Reimbursable Support Services Agreement

REGIONAL FINANCIAL MANAGEMENT CENTER (RFMC)

Director Harry Dorcus
 Controller Rashmikant Amin
 Supervising Financial Management Officer Allan McKenna
 Secretary Vida Matano 3/
 Secretary Serah Chifallu 3/
 Secretary Janet Maitha 3/
 Professional FSNs 4/ (33)
 Clerical FSNs 3/ (3)

FOOD FOR PEACE DIVISION (FFP)

Supervising Food For Peace Officer Joseph Gettier
 Food Security Officer David Songer
 Food For Peace Officer Carolyn Hughes 8/
 Secretary Anita Oberai 3/
Famine Early Warning System Project (FEWS III)
 FEWS Representative Michele McNabb 5/
 Assistant FEWS Officer Nancy Mutunga 5/
 Assistant FEWS Officer Lawrence Otika 5/

Southern Sudan Field Office (SFO)

Chief, Larry Meserve
 Disaster Relief Coordinator John Marks 1/****
 Secretary Susan Nzii 3/

GHAI COORDINATION UNIT

GHAI Coordinator Linda Howey
 GHAI Food Security Advisor Brian D'Silva 9/
 HASP Project Mgr Annamaria Watrin 1/
 GHAI Senior Advisor (Vacant) 4/
 Democracy/Governance Advisor (Vacant) 7/
 Computer & Information Management Assistant Mary Muiruri 4/
 Administrative Assistant Helen Oluoch 4/
 Secretary Mary T. Nyanchoka 3/

REGIONAL LEGAL ADVISOR OFFICE (RLA)

Supervising Legal Officer Anthony Vance
 Legal Officer Tamera A. Fillingner
 Legal Assistant Surinder M. Kapila 4/**
 Secretary Jane T. Kairo 3/
 Secretary Leah Muinde 3/

AGRICULTURE, ENVIRONMENT & ENGINEERING OFFICE (AEE)

Supv. Agricultural Development Officer Dennis McCarthy
 USPSC Engineer (Vacant) 1/
 Agricultural Economist Joe W. Carvalho 1/
 Natural Resource Mgmt. Advisor Joao S. deQueiroz 1/
 Agricultural Advisor David Martella 1/
 Regional Environmental Advisor Charlotte Bingham 1/
 Agricultural Development Officer Hudson J. Masambu 4/
 Secretary Patricia Ogwang 3/

HEALTH, POPULATION & NUTRITION OFFICE (HPN)

Supervising Health & Population Dev. Ofcr. Ray Kirkland
 Health Policy Advisor Richard Sturgis 1/
 Health Care Financing Advisor Oscar Picazo 1/
 Health Care Financing Advisor Dan Kraushaar 5/
 Child Survival Advisor Melinda Wilson 5/
 HIV-AIDS Advisor Victoria Wells 6/
 Health Network Coordinator Sophia Ladha 5/
 Female Education Advisor Michelle Folsom 7/
 CAFS Proj. Mgr./ Population Asst. Margaret Diebel 1/
 Administrative Assistant Esther Kibe 5/
 Secretary Margaret H. Jandy 3/

PROCUREMENT SERVICES OFFICE (PRO)

Supervising Contract Officer Francis A. Donovan
 Contract Officer Beth S. Paige
 Contract Officer Raymond L. Edler
 Contract Officer Kenneth LuePhang
 Contract Management Specialist Beatrice Diah 4/
 Contract Management Specialist Francis Kavulu 4/
 Contracts Administrative Assistant Anne L. Busaka 4/
 Acquisition Agent Amina Fazaldeen 4/
 Secretary Charlene Too 3/
 Secretary Elizabeth Mboss 3/
 File Clerk/Typist Margaret Onyango 3/

Footnotes:	FY 1997	
	Positions	On Board
U.S. Direct Hire	23	22
1/ = PSC (Professional)	15	14
2/ = PSC (Resident Hire)	2	2
3/ = PSC/FSN (Clerical)	20	20
4/ = PSC/FSN (Professional)	46	44
5/ = Institutional Contractor	7	7
6/ = TAACS	1	1
7/ = Fellows	2	2
8/ = IDI	2	1
9/ = RSSA	1	1
Totals:	119	114

III. FUNCTIONS OF REDSO/ESA OFFICES AND STAFF BIOGRAPHIES

A. OFFICE OF THE DIRECTOR

The Office of the Director provides the overall direction and supervision of REDSO/ESA.

Keith Brown, Director

Keith E. Brown was sworn in as Director of the Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA) on July 26, 1995 at the State Department. Mr. Brown began his professional career in 1974 as a financial/management auditor with the U.S. General Accounting Office. He later joined Continental Oil Corporation in Houston, Texas as a financial analyst.

A career Foreign Service Officer with 20 years' experience in international development, Mr. Brown joined USAID in 1976 as an International Development Intern. He served in Cairo, Egypt from 1977 to 1979 as a capital development loan officer. From 1979 to 1983, he served as the private enterprise officer for the Near East Bureau in Washington. Following this assignment he was the chief of the Capital Development office in USAID/Manila and then Deputy Director and Director of Africa Bureau's Southern Africa Office in Washington. Mr. Brown attended the Department of State's 37th Senior Seminar, the most advanced professional development program available to senior foreign policy and national security officials of the U.S government. Mr. Brown was appointed to the Senior Foreign Service on November 21, 1991.

Mr. Brown was born in Memphis, Tennessee. He is a 1973 graduate of Lincoln University, where he received his Bachelor of Arts degree in Business Administration. He is also a 1975 graduate of the University of Southern California, where he received a Master's degree in Business Administration. He is married to Dr. Susan Padama Brown of Cotabato City, the Philippines. He speaks Spanish.

Ronald Harvey, Deputy Director

Mr. Harvey has over 20 years of experience in developmental assistance. Prior to joining REDSO/ESA in August of 1994, Mr. Harvey was the Deputy Mission Director for USAID/Cameroon. Mr. Harvey joined USAID in 1973 through a minority scientist graduate work-study program under the sponsorship of the former Technical Assistance Bureau. He left USAID in 1976 to become team leader of the Opportunities Industrialization Centers (OIC) agriculture training project in Togo. Mr. Harvey rejoined USAID in 1979 and has since served as the Supervisory Agricultural Development Officer in Tanzania, Senegal and Zaire. He has served as Program Officer at USAID/Zaire prior to being posted to Cameroon as Deputy Director. He worked as a Research Assistant/Associate at Prairie View A&M University and Oregon State University prior to joining USAID. .

Mr. Harvey has an undergraduate degree in pre-veterinary medicine and a Master of Science degree in Soil Science from Prairie View A&M University. Prior to joining USAID he was a doctoral candidate in Soil Genesis and Morphology (Soil Classification) at Oregon State University. He is fluent in French.

Mark G. Wentling, Senior Advisor, Great lakes Region

Mr. Wentling joined REDSO/ESA in October 1996, as a personal services contractor serving as REDSO/ESA's Senior Advisor for crisis management in the Great Lakes Region of Africa. Mr. Wentling has nearly 30 years of international development experience, working mostly in Africa for the Peace Corps and for USAID. From 1967 to 1973, he served as a Peace Corps Volunteer in Honduras and Togo working with rural community development, cooperative, village construction and agricultural education programs. From 1975 to 1977, he served as associate Peace Corps Director in Togo, Peace Corps Director in Gabon and Peace Corps Director in Niger. Later, Mr. Wentling worked for USAID from 1977 to 1983, managing various integrated rural development projects in West Africa. From 1983 to 1991, he served as USAID representative to Guinea, Togo and Benin. In August 1992, Mr. Wentling was named first USAID Mission Director for Angola, but insecurity in this country prevented him from pursuing this job. After this, he worked as Director of the Southern Africa Drought Emergency and African Disaster Assistance Task Force, including the Somalia working group. In 1993, he was assigned for one year as USAID Mission Director to Somalia. Following this, he served as Mission Director for Tanzania until his retirement from USAID in 1996.

Mr. Wentling has a B.A. from Wichita State University and a Master's degree from Cornell University in International Agricultural Development. He is also a 1992 graduate of the National War College. His languages are: French, Portuguese, Spanish, Ewe, Hausa and Kiswahili.

Executive Assistant - (Vacant)

Secretarial Services for the Deputy Director are provided by Ms. Jessica A. Lung'aho.

B. PROJECT DEVELOPMENT AND PROGRAM SUPPORT OFFICE (PDPS)

The Project Development and Program Support Office is the focal staff support office within REDSO/ESA. PDPS combines the Program and Project Development functions. It is responsible for carrying out not only the traditional Program and Project Development functions within a USAID Mission, but it also oversees and manages key support functions that are essential to REDSO/ESA's achievement of results under its Strategic Objectives and fulfilling its unique regional role within the ESA region.

As the Program office, PDPS is responsible for coordinating, drafting and finalizing all the programmatic documents provided annually to USAID/Washington, including: the Congressional Presentation; the annual Review of Results and Request for Resources (R4) reports; and a variety of other budgetary and operational reports or documents. PDPS also provides operational oversight for REDSO/ESA's increasing annual Operating Year Budget (OYB), in FY 96 approximately \$11.8 million, and its portfolio of regional activities.

As the Project Development office, PDPS serves as a regional repository for an experienced and diverse staff of Project Development Officers responsible for assisting the REDSO/ESA SO Teams and client USAID ESA Missions in the design, evaluation, and implementation of results packages; project amendments; project implementation plans; program assistance activities; and strategic planning instruments. PDPS also provides specialized technical assistance in the development and support of Private Sector activities in the ESA region. Also, PDPS is responsible for planning and oversight of the annual scheduling and tracking of all REDSO/ESA support services to client USAID Missions and for overseeing the REDSO/ESA regional library.

Specific Functions

PDPS manages REDSO's scheduling process coordinating and planning travel for the entire staff in response to ESA Missions' requests. This TDY schedule is tracked and reported on throughout the year using the computerized "*Scheduling, Tracking, Analysis and Reporting System*" (STARS). Thus, PDPS serves as the initial and continuing contact point for SO teams and client Missions that require assistance or wish to shift their original requests to a new time.

The PDPS staff is available to SO Teams and client Missions bringing to bear a broad range of field, USAID/Washington and private sector experiences on a variety of development sectors issues and tasks. When PDPS cannot itself provide needed assistance, it is prepared to help SO Teams and client Missions by identifying appropriate consultants in USAID/W or outside of USAID to carry out specific TDY assignments.

The Office assists SO Teams and client Missions in the program/project/results package design and implementation process by: (a) preparing and reviewing SOWs for USAID and contract personnel; (b) recommending appropriate REDSO/ESA support services for specific tasks; (c) leading or taking part in design and evaluation teams in preparing draft documents and final authorization packages; (d) managing in-house review and approval of activities; (e) developing conceptual program frameworks and preparing program documents such as Strategic Plans and R4 reports; (f) providing advice on USAID policies, procedures and reengineering; and (g) defending program/results package/project amendment proposals in either Mission or USAID/Washington review and approval processes.

Steven J. Freundlich, Office Director, Project Development and Program Support Office

Mr. Freundlich joined REDSO/ESA in December of 1990 to head the Project Development and Program Support Office. During his 29 years in international development he has: served as a Peace Corps volunteer in India; designed programs and projects for the United Nations Development Program and UNICEF in a variety of countries; worked as a reporter for a monthly publication of the U.N.; and served in USAID as both a Project Development Officer (PDO) and a Program Officer. Since joining USAID in 1976, Mr. Freundlich has served in India, the Near East and Asia Bureaus in USAID/Washington, Nepal, and in the Legislative Affairs Office of USAID/Washington. He has a Master's degree in Economic Development with a geographic specialty in South Asia from the Columbia University School of International Affairs, and a B.A. degree in International Affairs from the City College of New York. Mr. Freundlich is fluent in German, Hindi, and Nepali, and, in a pinch, can converse in Spanish and Urdu.

William Garland, Deputy Office Director, Project Development and Program Support Office

Mr. Garland joined REDSO/ESA/PDPS in August 1996, after serving for four years as the Project Development Officer in USAID/Dominican Republic, a USAID-reengineering Country Experimental Lab (CEL). There he was heavily involved in efforts to reengineer the Mission process, reorganization and strategic objectives. Prior to the Dominican Republic, he was a PDO in USAID/Costa Rica for four years and worked for one year in the Latin America and the Caribbean (LAC) Bureau's Office of Development Resources. Mr. Garland has been involved in the design and assisted in the implementation of a variety of mission projects, including PVO co-financing of local Non-Governmental Organizations (NGOs), alternative energy, family planning/AIDS, democracy/elections, and watershed management. During his 22 years as a professional he has worked as a loan officer in a large mutual savings bank, served as a Peace Corps Volunteer in the Dominican Republic assisting savings and credit cooperatives, and worked as a business consultant to agricultural cooperatives with the U.S. Department of Agriculture. Mr. Garland holds a Bachelor of Arts in Economics from Pacific Lutheran University and a Master of Science in Agricultural Economics from the University of Wisconsin. He is fluent in Spanish.

Cheryl Anderson Kiai, Project Development Officer

Ms. Anderson Kiai joined REDSO/ESA in August of 1994. She has extensive experience in most aspects of activity and program planning, implementation and evaluation. From 1992 to 1994 she was a Project Development/Program Officer in USAID/Kampala. From 1989 to 1992 she served as Program Officer for USAID/Kinshasa. She joined USAID in 1988, and was an International Development Intern (IDI) in Washington for one year. Prior to that she worked as a Budget Officer for the Peace Corps and as a private consultant to USAID specializing in project evaluation. She taught in a secondary school as a Peace Corps Volunteer in Ghana from 1981 to 1983. She has a B.A. in International Relations and Economics from Colgate University and an M.S. in International Development Management from the American University. She speaks French and is learning Kiswahili.

Robert Kirk, Project Development Officer

Mr. Kirk joined REDSO/ESA in January of 1995. Mr. Kirk began at USAID in 1987 as an International Development Intern in USAID/Washington. He worked as a Project Development Officer in the Latin America Bureau backstopping USAID/San Salvador, and in 1988 moved to the Project Development and Program Support Office of the Asia and Near East Bureau where he worked as a PDO on a number of project designs. Assigned in 1989 to the USAID/Cairo Office of Finance and Investment, Mr. Kirk designed and implemented several private sector projects involving small and micro enterprise (SME), investment and export promotion, and private-sector technical assistance. Prior to joining USAID, Mr. Kirk served for two years in the Peace Corps as a Urban Planning Officer in Botswana, three years in rural development as a USAID contractor in Botswana, and two years as manager of a private voluntary organization in Lesotho. He has also held management positions in accounting and marketing in a Fortune 500 corporation and in a small private business in the U.S. He has a Master's degree in Business Administration (M.B.A.), a Bachelor of Arts (B.A.) degree in Business from the University of Indiana at Bloomington, and a Master in International Affairs (M.A.I.A) from Ohio University. Mr. Kirk tenured as a Foreign Service Officer in Setswana.

Zdenek L. Suda, IDI/Project Development Officer

Mr. Suda joined REDSO/ESA/PDPS in July 1996 as an IDI Project Development Officer. From October 1995 until moving to REDSO/ESA he was in USAID/Washington, working in the Africa Bureau's Offices of Development Planning, Sustainable Development and the Greater Horn of Africa Initiative. There he designed and developed results frameworks, scopes of work and PIO/Ts, Congressional Notifications, Business Area Analyses, and activity approval and funding mechanisms and processes, and worked closely with project staff on the Leland Initiative (Internet for Africa), Health & Human Resources Analysis for Africa (HHRAA), and Horn of Africa Support (HASP) Projects. Prior to joining USAID he was a Capital Program Analyst in the Office of the Senior Vice President for Subways at New York City Transit (NYCT), performing financial and program analyses and preparing plans and budgets for large-scale capital projects of all types. Before NYCT he was a Senior Revenue Budget Analyst for the Office of Management and Budget of the City of New York, where he monitored the revenue-generating programs of the City's Health, Sanitation, Transportation and Corrections Departments. As a Peace Corps Volunteer in Cameroon from 1986 to 1989, he worked as a Community Development Coordinator and as a Peace Corps field staff member. He has a Master's Degree in Economic and Social Development Policy and Management from the University of Pittsburgh's Graduate School of International Affairs, and a B.A. Degree in Political Science from the University of Colorado, Boulder. Mr. Suda speaks fluent French and Spanish.

Loise Mukira, Project Monitoring Specialist

Ms. Mukira joined PDPS in 1989 after serving in the REDSO/ESA's Regional Financial Management Center (RFMC) as an accountant and financial analyst. As the PDPS Program Specialist, she is responsible for: monitoring REDSO/ESA-managed country programs and regional projects, coordinating the drafting and finalization of the REDSO/ESA Annual Resource Request (R3) report and the Congressional Presentation, and monitoring REDSO/ESA's obligations, expenditures and pipeline management of an increasing annual budget of almost \$12.0 million. She is also the CORE Team leader for REDSO/ESA's Strategic Objective #2. Ms. Mukira is available to provide training for FSN staff in Program/Project Monitoring and the use of Operating-Year Budget (OYB) obligation tracking systems. She has also taken an active role in project design related to education and training. Ms. Mukira has a B.Sc. degree in Accounting and an M.B.A. degree in Finance from Morgan State University. Ms. Mukira speaks English and Kiswahili.

Michael F. Klesh, Private Sector Advisor

Mr. Klesh joined REDSO/ESA in October 1993 as a Personal Services Contractor. He is an international trade and business association specialist with over fifteen years experience in Africa, Latin America and Europe. In his capacity as REDSO/ESA Private Sector Advisor, he focuses on a broad range of private sector-related issues and activities, including assisting USAID Missions and Host-Country Governments in developing private-sector strategies and projects aimed at supporting the growth of private enterprises, regional export of products from emerging agribusinesses, strengthening of export-oriented manufacturers and strengthening and expanding trade associations. Mr. Klesh has a wide range of USAID/W and other U.S. private-sector contacts which he can call upon to assist Missions in various aspects of private sector development. He has a B.A. in Development Studies from Long Island University and an M.I.M. (Master of International Management) degree from the American Graduate School of International Management. In addition, he is the technical coordinator for the Private Sector Indefinite-Quantity Contract that REDSO/ESA has recently established in Nairobi to assist Missions in the region. Mr. Klesh speaks Kiswahili, Spanish, German and some Arabic.

JoAnn O. Donovan, Administrative Assistant

Ms. Donovan joined PDPS in October 1996 as a Personal Services Contractor. Prior to joining REDSO/ESA she was an administrative assistant at the Library of Congress, Nairobi Office. Prior to that she worked for Development Alternatives, Inc. as a project administrator for a USAID Asia region agribusiness project. She has further work experience in international development as a consultant to a women's weaving/embroidery project for Catholic Relief Services in Jerash, Jordan, as a training assistant in the Africa Region of Peace Corps, Washington, D.C. and as a rural development Peace Corps volunteer at a women's sewing/tie-dyeing income generation project in Dakar, Senegal. Her other international work experience includes working in Jordan as an administrative/finance assistant at the Foreign Broadcast Information Service and in Niger as a consular aide at the American Embassy. Ms. Donovan holds an M.B.A. degree in Human Resources Management from the American University, an M.S. in Textiles/Clothing from Utah State University and a B.S. in Textiles/Clothing from Syracuse University. She speaks French and a few words of Kiswahili, Arabic, Japanese, Russian and Wolof.

1. REDSO/ESA Library/Development Information Center

The main function of the REDSO/ESA library is to meet research needs, primarily of the REDSO/ESA staff. However, library services are available to all employees of the USAID Nairobi Complex, as well as to non-USAID users. USAID Missions in the ESA region occasionally consult the REDSO/ESA Librarian.

The Library's collection consists of over 12,000 volumes and 100 periodical titles. The collection is continually updated to provide the latest data. USAID documents and USAID- funded studies form the backbone of the collection. This collection is supplemented by numerous documents prepared by other donor agencies and government bodies, as well as commercially published materials. The books are indexed on MicroDIS, the USAID information retrieval system, whose database can be searched by title, author and subject keywords. CDDIS, the USAID/Washington Center for Development Information and Exchange (CDIE) document database, is available on CD-ROM and provides an additional researching tool. Internet is also available and provides access to vast online information networks, including online periodicals.

Book orders are processed on request for the Library and the entire REDSO/ESA staff. A direct link to CDIE also provides information on request. Although, the Library has an established circulation policy, resources can be consulted freely. Items of interest are routed to library users but books may be borrowed for one month and current periodicals may be checked out for a day or for a weekend.

Patricia Wanzalla, Librarian/Information Specialist

Ms. Wanzalla joined the REDSO/ESA Library in 1989. She holds a B. A. degree in Education from the University of Nairobi and has an M.A. in Library and Information Studies from the University of London. Prior to joining REDSO/ESA she worked in the Parliament Library of Kenya for seven years. Ms. Wanzalla is available to assist ESA Missions in the establishment and/or maintenance of their reference libraries. She is also ready to assist in any inquiries with CDIE, Internet or other data bases related to the bilateral programs of Missions in the ESA region. Ms. Wanzalla speaks Kiswahili.

Secretarial services for the PDPS Office are provided by Ms. Grace Kabare and Ms. Alice Makura.

C. ANALYSIS AND PLANNING OFFICE (APO)

The Analysis and Planning Office (APO) comprises a strong complement of U.S. Direct Hire and project-funded experts that support ESA Missions through analysis of macro- and micro-economic issues, social and behavioral (including gender-related) issues, democracy/governance and political development, policy reform, financial markets, public finance, and Program Impact and Evaluation.

The APO staff is experienced in the design, implementation, and monitoring/evaluation of project, non-project and results package assistance; strategic planning; sector assessments; and the preparation of most USAID project and planning documents. Technical expertise is available in public finance, structural adjustment, community participation (especially in primary education and natural resource management), institutional development, democratization, demobilization/reintegration, women in development, regional organizations, NGOs/PVOs, privatization and public enterprise reform. APO can identify appropriate local and international consultants to carry out analyses when APO cannot itself provide the needed services. APO staff also review documents requiring REDSO/ESA approval or concurrence and conduct analysis to support the Africa Bureau's analytical agenda as well as manage a number of REDSO/ESA Strategic Support Objective #2 Results Package activities.

Neal P. Cohen, Office Director, Analysis and Planning Office

Dr. Cohen took up his position in August 1995. He has two masters' degrees in Economics (M.A. and M.S.) from the University of Wisconsin at Madison. His 1968 Master's degree thesis concerned the meat-packing industry in Uruguay, and his 1969 thesis concerned low-income country taxation. His doctorate (1973), also from the University of Wisconsin, Madison, was in taxation and economic development. His dissertation topic was an econometric model of Kenya and the East African Federation. Prior to REDSO/ESA, he was a Senior Economist and Private Sector Officer in USAID/Kathmandu, where he designed and implemented a policy reform (privatization, licensing and registration simplification, financial market reform, stock exchange, tax reform) and private-sector support project (mainly for small, micro and women-owned enterprises). Earlier USAID work was in Sri Lanka (project development officer and implementation responsibility for an economic policy reform project), and Swaziland (regional economist). Prior to that he was a university professor in the U.S., Nigeria and Nepal (Fulbright Professor of Econometrics).

Ruth Buckley, Behavioral Science Advisor

Ms. Buckley has been with REDSO/ESA since March 1991. She has been working as a Personal Services Contractor with Missions on strategic planning, policy reform and project design, primarily in the fields of community resource management, demobilization/ reintegration, food security, basic education, NGO development, and agricultural/food export development. She has also been involved in developing NGO partnerships, customer service planning, R4 design and reporting, social and gender analyses, participatory research, design and evaluation, and has assisted Missions in the design of independent surveys. A cultural anthropologist by training (Brown University and the School of Oriental and African Studies, University of London), she undertook applied research on gender and development in southern Sudan.

Prior to joining REDSO/ESA, she worked extensively with PVOs/NGOs on the relief to development continuum, designing and managing rural development and emergency relief/rehabilitation programs. Ms. Buckley is looking forward to working more with societies in transition and NGOs as well as networking on social policy. In addition she would like to continue her work on community participation, poverty reduction, equity and people level impact. Ms. Buckley can communicate in French and Arabic.

Shirley Erves, Program Impact Advisor

Ms. Erves joined REDSO/ESA as a Personal Services Contractor in October of 1996. She has worked as an Economist and Program Officer in USAID for 20 years. Trained as an Economist (M.A.-American University), Ms. Erves has had extensive experience in strategic planning, program and project design, monitoring and evaluation and API/R2 report preparation. She is extremely knowledgeable about the USAID budgetary and program reporting process and sensitive to the Agency's heightened demand for results reporting. Ms. Erves has worked extensively with technical officers in various disciplines to establish program objectives and indicators for measuring results and to identify the most appropriate methodologies for data collection, analyses and reporting. She has served as the principal officer responsible for results reporting to USAID/Washington. She has worked and traveled extensively in East and West Africa. Ms. Erves will spend part of her time providing services to client ESA missions and part of her time working with REDSO/ESA's Strategic Objective Teams in program results measurement. She welcomes the opportunity to work with the Missions in the ESA region in generating the information needed to demonstrate that U.S. foreign assistance programs are making a difference in the lives of people in Africa.

Joseph Mwangi, Monitoring and Evaluation Specialist

Mr. Mwangi joined REDSO/ESA as a Personal Services Contractor in 1994. During the 10 years prior to that he was an Economist/Statistician and Management of Information Systems (MIS) Coordinator with the Kenya Government and with Kenyan NGOs. As a consultant, he worked as the Statistical and Data Analysis Specialist on teams designing and implementing specific research studies, baseline surveys and impact evaluations in agricultural, health, social development and structural adjustment programs. He has also designed and implemented baseline surveys in food security community based health care including family planning and HIV/AIDS prevention. Trained in Statistics, Economics and Computer Science (B.SC Honors) with advanced U.S. training in MIS Planning, he offers significant skills in establishing Monitoring Evaluation Report (MER) Systems to assess program performance and impact, developing databases and analyzing data sets. He will focus on working with Missions to develop their Monitoring/Evaluation reporting capacity at both USAID and partner organization levels. He will also be able to give useful assistance in Mission reengineering (formation of effective teams, etc.) and development of Customer Service Plans, Results Frameworks and Performance Monitoring Plans. Mr. Mwangi speaks Kiswahili.

Wanjiku Muhato, Regional Women in Development Advisor

Ms. Muhato joined REDSO/ESA in September of 1991 as a Personal Services Contractor after 14 years with the Kenya Government. She serves as REDSO/ESA's specialist on gender issues. Her area of specialization is in gender issues related to private enterprise development, politics, natural resources management, and assessment of program impact by gender. Ms. Muhato has also been involved in providing information and support for the organizational development of women's associations in the ESA region. Further, she manages REDSO/ESA's Strategic Objective #2 All -Africa Businesswomen's Association activity which was recently launched as an organization in Johannesburg, in June 1996. Ms. Muhato is currently focusing on developing systematic approaches to assisting Missions in incorporating gender considerations into the country strategic planning process. Ms. Muhato speaks Kiswahili.

Tina West, Democracy/Governance Advisor

Dr. Tina West joined REDSO/ESA in December 1995 as a Personal Service Contractor. She has a Ph.D. in Political Science as well as two Masters' degrees (Public Management and International Relations), and fifteen years of African public and private sector experience. Dr. West has worked extensively on strengthening institutions and analyzing the process of change in liberalized economies and during democratic transitions. She has analyzed the constitutional and legal environment, human rights, functioning of parliament, courts, institutional capacity of various elements of government, adjustment to structural change, and the advocacy roles of civil society groups. Dr. West can assist Missions on democracy and governance issues, the politics of change and the institutional as well as political impediments to political and economic liberalization. She has facilitated PRISM and Results Frameworks exercises in a number of USAID Missions, and can assist with the development of Country Strategic Plans. She has a fair knowledge of Spanish and French.

Office Automation Technician - (Vacant)

Economist- (Vacant)

Market and Competition Advisor - (Vacant)

Secretarial services for the Office are provided by Ms. Esther Muchiri.

D. POPULATION AND HEALTH OFFICE (PH)

The primary function of the Population and Health (PH) Office is to assist USAID Missions in ESA in the development of their population and health activities. In response to Mission requests, the PH Office provides an array of general and specialized technical assistance, including: design and evaluation of programs and projects and general implementation; liaison with Host Country Governments and NGO's; and, in response to a request from the Africa Bureau, monitoring of Global Bureau Population, Health and Nutrition (G/PHN) projects with regional offices in Nairobi.

The Office provides technical assistance in family planning, HIV/STD, health financing, health policy, adolescent reproductive health and child survival. In some cases, where the technical request is outside of staff expertise, or staff are not available, the Office assists Missions to identify and secure the required assistance from other sources.

The Office serves as a liaison between Global Bureau Population, Health and Nutrition (G/PHN) projects, centrally-funded regional offices based in Nairobi, Africa Bureau's Human Resource Development Office and ESA Missions. If requested by ESA Missions, PH can take on major responsibility for monitoring the work of G/PHN-funded projects. In ESA Missions where there is a Population/Health/Nutrition Officer (PHNO), the PH Office provides backstop support upon request. In those Missions without a PHNO, the Office staff attempt to provide Direct-Hire PHN services.

The PH Office has recently developed a Regional Health Networking activity to maximize sharing and borrowing of lessons learned across borders. Population and health policy and program solutions are shared and borrowed through South-to-South consultancies, program study visits, workshops, seminars, conferences, and communication mechanisms, e.g., sharing of success stories, technical information, and implementation strategies. To date, activities have focussed on health care financing policies and programs, public-private partnerships in health, and integration of HIV/AIDS activities into maternal child health and family planning programs. This Network activity will form the basis for effective implementation of regional joint programming with the G and AFR bureaus focussing on priority health issues identified by Missions and their African partners.

Supporting the regional networking activity is the Cooperating Agencies Activities Tracking System (CAATS), a computerized, stand-alone database developed by the PH Office for monitoring and coordinating USAID population/health/AIDS CA activities in the ESA region. Once fully operational, CAATS will provide up-to-date status on every CA activity being implemented in ESA countries.

In conjunction with its partners in the Global and Africa Bureaus, the PH Office provides financial and staff support for conducting regional conferences and workshops of regional importance in the PHN sector. Many of these are directly related to or relevant for attainment of the objectives of the Health Network activity described above or other initiatives being undertaken by REDSO/ESA, such as the Greater Horn of Africa Initiative (GHAI).

This last year PH played either a facilitative or a supportive role in the following Africa-wide conferences/workshops: a PHN Officers Conference; an HIV/AIDS Integration Workshop; a conference on Public-Private Partnerships in Health; and a workshop on Health Financing. It has also provided organizational assistance in development of a Gender and AIDS workshop and financial support for a regional meeting of representatives from ESA ministries of health and universities to assist in prioritizing the most important health issues facing countries in the region.

The Office is also responsible for managing a regional project that supports The Center for African Family Studies (CAFS), an African regional institution which provides training, research, documentation and information services to family planning/reproductive health providers and agencies throughout sub-Saharan Africa. USAID Missions participate in identifying training needs and suitable participants for training courses, and provide funding for participants, in-country training activities, and technical assistance provided by CAFS.

Ray Kirkland, Office Director, Population and Health Office

Dr. Kirkland joined REDSO/ESA in August 1993. Immediately prior to this he served for four years as Office Director of the Health, Population and Nutrition (HPN) Office and Family Planning Services (FPS) Office of USAID/New Delhi, responsible for five major projects in child survival, PVOs, family planning and nutrition. He also was a major participant in the design of USAID/New Delhi's major family planning project, launched in 1992. From 1985-89, Dr. Kirkland served as Chief of the HPN Office of USAID/Accra, where he was responsible for restarting USAID assistance in the population and health areas. He has extensive experience in designing, implementing, evaluating and monitoring family planning, child survival and health projects. Since his arrival at REDSO/ESA, Dr. Kirkland has had major responsibility for the design of major PHN projects in Eritrea and South Africa. Prior to joining USAID, Dr. Kirkland served as an UNFPA advisor in Indonesia and conducted research at the Carolina Population Center of the University of North Carolina, Chapel Hill.

As PH Office Director, he has primary responsibility in REDSO/ESA for: managing the provision of technical support which the PH Office staff provide to ESA Missions in population, health and AIDS; coordinating responses on regional health, population, AIDS and nutrition issues; and personally providing technical assistance in these areas.

Dr. Kirkland has a Ph.D. in Demography from the Australian National University, a Postgraduate Certificate in Social Anthropology from Cambridge University, a Master's degree in Physical Anthropology from the University of Tennessee, and a B.A. degree in Anthropology and Spanish from the University of New Mexico. He speaks Bahasa Indonesian and has a reading knowledge of Spanish.

Richard Sturgis, Regional Health Policy Advisor

Dr. Sturgis joined REDSO/ESA in November 1993 as a Personal Services Contractor. He assists ESA Missions and Host Country officials with policy analysis, evaluation, and program development in the Health, Population and Nutrition (HPN) sectors. His long-term focus is to assist Missions in identifying and resolving policy issues, and assisting Host Country officials with both identifying and implementing practical policies that support and sustain HPN programs. Prior to coming to REDSO/ESA, Dr. Sturgis was the president of Management Sciences for Health in Boston and the project manager of USAID's family planning program in Nigeria. He has worked in the international HPN sector for 20 years, including long-term residencies in South Korea, Malaysia, Indonesia and Nigeria. Dr. Sturgis' professional career began as a Professor of Sociology and Population. While teaching, he began intermittent work residencies abroad and finally resigned a tenured professorship to direct a USAID/Washington project that assisted policy makers and program managers to make more effective use of existing health and population information. Dr. Sturgis earned his Ph.D. in Sociology from Michigan State University. He speaks Bahasa Indonesian.

Oscar Picazo, Health Finance Advisor

Mr. Picazo joined REDSO/ESA in September 1994 as a Personal Services Contractor. In the past year, he assisted USAID Missions in Ethiopia, Kenya, Madagascar, South Africa, and Zimbabwe in the economic analysis, design and implementation of health and population projects. He works with Missions and Cooperating Agencies in promoting cost recovery, strengthening financial and institutional sustainability, and diversifying health service delivery. Prior to joining REDSO/ESA, Mr. Picazo served as Health Care Financing Specialist in USAID/Manila, co-managing the Health Finance Development Project, the Child Survival Program, and centrally-funded initiatives related to health insurance, health information systems and national health accounts. Earlier, he served as Staff Economist working on a series of Budget Support Programs for the new Philippine government that took over in 1986. He has worked in three research institutes and has been a management consultant, both working independently and under management consulting firms. Mr. Picazo has an M.A. in Economics from the University of the Philippines and was a Hubert Humphrey Fellow in health policy from the Johns Hopkins University in 1991. He speaks Tagalog.

Margaret Diebel, CAFS Project Manager/Population Advisor

Ms. Diebel joined REDSO/ESA in July 1995 as a Personal Services Contractor. She is the Project Manager for the Center for African Family Studies (CAFS) project, and serves as an advisor to REDSO/ESA's client missions on population issues. Prior to joining USAID, she managed the Public Health Services for the Homeless program in Arlington County, VA. She has eighteen years of nursing experience, including management of health care programs, training of health care providers, and direct care provision. Internationally, Ms. Diebel has worked with refugee populations in Thailand developing primary health care and nutrition training programs, and in Jamaica designing and implementing community-based family planning and sanitation projects. In addition to a degree in nursing, Ms. Diebel has a B.A. in Human Services Administration and an M.P.H. from Johns Hopkins University.

Michelle Folsom, Population Fellow, Female Education Advisor

Ms. Michelle Folsom has been recruited as the REDSO/ESA Female Education Advisor. She arrived in Nairobi in October 1995. She serves as the technical and programmatic resource person for population activities in the areas of female education, counselling and family planning services. Ms. Folsom works with ESA Missions to identify specific areas for research and analysis in the development of approaches, strategies and methodologies in the Sub-Saharan African context that can be used to deal effectively with the sexuality-related problems of adolescents. She also assists in program/project design, monitoring and evaluation in areas related to female adolescents. Ms. Folsom holds a Master of Public Health degree and a Certificate in Delivering Health Care in Developing Countries from Boston University. She possesses considerable experience in the field of communications.

Victoria E. Wells, Regional HIV-AIDS Advisor

Dr. Wells joined REDSO/ESA in May 1995 as a Technical Advisor in AIDS and Child Survival (TAACS). She assists in design, implementation and evaluation of HIV/STD policies, strategies, programs and projects. Besides coordinating and facilitating the exchange of information on HIV/STD activities, Dr. Wells will analyze country-specific prevention strategies and assist in the formulation of HIV/STD strategies. Dr. Wells has experience in epidemiologic research, teaching, primary care, and public health. Prior to joining USAID, she worked as an epidemiologist for the Centers for Disease Control and Prevention (CDC) for nine years. As Director of Epidemiology for the Cincinnati Health Department, she was responsible for prevention and control of infectious diseases. Dr. Wells has an A.B., an M.P.H., and a Dr.P.H. degree from Harvard University, and an M.D. from Case Western Reserve University. She speaks French, Spanish, and is learning Kiswahili.

Melinda Wilson, Regional Child Survival Advisor

Dr. Wilson joined REDSO/ESA in March 1995 as the Regional Child Survival Advisor under the Basic Support for Institutionalizing Child Survival (BASICS) project. She has over twenty years of international experience in primary and public health, focusing on maternal and child health and reproductive health including HIV/AIDS. She lived in Southern and East Africa and has had assignments in over twenty developing countries in Africa, Asia, the Middle East, the Pacific, and South America for USAID contractors, NGOs, and multilateral organizations. Dr. Wilson has been the advisor for planning, research and evaluation for the Kenya Family Planning Private Sector Project, which supports about two hundred private (NGO, industrial, private practitioner) hospitals and clinics in Family Planning, Sexually-Transmitted Disease (STD)/AIDS Prevention, and Maternal and Child Health. She holds a Ph.D. in Community Health.

Sophia Ladha, BASICS Health Network Coordinator

Ms. Ladha joined REDSO/ESA in January 1995 as the Health Network Coordinator, funded under a REDSO/ESA buy-in to the BASICS Project. She manages all of the regional networking activities being undertaken by the Office, including South-to-South consultancies, program study visits, workshops, seminars, conferences, and the implementation of communication mechanisms such as sharing of success stories, technical information, and implementation strategies. Prior to joining REDSO/ESA, Ms. Ladha worked with the AIDS section at UNICEF's Kenya Country Office, where she assisted with the monitoring and evaluation of the AIDS projects funded by UNICEF. Earlier, she served as the program manager of UNICEF's Baby-Friendly Hospital Initiative. Ms. Ladha received an MSc. in Population and International Health from the Harvard School of Public Health. She speaks Spanish and has a reading knowledge of French.

Daniel Kraushaar, Regional Health Finance Advisor

Mr. Kraushaar joined REDSO/ESA in August, 1996, funded under a buy-in to the BASICS project. He has worked overseas since 1970 in planning and management positions in primary health care, child survival and health financing, including six years in Indonesia and almost 11 years in Ethiopia, Swaziland and Kenya. In his most recent position as Chief of Party for the Kenya Health Care Financing Project, his technical work revolved around private-sector development and the planning and implementation of national and small-scale insurance schemes, as well as the implementation of a national cost-sharing program. In addition to his overseas work, he has held health management and supervisory positions in the U.S., including four years in a state health planning agency and district health department. He holds a M.P.H degree and a D.Sc degree from the Johns Hopkins University School of Hygiene and Public Health. The funding for Dr. Kraushaar's twelve-month position has been shared between REDSO and AFR Bureau and most of Dr. Kraushaar's time is already earmarked for agreed-upon activities focusing on the development of regional initiatives in the health care financing area and the development of indigenous capacity in the region.

Secretarial services for the Office are provided by Ms. Margaret Jandy and Ms. Esther Kibe, the Administrative Assistant to the BASICS Health Networking Coordinator.

E. AGRICULTURE, ENVIRONMENT AND ENGINEERING OFFICE (AEE)

The principal functions of the AEE Office, formerly the Agriculture and Natural Resources (ANR) Office, are to assist with program and activity planning, achieving and evaluating in the areas of agriculture and natural resource management, and to assist Missions in complying with Agency environmental regulations. The skills of the Office staff are strong on AEE policy issues and food security. While the Office's analytic capacity is extensive, the Office also retains a capability in general agricultural development, including agricultural education, farm-management economics, marketing, agribusiness management, agronomic problems, farming systems research and extension, and technology development and transfer. AEE also provides support on natural resource management issues such as sustainable agriculture, forestry and agroforestry, livestock/range management, soil science, biodiversity and conservation. Finally, the Office has strong capability in environmental management and regulatory requirements.

In addition, the Office is responsible for monitoring several regional projects funded by the Africa Bureau, principally in support of regional agricultural research networking activities. This work involves research and information exchange between International Agricultural Research Centers (IARCs) and National Agricultural Research Systems (NARS). Office staff working with these projects have specialized skills in the areas of agricultural research, technology transfer, and research management. The AEE Office also provides engineering and technical assistance to the client Missions. The variety of technical support includes feasibility studies, implementation, evaluation, post-implementation management, improvements, and trouble-shooting. Among the substantive areas of focus are water resources, hydrology and storage, design and construction of infrastructure, installation of mechanical and electrical equipment, road and bridge construction, railroad and machine tool shop design, water supply and wastewater systems, and stream sanitation. Finally, the Office's responsibilities include providing AEE-related technical inputs to the Greater Horn of Africa Initiative and Horn of Africa Support Project under REDSO/ESA's Strategic Objective #2, and managing a modest portfolio of regional analytical/networking activities, such as regional agricultural trade and transport studies, and various small-scale environment and natural resource management training and demonstration activities.

Dennis McCarthy, Office Director, Agriculture, Environment and Engineering Office

Dennis B. McCarthy joined REDSO/ESA in August of 1996. He is an agriculturalist who specializes in agricultural research planning and management as well as natural resource management planning. He has considerable practical experience working with agricultural research systems and associated policy analyses initiatives relative to national food security issues, as well as community-based natural resource management activities. Prior to this, Dr. McCarthy was the Chief of the Agriculture and Natural Resources Management Office in USAID/Kenya, Chief of the Office of Agriculture/Natural Resources Management in USAID/Burkina Faso, and the Agricultural Development Officer in the USAID/Mali Mission. Dr. McCarthy has held positions with both the Texas Technological University and Texas A&M University as a Research Associate in the departments of agricultural sciences. In addition, he served as Peace Corps recruiter following his tour as a Peace Corps Volunteer in Botswana. Dr. McCarthy holds a Ph.D. degree from Texas A&M University and an M.Sc. Degree from Texas Tech. University, and has completed the Agriculture & Natural Resources Policy Analysis course of study at Stanford University's Food Research Institute. He speaks French.

Joe W. Carvalho, Agricultural Economist/Policy Advisor

Dr. Carvalho joined REDSO/ESA in September of 1990 as a Personal Services Contractor. He began working in Africa in 1982 and has previously served as a Program Economist for USAID/Maseru. Since joining REDSO/ESA, he has provided economic and financial analysis in the design, implementation and evaluation of projects and programs; participated in the design and evaluation of natural resource management projects; contributed to monitoring and evaluation plans and the establishment of Assessment of Program Impact (API) indicators; participated in sector assessments and strategy formulation; and contributed to the formulation of policy positions in the agricultural sector. During his tenure in Africa, Dr. Carvalho has conducted policy dialogue with senior-level Host-Government officials and representatives from other donor organizations; worked with junior- and senior-level policy makers; worked closely with farmers from a variety of backgrounds; and participated on various multi-disciplinary teams. Dr. Carvalho earned a Ph.D. in Agricultural Economics from Washington State University in September 1988, with major emphasis on farm management and production economics. He speaks Spanish.

João S. de Queiroz, Natural Resources Management Advisor

Dr. Queiroz joined REDSO/ESA as a Personal Services Contractor in July 1995. Previously, he worked for Utah State University in the Small-Ruminant Collaborative Research Support Program in Bolivia. There he investigated various aspects of the agroecology of agropastoral systems, and established participatory research arrangements with rural communities. Dr. Queiroz lectured at the University of Botswana (1988-1992) and the University of Nairobi (1986-1988). He has extensive experience in ecological research of soils and vegetation of sub-humid and semi-arid regions of Africa and Latin America, and is well acquainted with the use of satellite imagery and the Global Imaging System. Consultancy assignments in Africa include Rapid Rural Appraisals, Environmental Assessments, training, project evaluation, soil surveys, and sector assessments. Dr. Queiroz holds an M.Sc degree in Soil Classification and a Ph.D. in Range Science from Utah State. He is fluent in Portuguese and Spanish and conversant in Kiswahili.

David R. Martella, Agricultural Economist/Advisor

Mr. Martella joined REDSO/ESA in May 1991 as a Personal Services Contractor. He previously worked as an Agricultural Economist/Advisor for USAID/Maputo. Mr. Martella has twelve years of experience in farming and related enterprises as owner/operator in California (vegetable/fruit/livestock production), Mexico (vegetable seed production), and Swaziland (grain/pulse production); and thirteen years of research and program/project management in Africa. He has extensive knowledge of computer hardware, software and applications. Areas of specialization include: economic theory, econometrics, quantitative methods and experimental design. He specializes in issues related to agricultural technology development and adoption. Mr. Martella has an M.Sc. in Agricultural Economics from Purdue University. He speaks French and reads/speaks Portuguese.

Charlotte S. Bingham, Regional Environmental Advisor

Ms. Bingham joined REDSO/ESA in October 1994 as a Personal Services Contractor. She has over twenty years of experience in the U.S. and international environmental field, most recently as Senior Vice President of a major international engineering/environmental consulting firm. She is an expert in environmental documentation, such as FEES Environmental Assessments, Environmental Action Plans, sitting studies, natural resources inventories and evaluations, community participation, and program development and design. She has managed environmental mitigation, monitoring and evaluation plans according to USAID and Environmental Protection Agency (EPA) requirements in both Asia and Africa. She has taught international courses in environmental impact assessment including the Africa Regional Environmental Assessment training course, a REDSO/ESA-sponsored course designed for PVOs and NGOs, and has had long-term resident assignments in Africa and extensive short-term assignments world-wide. Ms. Bingham is a fluent French speaker.

Hudson J. Masambu, Agricultural Development Officer

Mr. Masambu joined REDSO/ESA in September 1986 as a Personal Services Contractor well-versed in project management, extension methodology and public sector services. During his first seven years in REDSO/ESA, he backstopped the management of six agricultural research networking projects implemented by the International Agricultural Research Centers and the national agricultural research systems in the East and Southern Africa region. Through these activities, he is focussing on the institutionalization of agricultural research impact assessment in the region. He is therefore the contact point in REDSO/ESA on matters related to agricultural research, and regularly visits and monitors the International Agricultural Research Center's field offices, research sites and activities. He also represents the Office in fora related to agricultural research and technology dissemination throughout the region. Mr. Masambu holds a B.Sc. in Agriculture and an M.Sc. in Agricultural Management from Reading University in Great Britain and, over time, has attended several USAID-sponsored and supported short-training sessions. He speaks English and Kiswahili.

Regional Engineering Officer - (Vacant)

Secretarial services for the Office are provided by Ms. Patricia Ogwang.

F. LEGAL OFFICE (LEG)

The Legal Office is responsible for providing the full range of legal advice and services to Missions in the REDSO/ESA region, with the exception of those serviced through the Regional Legal Advisor/Southern Africa in Gaborone, Botswana, and the Regional Legal Advisor/Southern Africa in Pretoria, South Africa. The Legal Office seeks to operate as a "law firm", with specialization according to country and, to a limited extent, subject area. Operationally, the Office serves as both an informal resource for advice and as a formal part of the clearance/approval process of REDSO/ESA actions/documents.

The Legal Office performs the traditional roles of preparing and interpreting bilateral agreements; applying provisions of the Foreign Assistance Act, PL-480, and other relevant legislation; identifying and resolving legal and related implementation problems during the entire project/program process; and reviewing project documentation for substantive and structural integrity, as well as legal soundness. The Office is responsible for drafting assistance agreements. Review responsibilities include all Mission Orders, Fixed-Amount Reimbursement (FAR) agreements, Activity and Strategic Objective documentation, waivers, Mission Director determinations, Memoranda of Understanding, contracts and grants, audit responses, and matters arising from claims, disputes, litigation, or investigations.

The Legal Office is oriented towards preventative lawyering and thus seeks to be involved in the activity and results package process from conceptualization through implementation. This involves identifying and addressing implementation, Congressional, audit, supplier, and USAID/Washington concerns. Of specific interest are multi-donor coordination, privatization, stimulation of entrepreneurship, choice of implementation modality (performance disbursement, contract/grant, sectoral assistance) and competition. The Legal Office also serves as a primary resource in addressing and resolving matters related to discrimination and harassment, ethical conduct, and potential claims of litigation.

Anthony N. Vance, Office Director, Legal Office

Mr. Vance joined REDSO/ESA in August of 1990 as the Senior REDSO/ESA Regional Legal Advisor. His prior USAID experience includes two years in the Office of the General Counsel in USAID/Washington as a legal advisor for the Central and Coastal West Africa region and three years in REDSO/West and Central Africa (WCA) in Abidjan, Cote d'Ivoire as a Regional Legal Advisor (including one year as the Acting Senior Regional Legal Advisor). Before joining USAID, Mr. Vance worked for almost three years in private corporate practice in Boston, Massachusetts. He holds a B.A. in Economics from Harvard College and a J.D. and an M.B.A. from the Harvard Law School and the Harvard Business School, respectively. Mr. Vance speaks French.

Tamera Fillinger, Regional Legal Advisor

Ms. Fillinger joined REDSO/ESA as Regional Legal Advisor in September of 1992. Before that she worked in USAID/Washington's Office of the General Counsel, Africa Section. Prior to USAID, she practiced international corporate law with Paul, Weiss, Rifkind, Wharton & Garrison in New York City, specializing in joint ventures in the People's Republic of China. Ms. Fillinger received both her undergraduate and law degrees from the University of California. As a law student, she was an editor of the Law Review and spent a year in the People's Republic of China on a grant from the U.S. Department of Education. Prior to law school, Ms. Fillinger worked for the Asia Foundation in San Francisco and in the Philippines. She speaks Mandarin Chinese.

Surinder K. Kapila, Legal Consultant

Ms. Kapila joined REDSO/ESA in May of 1990 as a Legal Consultant. She had previously worked for four years with the Kenya Commercial Bank as a Legal Advisor, and five years as a Legal Advisor and Corporate Secretary to the Commercial Bank of Africa, Ltd. Ms. Kapila holds a B.A. (Honors) in Economics and Statistics from the University of Bombay, an L.L.B. in International Law from the University of Bombay, and a Diploma in Journalism from the Bombay College of Journalism. She speaks Hindi.

Secretarial services for this Office are provided by Ms. Jane W. Kairo and Ms. Leah Muinde.

G. FOOD FOR PEACE OFFICE (FFP)

The Food for Peace Office is responsible for providing overall advice and guidance on program and strategy development, design, implementation, monitoring, and evaluation of Public Law (PL) 480 and other food assistance programs. The Office is also directly responsible for the management of emergency food and other relief programs in Southern Sudan. It undertakes continuous review and analysis of policies, legislation, regulations, and practices governing the use of food assistance under Titles II and III, the provisions of PL 480 and other food aid authorities, such as the Section 416 program. It provides regular advice on PL 480 and other food aid programs to U.S. Embassies and USAID Missions, including the extent to which food programs can advance U.S. foreign policy objectives.

The Office also assists in: (a) the design and implementation of emergency food aid programs and other regional relief activities; (b) preparing the food aid sections of Country Strategic Plans, Annual Budget Submissions (ABSs), and other program and project documentation; (c) negotiating food aid sales and grant agreements; (d) developing, evaluating, and reviewing programs and proposals of cooperating sponsors; (e) managing or maintaining surveillance of food aid programs; and (f) analyzing cooperating countries' food needs, their potential for food self-reliance, and their requirements for food importation; and (g) monitoring and reporting on World Food Program (WFP) activities, as appropriate.

The Famine and Early Warning System (FEWS) is now housed within the Office. FEWS monitors agricultural crop conditions and food security-related issues for the Greater Horn of Africa countries, including Tanzania, Burundi and Rwanda. In addition, the Office is identifying potential interventions which could be supported under the GHAI and its associated Horn of Africa Support Project (HASP).

Joseph E. Gettier, Office Director, Food for Peace Office

Mr. Gettier joined REDSO/ESA in July of 1994 following a six-year Washington tour with USAID's Offices of Foreign Disaster Assistance (OFDA) and Food for Peace. Mr. Gettier has served abroad with USAID and the Peace Corps and was assigned on detail to the Department of State as Refugee Program Coordinator in Malaysia and Phillipines. In the course of a 25-year overseas career Mr. Gettier has specialized in conflict resolution activities in Asia and in relief-to-development transitional interventions throughout Africa. Mr. Gettier speaks French, Vietnamese and Malay.

David M. Songer, Regional Food Security Officer

Mr. Songer joined REDSO/ESA in June 1995. He had previously worked in Southeast Asia, Oceania, S. America, the Near East, and in Africa. Postings in Africa included Burkina Faso and Cameroon. Mr. Songer's program management experience includes integrated pest management, cooperative development, seed multiplication, and watershed management, as well as the development of regional agricultural research programs. Mr. Songer came to REDSO/ESA from the USAID/Washington Africa Bureau's Office for Sustainable Development, where he was the Unit Leader for Agricultural Technology Development and Transfer. Mr. Songer is a graduate of Texas A&M University with a B.S. in Agricultural Engineering and an M.S. in Agricultural Development. He speaks Spanish and French.

Carolyn Hughes, Food for Peace Officer

Ms. Hughes joined REDSO/ESA/FFP in September 1995 as an International Development Intern. Ms. Hughes has extensive experience working for NGOs/PVOs in Southern Africa and private-sector experience in grain merchandising/trading and banking. She has worked in North, West and Southern Africa. Recent work emphasis has been in the area of Drought Relief and Recovery in Southern Africa. She has owned and operated a small business in the U.S. Ms. Hughes attended Cornell University, where she earned an M.S. Degree in Agricultural Economics. She has a B.S. Degree from Hampton University. She speaks French.

1. Southern Sudan Field Office (SFO)

The Southern Sudan Field Office (SFO) is the part of the FFP Office responsible for managing and monitoring humanitarian assistance to meet the emergency needs of populations affected by Sudan's decade-long civil war. The Office works closely with the United Nations' Operation Lifeline Sudan (OLS) and with NGOs to help alleviate suffering in Southern Sudan. During 1994, SFO recommended and monitored approximately \$25.0 million in OFDA grants and \$31.0 million in food aid.

Larry Meserve, Deputy Office Director, Food for Peace

Mr. Meserve joined USAID in 1983 and REDSO/ESA in October 1994. He has served in USAID/Ghana, USAID/Washington's Office of Food for Peace, and in REDSO/WCA. Mr. Meserve manages the Sudan Field Office and serves as the Deputy Chief of the FFP Office. Mr. Meserve implemented relief and development programs in Somalia as a project manager for CARE. He served as a Peace Corps Volunteer in Kenya in the late 70's. Mr. Meserve is a graduate of Muhlenberg College and has an M.A. degree from the School for International Training in Vermont. Mr. Meserve speaks French and Kiswahili.

John L. Marks, Program Officer, Sudan Field Office

Mr. Marks, joined REDSO/ESA/FFP/SFO in 1996 as a Personal Services Contractor funded by the Bureau for Humanitarian Relief. His prior USAID experience included one year with USAID/Somalia in 1993-94. He spent 15 years with U.S. NGOs managing relief and development programs, including eight years in the Horn of Africa, three years in Southern Africa, and two in the Caucasus and at Headquarters. Mr. Marks also worked for five years in retail business in the US.

Secretarial services for the Office are provided by Ms. Anita Oberai and Ms. Susan Nzii.

2. Famine Early Warning System Project (FEWS III)

The purpose of this five-year project is to provide Host-Country and U.S. decision makers with timely and accurate information on potential famine conditions in sub-Saharan Africa. Project representatives work in the Sahel, the Greater Horn and East Africa, as well as in Southern Africa, through a combination of regional and country-specific coverage. Early warning detection and reporting is conducted by means of remote surveillance (satellites) and analysis of agro-climatic and socio-economic conditions that pose specific famine threats. The Project provides assistance to USAID Missions through the core contract and through an arrangement that allows co-financing or "buy-ins."

Michele McNabb, Regional FEWS Field Representative (East Africa)

Ms. McNabb has worked for the Famine Early Warning System for three years. Under the FEWS II contract, she served as FEWS Representative to Kenya. Ms. McNabb's regional responsibilities include Kenya, Southern Sudan and Tanzania. Prior to FEWS, she worked for the World Bank's Southern Africa Agriculture division, and the Government of Mozambique's Food Security Unit under a USAID-funded Host-Country Contract. She was a member of the FFP-funded Food Needs Assessment Project from 1987-89. Ms. McNabb has a Master's degree from the Fletcher School of Law and Diplomacy. She speaks Portuguese and Spanish.

Nancy Mutunga, Assistant FEWS Field Representative - Kenya

Ms. Nancy Mutunga joined the *FEWS* Project in August 1995. In the *FEWS* project she is responsible for monitoring the food security situation in Kenya. Her background is in Agricultural Economics with an emphasis in agricultural policy analysis. Prior to joining *FEWS*, she worked for the Kenya Department of Agriculture as a Marketing Officer. Nancy has a Bachelor of Science in Agricultural Economics from Egerton University, Kenya and a Master of Economics in Agricultural Economics from the University of New England in Australia.

Lawrence Otika, Assistant FEWS Field Representative - southern Sudan

Mr. Otika has worked for the Famine Early Warning System (FEWS III) since September 1995. He is the Assistant FEWS Field Representative responsible for coverage of southern Sudan. Prior to joining FEWS Mr. Otika worked for the Ministry of Agriculture in southern Sudan in various capacities; as an Agriculture Research and Extension officer; Vice Principal and Principal of the Yambio Institute of Agriculture and Rumbek Agricultural Training Centre respectively. Mr. Otika has a Master's degree in Natural Resource Management and Sustainable Agriculture from the Agricultural University of Norway and is a PhD Candidate at Moi University, Eldoret, Kenya.

H. PROCUREMENT OFFICE (PRO)

The REDSO/ESA Procurement Office encompasses both the Contracts and Commodities Procurement functions. It responds to requests from USAID Missions for support in meeting acquisition (contracts) and assistance (Grants and Cooperative Agreements) requirements which are beyond the Missions' level of expertise or delegated authority. In addition, the Office provides advice and assistance to Missions in Host-Country contracting activities including the design of Commodity Import Programs, and is responsible for all Acquisition and Assistance actions required for implementation of REDSO/ESA-managed regional programs/projects.

Specifically, the Office:

- a) assists in the development of contracting strategy for project papers and Results Packages; provides consultative assistance for preparation of procurement plans, scopes of work for technical assistance, and commodity specifications; prepares and issues solicitation documents appropriate for the requirement; negotiates and executes contracts, Grants, Cooperative Agreements, and Participating Agency Service Agreements (PASAs), including required procedural actions (e.g., notices to the Commerce Business Daily, distribution of contractual documents, preparation of data sheets following contract award, etc);
- b) administers contracts, Grants, Cooperative Agreements and PASAs to ensure proper execution of contract modifications and assistance instrument amendments;
- c) provides advice and assistance in the preparation of Host-Country Contracts to assure compliance with USAID Handbook 11 and good contracting practices; and
- d) responds to USAID Mission requests for advice and assistance regarding acquisition and assistance instruments, including type of instrument, interpretation of acquisition regulations, competition procedures, etc.

Francis A. Donovan, Office Director, Procurement Office

Mr. Francis A. Donovan joined REDSO/ESA as Office Director of the Procurement Office in July 1995. He has served in USAID's the Office of Procurement as Contracting Officer (CO) for the Africa Bureau, the Office of Foreign Disaster Assistance (OFDA) and the Trade and Development Program; as Procurement Analyst with the Evaluation Office, as Contract Negotiator backstopping the Asia and Near East Bureau and Energy and Infrastructure Projects; and as a Commodity Management backstop for the Africa and Asia and Near East Bureaus. Overseas, he was Contracting Officer for OFDA's Disaster Assistance Response Team for Rwanda in 1994, a Commodity Management Officer in USAID/Niamey (1984-85), Commodity Import Program (CIP) Office Director in USAID/Amman (1985-90) and a USFSP Food For Peace Assistant in USAID/Dakar (1978-79). During the Sahel drought years 1974-77, he worked for Catholic Relief Services as a Program Assistant in Senegal and Program Director in Mauritania.

Prior to joining USAID, Mr. Donovan was with the International Loan Office of Manufacturers Hanover Trust Bank in New York. Mr. Donovan has a B.A. degree in Humanities from Villanova University and a Master's degree in International Management from the American Graduate School of International Management. He speaks French.

Raymond L. Edler, Contracting Officer

Mr. Edler joined REDSO/ESA in August 1993. His contract management experience, which extends over more than twelve years, has been mostly with Government-Owned, Contractor-Operated (GOCO) contractors (Rockwell International and Westinghouse) working for the Department of Energy. Mr. Edler joined USAID as an International Development Intern (IDI) in January 1989 and served for two years as a Contracting Officer in USAID/Jakarta. He has a B.Sc. degree in Economics and Business Administration from Sophia University, in Tokyo, Japan, and did Graduate work at NOVA University. He is a Certified Purchasing Manager (CPM). Mr. Edler speaks Japanese and Spanish.

Kenneth P. Luephang, Contracting Officer

Mr. LuePhang joined REDSO/ESA in July 1996. He has 14 years of USAID experience, with the last two in contracts management. In the previous 12 years, Mr. LuePhang was a Project Officer for Energy and Environment in Pakistan, Cairo, and the Philippines. Mr. LuePhang joined USAID in 1983 after serving 20 years with the Tennessee Valley Authority as a Civil Engineer and a researcher in energy- and environment-related issues. He holds a B.S. in Civil Engineering from Louisiana State University, Baton Rouge; an M.S. in Industrial Management from The University of Tennessee (UT), Knoxville; and has completed all of his required course work for a Ph.D. in Environmental Engineering from UT. Mr. LuePhang speaks Chinese (Hakka and Cantonese) and Urdu.

Beth S. Paige, Contracting Officer

Ms. Paige joined REDSO/ESA in June 1996. Ms. Paige has 12 years of experience working in the field of contract and grant management. She joined USAID in 1989 and has served as a Contracting Officer in Cairo, Egypt and Bamako, Mali. Prior to joining USAID, Ms. Paige was a member of the Department of Navy's contract negotiation team for the production of the F-14 aircraft. She spent two years as a grant manager for an Illinois regional training program at Southern Illinois University. She has a B.Sc. Degree in Political Science and an M.S. Degree in Agricultural Development, both from Southern Illinois University. She has also completed several hours of graduate work in business and finance at the Florida Institute of Technology. Ms. Paige tenured as a Foreign Service Officer in French.

Beatrice A. Diah, Contract Management Specialist

Ms. Diah joined the REDSO/ESA Contracts Office in October of 1989 as a Personal Services Contractor. She is responsible for negotiating and administering all types of contracts and assistance instruments, specializing in Delivery Orders under Indefinite Quantity Contracts (IQCs). Her expertise in contract closeouts and contract administration is also shared with Missions in the ESA region through training. She had previously worked in several management positions with an insurance company and a financial institution, both in Kenya. Prior to that she was a Flight Attendant with the former East African Airways. She graduated with honors from the University of Wyoming, having earned a B.Sc. degree in Business Administration. She speaks both English and Kiswahili.

Francis M. Kavulu, Acquisition Specialist

Mr. Kavulu joined REDSO/ESA in March 1993, as a Personal Services Contractor. He worked in REDSO/RFMC in the Payment Section and transferred to REDSO/PRO in September of the same year. Prior to joining USAID, he worked in Nairobi for a U.S. International consulting firm (Inner Asia Group of Companies, San Francisco, California) as a Regional Market Analyst for one and a half years. Mr. Kavulu holds a Diploma in Management, a B.Sc. in Accounting and Finance, an M.B.A. - Business Administration and a Master of International Business Administration (MIBA). Mr. Kavulu speaks Kiswahili.

Amina Fazaldeen, Acquisition Agent

Ms. Fazaldeen joined the REDSO/ESA Contracts Office as a Personal Services Contractor in March of 1982. She served as a Secretary and Administrative Assistant for the Office until 1995, when she was promoted to the position of Acquisition Agent. She has attended the University of Nairobi, where she received a Certificate in Business Administration. She speaks Punjabi, Urdu and Kiswahili.

Anne Leah Busaka, Contract Administrative Assistant

Ms. Busaka joined REDSO/ESA Procurement Office in October 21, 1991 as a secretary and administrative assistant. Prior to that, Anne had been working in the General Service Office as a secretary and administrative assistant since October 11, 1988. Ms. Busaka recently moved to the position of Contract Administrative Assistant. Anne speaks Kiswahili.

Secretarial services for the Office are provided by Ms. Charlene Too and Ms. Elizabeth Mboss. File Clerk is Ms. Margaret Onyango.

I. THE GREATER HORN OF AFRICA INITIATIVE (GHAI) COORDINATION UNIT

REDSO/ESA has established a Coordination Unit to provide field management capacity for the Greater Horn of Africa Initiative (GHAI). The GHAI is a Presidential foreign policy initiative that takes a comprehensive and coordinated regional approach to the recurrent problems of conflict and food insecurity in the Greater Horn of Africa (GHA) region. The GHAI Unit is managed by a USDH GHAI Coordinator and includes: (a) a USDH Food for Peace Officer; (b) a USDA/RSSA Food Security Advisor; (c) a USPSC Horn of Africa Support Project Manager; and (d) an FSN Secretary. When fully staffed, the Unit will also include an FSN Senior Advisor, an FSN Computer Assistant, and an FSN Administrative Assistant.

The GHAI Coordination Unit is responsible for the overall management of the GHAI in the field, including coordination with relevant USAID GHA Missions and USAID/Washington offices (i.e. the GHAI Task Force, the GHAI Steering Committee, the GHAI Teams, etc.), as well as other actors in the region including donors, governments, NGOs, and the private business sector. The Unit also manages the Horn of Africa Support Project (HASP). The HASP is obligated with the Intergovernmental Authority on Development (IGAD), a regional body comprised of seven of the GHA region's ten countries. IGAD is designated as USAID's principal HASP implementing partner in order to enhance African leadership and participation in the Initiative. As part of this partnership, REDSO is working closely with IGAD to assist in strengthening its capacity to address conflict and food security issues in the region.

REDSO/GHAI Unit activities under the HASP include: 1) processing and managing grants for joint IGAD/REDSO regional activities; 2) working to institutionally strengthen IGAD; and 3) maintaining several GHAI databases and inventories. REDSO's Strategic Objective Team #3 provides advice and guidance to the GHAI Coordination Unit.

Linda Howey, GHAI Coordinator,

Ms. Howey joined REDSO/ESA/GHAI in July 1996. She has worked on numerous aspects of the Greater Horn of Africa Initiative (GHAI) since its inception in November 1994, including the Horn of Africa Support (HASP) Project Paper and the GHAI Transitions Team paper on linking relief and development. Prior to her arrival in REDSO/ESA, she served as Deputy Director of the Africa Bureau's Disaster Response Coordination Office (DRCO) staff, which originated in 1992 as the USG's Southern Africa Drought Task Force. Before joining the Africa Bureau, Ms. Howey worked for the Bureau for Humanitarian Response (BHR) in both the Office of U.S. Foreign Disaster Assistance (OFDA) and the Office of Food For Peace (FFP), with assignments in Sudan, Ethiopia and Washington. Prior to joining USAID, Ms. Howey worked for seven years in Thailand as Deputy Director/Chief of Operations for the Joint Voluntary Agency, a PVO providing relief and resettlement services to Indochinese refugees in Southeast Asia. Prior to that she was a park ranger in Yosemite National Park, after having completed her service as a Peace Corps volunteer in Thailand. She has a B.A. Degree from the University of Michigan and a Master of Public Administration Degree from Harvard University's Kennedy School of Government. She speaks Thai and Lao.

Brian C. D'Silva, Food Security/Agricultural Trade Advisor

Dr. D'Silva is at REDSO/ESA under a Resources Support Services Agreement (RSSA) agreement between the U.S. Department of Agriculture (USDA) and USAID. Prior to moving to REDSO he was with USAID/Washington Africa Bureau's Office of Sustainable Development. Dr. D'Silva has extensive African experience, having taught at Ahmadu Bello University, Nigeria (1978-1980); serving as Ford Foundation Visiting Professor, University of Khartoum (1982-84); and as Project Manager/Policy Advisor, USAID/Sudan (1987-90). In addition, he has worked on Southern African agricultural and food security issues since 1985. Together with Dr. Carvalho, he manages the Africa Bureau's Regional Trade and Transport Analytical activities covering East and Southern Africa. Dr. D'Silva has been actively involved with the Greater Horn of Africa initiative since its inception in 1994, as well as with the Initiative for Southern Africa (ISA). He will be allocating his time between REDSO/ESA and USAID's Regional Center for Southern Africa (RCSA) in Botswana. He has a Ph.D in Agricultural Economics; M.S. in Economics, and B.S. in Computer Science and Economics, all from Iowa State University in Ames, Iowa. Since 1980, Dr. D'Silva has been a staff member of USDA's Economic Research Service.

Annamaria Watrin, Horn of Africa Support Project Manager

Ms. Watrin joined REDSO/ESA/GHAI in January 1997. Her previous experience includes NGO management, private sector development, and grantmaking. Prior to joining REDSO, Ms. Watrin served as Deputy Country Director for Save the Children/US in Ethiopia. She was responsible for strategic planning, program design, and organizational restructuring. Ms. Watrin has also previously worked for USAID in Kenya and Malawi on private sector development issues. In Kenya, she managed a technical assistance grant for small-to-medium business development. In Malawi, she designed a monitoring and evaluation system for the private sector development portfolio of the USAID Mission. In addition, Ms. Watrin has worked for several private grantmaking institutions developing funding guidelines, reviewing project proposals, and monitoring grants. For four years, she directed a private foundation and managed the day-to-day operations of the organization. She has a Master's Degree in Public Affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University, and a B.S. Degree in Business Administration from the University of Minnesota.

Mary W. Muiruri, Computer & Information Management Specialist

Ms. Muiruri has recently joined the GHAI Coordination Unit and will be directly responsible for all aspects of REDSO/ESA-based information collection and dissemination concerning the GHAI and related activities. She will assist REDSO, GHAI/W and other GHA missions/embassies in their efforts to communicate more frequently, coherently and efficiently, both within the USG and with the USG's partners. Ms. Muiruri will also work with IGAD to enhance their ability to communicate with governments of the IGAD member states, its global partners and REDSO/ESA. She joined REDSO/ESA in 1984 as a clerk-typist and served as Secretary and Administrative Assistant for the Analysis and Planning Division until 1992, when she shifted to the position of Office Automation Technician and served as REDSO/ESA's Software Specialist and was also responsible for facilitating a regular flow of information that allowed system users in both REDSO/ESA and USAID/Kenya to maximize use of the Automated Data Processing tools available to them. She holds a Diploma (Distinction) in Computer Systems Analysis and Design and a Certificate in Computer Programming from the Association of Computer Professionals in the U.K. She speaks four Kenyan languages and some French.

Helen Oluoch, Administrative Assistant

Ms. Oluoch joined USAID Kenya in 1984 as a Secretary/Administrative Assistant to the RIG/A/I/N. She served in that capacity until 1986 when she moved to USAID/DMB as a Computer Training Specialist. When USAID Kenya started a General Training Division within the Personnel Office in 1991, Ms. Oluoch was deployed to the Personnel Office as a Personnel Assistant in charge of training. In addition to training, Ms. Oluoch has also been the mission classifier for FSN positions. After 12 years experience in administration, Ms. Oluoch is now working in REDSO/ESA as the Administrative Assistant in the GHAI Office. She is a college graduate with a Certificate in Computer Programming from the Association of Computer Professionals in the U.K. and has attended several management courses in and outside of Kenya.

Democracy/Governance Advisor - (Vacant)

GHAI Senior Advisor - (Vacant)

Secretarial services for the unit are provided by Mary Nyanchoka.

J. REGIONAL FINANCIAL MANAGEMENT CENTER (RFMC)

The Regional Financial Management Center (RFMC) provides budgeting, accounting, financial analysis, payment, reporting and financial consultation services for USAID organizations and/or activities in the following countries: Burundi, Comoros, Djibouti, Ethiopia, Madagascar, REDSO/ESA, Rwanda, Tanzania, Uganda, Zambia, Somalia, Sudan and Eritrea. In Kenya, financial services are also provided to the Regional Inspector General Offices in Nairobi (RIG/N and RIG/I). Services provided in USAID posts with a resident Controller (Burundi, Ethiopia, Madagascar, Rwanda, Tanzania, Uganda and Zambia) are generally limited to financial consultation, ad-hoc support, training and maintenance of the automated accounting and reporting systems (MACS). In addition to specific client country services, RFMC manages and coordinates Financial Management IQCs which are available to all USAID organizations in East and Southern Africa.

Harry Dorcus, Director, Regional Financial Management Center

Mr. Dorcus became the RFMC Director in August 1994. Mr. Dorcus was a Budget Analyst in USAID/Niamey from 1979 to 1982 and in 1983 became a Financial Analyst. Mr. Dorcus served as the Controller and Project Officer in USAID/N'Djamena (1984-86). His previous assignments in USAID/Washington included: Senior Financial Management Officer, Budget Office; Controller Contra Task Force; and Deputy Director, Loan Management Office, Financial Management Office in USAID/Washington. Mr. Dorcus was also the Controller and a Project Officer in USAID/Panama City (1990-94). Prior to joining USAID he was Assistant Treasurer and Systems Analyst for Prince Georges County Public Schools; and an Auditor for Levin & Levin CPA. Mr. Dorcus has a B.A. in Finance from George Washington University and an M.B.A. in Accounting from the American University. Mr. Dorcus speaks French and Spanish.

Rashmi B. Amin, Controller

Mr. Amin joined REDSO/ESA in September 1993. In April 1960 he began his career with USAID as an FSN accountant in USAID/Kenya. Since then, he has served in a variety of FSN financial management positions in USAID/Kenya, EAAC and RFMC. He was converted to USPSC Financial Management Officer in May 1984. From September 1986 to July 1993, he served as a Controller (USPSC and USDH) in Malawi. Mr. Amin holds a B.A. degree in Accounting and Auditing from Gujarat University, India. He speaks Hindi, Gujarati and a bit of Kiswahili.

Allan A. McKenna, Supervising Financial Management Officer

Mr. McKenna joined REDSO/ESA in June of 1994. Previous assignments in USAID included Costa Rica, Bangladesh and Washington (Budgets & Accounting and Financial Analysis). Prior to joining USAID, Mr. McKenna worked in the private sector in the field of International Accounting and Finance and has worked in Africa, South America, Europe and Asia. He graduated from the University of Cincinnati and is a Certified Public Accountant.

In addition to the four Direct Hire Foreign Service Officers in the Office, RFMC is staffed by 37 professional and clerical Foreign Service National employees. The following are some of the key staff and their areas of responsibility:

Eliphas Mugo, Chief Accountant

Mr. Mugo joined REDSO/ESA in April 1982 as an Accounting Technician. Since then, he has worked as a Financial Analyst and as Assistant Chief Accountant. Prior to joining USAID, he worked with the computer firm Burroughs Machines and for one year with Bish International Consulting Engineers. Mr. Mugo holds a B.S. degree in Accounting from United States International University, Kenya. Mr. Mugo speaks Kiswahili.

Charles Githaiga, Deputy Chief Accountant

Mr. Githaiga joined REDSO/ESA in April 1982 as an Accounting Technician and later moved on to become a Supervisory Accountant. He now holds the position of Deputy Chief Accountant. Prior to joining USAID, Mr. Githaiga worked for General Motors (Kenya) Ltd. and Kenya Breweries. He graduated from the University of Nairobi with a Bachelor of Commerce degree, Upper 2nd Class honors. Mr. Githaiga speaks Kiswahili.

Ahsanhusein Malik, Chief, Financial Analyst

Mr. Malik joined USAID in Tanzania in 1971 as a Senior Accountant. He was transferred to USAID/Nairobi in 1972 when the regional East Africa Accounting Center (EAAC) - now the Regional Financial Management Center (RFMC) - was established. He has worked in all the areas of Controller Office operations. At present he is the Supervisory Financial Analyst. For the past fifteen years, Mr. Malik has held supervisory positions in various divisions of RFMC. Mr. Malik holds a Diploma in Advanced Bookkeeping from the Royal Society for the Encouragement of Arts, Manufacturers and Commerce, London. He is an associate member of the English Association of Accountants and Auditors, and also a member of Cost and Executive Accountants, U.K. He speaks Gujarati, Kiswahili, Hindi and Urdu.

John Kiruri, MACS Data Processing Branch

Mr. Kiruri joined REDSO/ESA in January 1980. He began his career with USAID as a Computer Operator/Programmer. From 1982 to 1987 he worked as USAID Accountant. Since 1988, Mr. Kiruri has worked as RFMC Mission Accounting and Control System (MACS) Administrator. Mr. Kiruri holds a degree in Computer Sciences from the University of Wisconsin. He speaks Kiswahili.

Pamela Olende, Financial Analyst

Ms. Olende joined RFMC in September 1982 as an Accounting Technician. She held this position until February 1992 when she became a Financial Analyst. Prior to joining USAID, she worked as an Information Officer with the Kenyan Ministry of Industry. She graduated from the United States International University, San Diego in 1982, with an M.B.A. Ms. Olende speaks Kiswahili.

Rose Nyaga, Financial Analyst

Ms. Nyaga joined RFMC in 1987 as an Accounting Technician. She transferred to REDSO/ESA in the same capacity in 1990. She held this position until November 1992 when she became a Financial Analyst. She graduated from the University of Nairobi with a Bachelor of Commerce degree and is a Certified Public Accountant of Kenya, CPA(K). Ms. Nyaga speaks Kiswahili.

Boniface Githui, Voucher and Payroll Branch

Mr. Githui joined USAID in March 1980 as a Voucher Examiner responsible for all project-related vouchers. He worked in that position until 1988 when he was promoted to his current position of Supervisory Voucher Examiner in the Financial Services Office. Before joining USAID, he worked for the Kenyan Government in the Ministry of Health as a Supplies Officer, and later joined the University of Nairobi where he worked as an Administrative Assistant. Mr. Githui is a member of the Institute of Purchasing and Supply (MIPS/LONDON), having completed the final Diploma of the Institute in 1977. Mr. Githui speaks Kiswahili.

Secretarial services - for the Office are provided by Ms. Vida Matano and Serah Chifallu.

IV. REDSO/ESA PORTFOLIO OF ACTIVITIES

A. REGIONAL ENVIRONMENTAL ASSESSMENT TRAINING

SSO #1: Effective program and technical support to all ESA missions.
Funding Source: PARTS/DFA
Funding to Date: \$185,000
Total Funding: \$185,000
Completion Date: September 30, 1996
Activity Manager: C. Bingham, REDSO/AEE, R. Misheloff G/ENV/ENR

Purpose of this Activity: (1) enhance NGO/PVOs & other USAID development partners capacity to design environmentally sustainable activities, prepare documentation, and incorporate mitigative measures and monitoring procedures into activities; (2) foster environmental capacity building/host country collaboration by utilizing in-country professionals to communicate information; and (3) support the enhanced authority to Missions described below.

Relevance to Agency Priorities and REDSO's Strategy: This activity supports Missions, contributing to accomplishment of REDSO's Strategic Support Objective #1, effective program and technical support to all ESA missions, and leads to enhanced authority delegated from the USAID/Washington Africa Bureau to Missions to approve environmental reviews of grants and subgrants, based on the provision of environmental assessment training.

Activity Description: Includes the following: (1) design of an environmental assessment (EA) training course for PVO and NGO; (2) testing the course in 3 countries (one Francophone and two Anglophone), including use of in-country professionals, and (3) provision of materials and course modules that REDSO/ESA and REDSO/WCA or others can utilize to provide training in additional countries and for other partners.

Progress To Date: The EA course in English has been designed, reviewed, and successfully presented in Zimbabwe to 40-plus CAMPFIRE Association District Council representatives and staff with the assistance of USAID/Harare and Host-Country professionals in support of the Mission's Strategic Objective of "increased household food security in communal areas..." Plans are underway to present a second course in collaboration with USAID/Maputo and Host-Country professionals to build up the environmental capacity of PVOs and NGOs participating in the new PVO Support II project, for which the recent IEE mandates such training as a condition of Mission-level approval of grants and subgrants. The development of the French version is in progress with testing anticipated in Mali, Madagascar or Senegal.

Expected Results Include: (1) acquisition of principles of environmentally sound project design and the preparation of environmental reviews by USAID development partners in at least three countries; (2) extension of this activity by the USAID/Washington Africa Bureau to additional situations and to other regions; and (3) enhanced capacity of Host-Country environmental professionals.

B. FINANCIAL MANAGEMENT SERVICES

SSO #1: Effective program and technical support to all ESA missions.
Funding Source: PD & S and Other Projects/DFA
Funding to Date: \$24,866 (Ernst & Young \$16,087; and Peat Marwick \$8,779)
Total Funding: \$950,000 per contractor
Completion Date: September 30, 1997
Activity Manager: A. Malik, REDSO/RFMC

Purpose of this Activity: To provide quick-response, short-term technical services in financial management for proposed or existing USAID activities within East and Southern Africa

Relevance to Agency Priorities and REDSO's Strategy: This activity provides a means of supporting overall Agency objectives and, more specifically, is a tool used by REDSO/ESA to provide financial management technical support to ESA missions by reviewing and reporting on the adequacy of host governments, contractors, and grantees' financial and administrative management capabilities to implement specific projects or programs. It therefore directly supports REDSO/ESA's Strategic Support Objective #1: Effective program and technical support to all ESA missions.

Activity Description: At the request of REDSO/ESA and/or its client missions, the contractor will review and report on the adequacy of Host-Governments', contractors', and/or grantees' financial and administrative management capabilities to implement USAID projects or programs. These reviews and reports are done in cooperation with the USAID Inspector General offices within the ESA region. The requesting mission will fund the work from their own budgets. REDSO/ESA staff will provide assistance and/or oversight of the IQC, as requested and appropriate.

Progress To Date: Two financial management assessments have been initiated by REDSO/ESA; one for the Government of Eritrea, and the other of the Inter-Governmental Authority on Development, a regional body based in Djibouti that is USAID's implementing partner under the Horn of Africa Support Project. Both have been completed. REDSO/ESA is in the process of negotiating a third, to assess the African Dialogue Center in Arusha, Tanzania.

Expected Results Include: Reports on the adequacy of accountability environment which will be used to determine appropriate methods of implementation and financing. The assessment (Pre-Award Survey) of the African Dialogue Center shall be completed during Fiscal Year 1997.

C. REGIONAL WORKSHOP ON MONITORING AND EVALUATION

SSO #1: Effective program & technical support to all ESA Missions.
Funding Source: EAGER
Funding to Date: \$70,600
Total Funding: \$70,600
Completion Date: January 31, 1997
Activity Manager: Joseph Mwangi, REDSO/APO

Purpose of this Activity: The workshop will provide guidance to PVOs/NGOs funded by USAID within the REDSO/ESA region on methods to improve monitoring and evaluation (M&E) planning and implementation for "managing for results". This includes integrating reengineering requirements into performance monitoring, evaluation and reporting (MER).

Relevance to Agency Priorities and REDSO's Strategy: The re-engineered USAID is emphasizing documenting experiences with managing for results. Results represent changes in developing country conditions that USAID and its partners influence through provision of development assistance. USAID now involves customers, partners, and counterparts in the review and evaluation of development activities, and, where needed, USAID assists its partner organizations in designing, developing and operationalizing information systems that fulfill the expectations of the MER plans. This activity emphasizes working with NGOs and improving their institutional ability to monitor their program in line with enhanced USAID requirements. It is necessary that all the NGOs funded by USAID in the region implement the new procedures. Also, it is more cost effective to do this at one time for all the NGOs rather than scheduling TDYs to work with each NGO separately, or having each USAID bilateral mission contract separately for the work.

Activity Description: The Contractor will review USAID reengineering documents and M&E requirements and then conduct a 5-day workshop for approximately 20 M&E offices from NGOs, including some USAID personnel, in the REDSO/ESA region to review (1) reengineering concepts; (2) strategic planning and its relevance to performance M&E; (3) performance monitoring and evaluation in the reengineering system; and (4) management information systems (MIS) for decision-making and communicating results.

Progress to Date: A contract has been signed with DATEX, a U.S. company with extensive experience doing M&E work for USAID. The workshop will be held in Kenya in December 1996/January 1997.

Expected Results Include: Twenty representatives from NGOs and bilateral USAID's in the region will understand the importance of M&E to the re-engineered USAID and will be able to implement cost-effectively systems that meet USAID's new requirements. Improved performance monitoring, planning and implementation will be achieved as a result.

D. PRIVATE SECTOR SUPPORT SERVICES FOR ESA REGION

SSO #1: Effective program & technical support to all ESA Missions.
SO2: Increased utilization of critical information by USAID and other decision-makers in the region.
Funding Source: PD & S and Other Projects/DFA
Funding to Date: \$488,473
Total Funding: \$950,000 per contract
Completion Date: September 30, 1997
Activity Manager: M. Klesh, REDSO/PDPS

Purpose of this Activity: To provide a rapid response to ESA Mission private-sector requests for short- and medium-term technical assistance.

Relevance to Agency Priorities and REDSO's Strategy: This Indefinite Quantity Contract (IQC) supports the Agency's goal of broad-based economic growth achieved through strengthened markets and expanded access and opportunity for the poor, and support of REDSO/ESA's Strategic Objectives by responding to the requests from ESA Missions for private-sector technical assistance.

Activity Description: The IQC firms respond to requests for short-term expert services from USAID Missions, private-sector firms, and Host-Country organizations to address the problems and opportunities of private-sector development in the ESA region. All three firms - DAI, Deloitte & Touche, and Price Waterhouse - have African joint-venture partners. They provide technical experts in the following categories: (1) Economic and business policy analysis and policy dialogue; (2) Business Association & organizational development; (3) Business support services; (4) Business initiatives for environmental protection; (5) Export promotion and investment assistance; and (6) Workshops & training.

Progress To Date: Under this IQC, the following Delivery Orders have been completed:

- (1) **DAI:** Strategies for the Development of USAID Policy & Support for Small, Medium, and Micro Enterprises (SMMEs) in South Africa.
- (2) **Deloitte & Touche:** T. A. to the S. African Dept. of Trade & Industry on Small, Medium, and Microenterprise (SMME) Industrial Support Systems.
- (3) **DAI:** Private-Sector Strategy Implementation & Manual for S. Africa.
- (4) **Deloitte & Touche:** Impact Assessment of the Tanzanian FEDS Project .
- (5) **Price Waterhouse:** Evaluation for Kenya Export Development Support Project.
- (6) **Price Waterhouse:** T.A. REDSO/ESA sponsored ESABO private sector conference.
- (7) **Price Waterhouse:** T.A. to the Ugandan Cooperative Bank Limited.

E. NATIONAL ENVIRONMENTAL STRATEGIC PLANNING NETWORKING

SSO #1: Effective program and technical support to all ESA Missions.
SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.
Funding Source: PARTS/DFA
Funding to Date: \$100,000
Total Funding: \$100,000
Completion Date: September 30, 1996
Activity Manager: C. Bingham, REDSO/AEE

Purpose of this Activity: (1) to share national experiences on environmental strategic planning among key East African representatives; (2) to develop and assess tools for addressing regional Environmental/Natural Resource (ENR) Management-related strategic planning concerns; and (3) to assist regional decision-makers in implementing Agenda 21 principles and plans.

Relevance to Agency Priorities and REDSO's Strategy: This activity supports REDSO/ESA's Strategic Objectives #1: Effective program and technical support to all ESA mission and #2: Increased utilization of critical information by USAID and other decision-makers in the region, by supporting the efforts of those ESA Missions currently engaged in development and implementation of National Environmental Action Plans (NEAPs) and other planning processes. This activity also supports greater Agency environmental policy objectives of promoting development of strong national environmental policies and institutional capacities.

Activity Description: This activity is implemented by the World Conservation Union's East Africa Office (IUCN/EARO) through a buy-in to the USAID/Washington Global Bureau/Environment Center/ENR Environmental Planning and Management Projects (I and II), under an existing World Resource Institute (WRI) Cooperative Agreement. A series of workshops will be held to exchange information and experiences on national strategic planning and implementation issues, and to discuss and review draft materials currently under preparation on various ENR-related strategic planning topics.

Progress To Date: A major IUCN Africa Regional Workshop on Strategies for Sustainability was held in Ethiopia in September 1995. Over 60 participants from thirteen countries and regional organizations took part. Topics included strategic planning, development and implementation; local-level strategies; Latin America's experience; tools and methods; monitoring and assessment; application of environmental economics; integrating and harmonizing different sectoral strategies; and Africa regional strategies support programs (IUCN, WRI/NESDA, etc.).

Expected Results Include: A series of strategic environmental planning networking activities (e.g., workshops, exchange visits, study tours, information sharing, etc.) including: (1) documentation and dissemination of the Ethiopia workshop proceedings; (2) several regional environmental networking events; (3) preparation of training modules; (4) skills exchanges visits; and (5) support of REDSO/ESA's SO # 2.

F. ALL-AFRICA BUSINESSWOMEN'S ASSOCIATION (AABA)

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: Equity and Growth/Economic Research (EAGER) Project/DFA

Funding to Date: \$600,000

Total Funding: \$600,000

Completion Date: September 30, 1997

Activity Manager: W. Muhato, REDSO/APO

Purpose of this Activity: To improve African women's access to the information and services needed to operate successful businesses of all sizes and types.

Relevance to Agency Priorities and REDSO's Strategy: USAID's Strategy emphasizes the role of economic growth in achieving sustainable development and identifies three areas of concentration: strengthening markets; investing in people; and expanding access and opportunity. This activity contributes to SO #2 by enhancing the capacity of African women to participate successfully in market-led economic growth.

Activity Description: The activity consists of four main components: (1) the development of subjectively-ranked lists of constraints to women-owned business development and operation in five countries; (2) a Conference for African businesswomen; (3) the development of a Business Plan based on the appropriate model of association identified; and (4) the establishment of an Association linked to national secretariats of businesswomen. The activity is a three-year project implemented through the services of long-term technical assistance and management by the SO #2 Team. Phase I focussed on participatory design and involved personal discussions with businesswomen in five countries. The second phase involved a Conference for African businesswomen and drawing participants from ten of the countries in the ESA region and one West African nation, Ghana, to identify an appropriate model and structure for the proposed AABA. The final phase began in October 1996 and includes the provision of technical assistance and financial support to the AABA for start-up activities.

Progress To Date: Phase I completed 5 country-specific assessments of businesswomen. These provided a background on the environment under which women operate and the constraints they face. Also assessed was the extent to which existing businesswomen's associations have addressed these constraints. Under Phase II, held a Conference in June 1996 in S. Africa which brought together 26 delegates from ten ESA countries and from Ghana to discuss issues related to establishing the Association and concluded with a decision to establish the AABA. A 1 year Interim Board was elected to start-up and develop the Nairobi based organization under the final phase of this activity. It is anticipated that the Association will seek corporate funding and also develop fee-for-services programs that will lay the foundation for financial sustainability.

Expected Results include: (1) a Business Plan for AABA; (2) 6 country Assessments; (3) empirical country data on women-owned business operators; and (4) an AABA.

G. REGIONAL HEALTH NETWORKS

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: Health & Human Resources Analysis for Africa (HHRAA) Project/DFA

Funding to Date: \$1.4 Million

Total Funding: \$1.8 Million

Completion Date: September 30, 1998

Activity Manager: R. Sturgis/S. Ladha, REDSO/PH

Purpose of this activity: To achieve maximum impact and effectiveness of USAID's investment in development activities throughout the region. REDSO/ESA/PH has undertaken the Networking activity to ensure that lessons learned are shared and adapted across national borders. The activity will assist Missions and countries in sharing, borrowing and adapting lessons learned from one another in the areas of health, population, AIDS and child survival.

Relevance to Agency Priorities and REDSO's Strategy: Regional Health Networking (RHN) directly contributes to the achievement of REDSO/ESA 's Strategic Objective #2 of increasing the utilization of critical information by USAID and other decision-makers in the ESA region.

Activity Description: The mechanisms through which the RHN functions include: workshops, seminars, conferences, national and regional consultations, study tours between countries, and other regional information dissemination activities.

Progress to Date: The networking activity has been running for about a year and the progress to date includes: (1) hiring of staff to coordinate the activity; (2) setting up of a resource center to assist Missions and the department staff in accessing sample documents that are directly relevant to work assignments; (3) using the Kenya Health Care Financing Project to provide technical assistance in the area of health financing; (4) workshops to set an agenda for regional activities in the areas of integration of STD/HIV services with Maternal and Child Health/Family Planning services and health financing; (5) a questionnaire/poll for partners and customers to discuss health priorities and cross-cutting issues in the region; and (6) draft regional joint programming work plans for health financing and HIV/AIDS integration.

Expected Results include: (1) a "newsletter" type of information source on networking; (2) information on the cost implications and other programmatic areas of integrating services; (3) a re-focussing of health finance activities in the countries where technical assistance in health financing has been provided; (4) a "how-to" manual on cost sharing; (5) regional joint programming work plans for health financing and HIV/AIDS integration; (6) a rating of health issues by PHN officers in the region to determine networking focus areas; (7) a pool of identified indigenous consultants who will assist in the implementation of networking activities; and (8) better donor coordination in the areas of health financing, decentralization and integration.

H. THE COOPERATING AGENCY ACTIVITY TRACKING SYSTEM (CAATS)

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: PD & S/DFA

Funding to Date: \$15,000

Total Funding: \$15,000

Completion Date: December 1995

Activity Manager: M. Diebel, REDSO/PH

Purpose of this Activity: To develop, establish and utilize the CAATS as a computerized, stand-alone database application designed to support the REDSO/ESA/PH Office's Networking Activity and to facilitate oversight and coordination of the nine USAID Nairobi-based Cooperating Agencies (CA) undertaking regional health and population activities.

Relevance to Agency Priorities and REDSO's Strategy: CAATS directly contributes to the achievement of REDSO/ESA's Strategic Objective #2: Increase utilization of critical information by USAID and other decision-makers in the ESA region. Utilization of the CAATS will also greatly enhance coordination of the efforts of regional CAs in the health and population sector by linking them to the USAID Missions' efforts to achieve the Agency's overall objectives in that sector.

Activity Description: The system software has two forms: one application for CAs with regional offices that are acting as primary contractors for a USAID-funded project, and a slightly different version for REDSO/ESA. The software is user-friendly, enabling the CAs to easily input and update information regarding projects and activities, conference and workshop plans and agendas, and products such as research findings and training materials. REDSO will regularly upload CA information to the office system and add relevant commentary. CA project information gathered on TDYs by REDSO/ESA staff will also be put into the system to be readily accessed by REDSO/PH staff. Quarterly conferences with the CAs will be held to monitor activities and provide an opportunity to share information regarding regional activities. The CAATS software will serve to minimize the amount of meeting time spent on reporting and allow more time for exchange regarding problems, Mission activities, funding issues, and collaborative opportunities. An annual round-table conference will be held to enhance networking activities and opportunities. Quarterly update reports regarding CA, regional activities will be distributed to CAs, ESA Missions, and USAID/W.

Progress To Date: The CAATS software and User Manuals have been developed. Revisions to meet information storage and retrieval needs are underway. All relevant REDSO and CA staff have been trained in the use of the system. Quarterly meetings with CAs have been initiated and the first report was distributed in May 1992.

Expected Results include: (1) improved information sharing mechanisms between REDSO, CAs, ESA Missions, and USAID/W; and (2) enhanced networking and collaborative opportunities for Missions and CAs.

I. THE ECONOMIC COMMISSION FOR AFRICA TO REENGINEERING

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: Equity and Growth/Economic Research/DFA

Funding to Date: \$160,000

Total Funding: \$160,000

Completion Date: September 30, 1998

Activity Manager: Cheryl Anderson-Kiai, REDSO/PDPS

Purpose of Activity: The Economic Commission for Africa (ECA), a regional body of the United Nations, is undergoing a complete restructuring and reengineering of its structure and functions, in order to make it a more effective agent for development. The grant from REDSO/ESA to ECA will fund a Senior Management Advisor on Institutional Reengineering position for two years, in order to focus the reengineering effort.

Relevance to Agency Priorities and REDSO's Strategy: USAID has recognized that, in order for its development assistance efforts to have the maximum positive impact, it must work in close coordination with its development partners. Regional public-sector institutions are important partners for the Agency, and therefore efforts on their part to become more effective should be supported. This activity directly supports REDSO/ESA's Strategic Objective #2: Increased utilization of critical information by USAID and other decision-makers in the region, through the Agency's promotion of reengineering as a means of making better use of limited resources - including information.

Activity Description: The Senior Management Advisor on Institutional Reengineering funded by this grant will serve as a central coordinator for ECA's reengineering efforts, and will report directly to the ECA Executive Secretary, the Commission's chief executive. This will ensure that the reengineering program will remain a priority and major focus for the organization until it is carried out.

Progress To Date: REDSO/ESA has signed a Public International Organization grant agreement with ECA. The Senior Management Advisor has been identified and selected, and will commence work when ECA receives its funding.

Expected Results Include: A streamlined organizational structure and operating systems and processes on the part of ECA, which will allow it to make more efficient use of its resources in support of African development.

J. REGIONAL COASTAL RESOURCES MANAGEMENT DEMONSTRATION

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: PARTS/DFA

Funding to Date: \$225,000

Total Funding: \$225,000

Completion Date: September 30, 1996

Activity Manager: J. de Queiroz, REDSO/AEE

Purpose of this Activity: (1) to build local, national and international support for implementation of Coastal Resource Management (CRM) strategies in the ESA region; (2) to demonstrate participatory approaches and strategies for addressing coastal resources management problems; (3) to promote regional learning about CRM & information exchange; and (4) to enhance the UNEP-OCA/PAC and partners capacity to assist in the effective CRM.

Relevance to Agency Priorities and REDSO's Strategy: Contributes to achievement of each of SO #2's 5 intermediate results and the Agency and U.S.G. environmental and biodiversity objectives and to international treaty obligations in the ESA region.

Activity Description: The University of Rhode Island's Coastal Resources Center (URI/CRC) assists in implementing an East Africa regional demonstration activity in collaboration with the UNEP and U.N. Food and Agricultural Organization (FAO). It calls for a series of integrated coastal resources planning and management activities at selected sites to demonstrate effective CRM principles and practices. Training is provided at demonstration sites are Bamburi, Kenya and Unguja Island, Zanzibar and Regional CMR Practitioner's Workshops will be held at which managers share information and experiences to strengthen regional and international relationships.

Progress To Date: (1) CRM teams formed at 2 pilot sites; (2) participating URI/CRC, UNEP and FAO staff are collaborating and contributing \$166,000 to implementation of 2 pilot demonstrations; (3) UNEP launched activities in ESA countries utilizing the approach developed under this effort; (4) both demonstrations have developed coastal resource and community profiles, completed draft site management strategies and plans, site-specific CRM education and outreach plans, and implementation is underway; (5) training provided at URI/CRC to staff at both demonstration sites, and U.S. study tours have been undertaken; and (6) ICZM workshop was held in Tanzania, the results of which will form the backbone for an inter-ministerial conference to be held in the Seychelles in October 1996.

Expected Results Include: (1) inventories and management strategies and plans for each site; (2) stakeholder workshops in Kenya and Tanzania to ratify the site strategies and management plans, and to garner additional support for activity implementation; (3) finalized planning for the Phase II Regional CRM Practitioners Workshop; and (4) submission of proposals and finalization of future arrangements for continuing activity implementation following the completion of REDSO/ESA funding support.

K. ENVIRONMENTAL AND NATURAL RESOURCES ANALYSIS

SO #2:	Increased utilization of critical information by USAID and other decision makers in the region.
SO #3:	Establish a strong basis for implementation of the GHAI.
Funding Source:	PARTS/DFA
Funding to Date:	\$100,000
Total Funding:	\$125,000
Completion Date:	September 30, 1997
Activity Manager:	J. de Queiroz, REDSO/AEE

Purpose of the activity: The activity seeks to identify principal regional environment and natural resources management issues that are related to food security and conflicts in the GHA region.

Relevance to Agency's Priorities and REDSO's strategy : This analytical activity will result on the compilation, generation, dissemination of information that is critical to the implementation of the GHAI. In this sense it contributes to SO 2 and SO 3. At the Agency level this activity will contribute, in the medium-term, to environment managed for long-term sustainability and lives saved, suffering reduced and development potential reinforced. By providing an avenue for Africans to express their sentiments and influence the nature of USAID's activities in the GHA region, the stakeholder analysis adheres to the Agencies core values of customer focus and participation. It also embraces the principles of African ownership and strategic coordination espoused by the GHAI.

Activity Description: The Institutional Stakeholder Analysis is being implemented by The World Conservation Union (IUCN) and the World Resources Institute (WRI). It will entail three complementary activities: (1) a desk-top analysis of environmental and natural resources issues that have a bearing on food security and conflict prevention; (2) a survey of stakeholders and E/NRM issues in the region that should be addressed from a regional perspective; and (3) a stakeholder workshop that will review the findings of the desk-top study and stakeholder survey to make recommendations as to the most pressing -from a food security and conflict prevention viewpoints- E/NRM problems to be addressed by USAID and its partners.

Progress To Date: The grant for the implementation of this activity was only signed at the end of September 1996. Therefore, action has not yet been initiated.

Expected Results Include: The results of this activity will serve to guide the selection and development of future REDSO environment and natural resources management (E/NRM) activities in the GHA region. Specifically, the activity will: (1) develop an understanding of the causal linkages between the environment, food security and conflict within the region; (2) identify the principal institutional stakeholders dealing with E/NRM issues in the GHA region; (3) identify critical regional environmental and food security issues and constraints; and (4) identify options and approaches to priority environmental issues and constraints related to food security and conflict prevention.

L. STUDY OF TRADE IN WILDLIFE MEDICINALS

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: PARTS/DFA

Funding to Date: \$160,000

Total Funding: \$160,000

Completion Date: September 30, 1997

Activity Manager: C. Bingham, REDSO/AEE; M. Philley; G/ENV/ENR

Purpose of this Activity: To provide information about the trade in plants and animals used for medicinal purposes in order to understand flows in trade and its potential threat to biodiversity in the region.

Relevance to Agency Priorities and REDSO's Strategy: Contributes directly to REDSO/ESA Strategic Objective #2: Increased utilization of critical information by USAID and other decision-makers in the region. Enhances efforts of ESA Missions with strategic objectives related to natural resource management, and also supports the Agency goal of reducing long-term threats to the global environment, particularly loss of biodiversity.

Activity Description: Trade Records Analysis of Flora and Fauna In Commerce (TRAFFIC/ESA) will: (1) investigate trade in animal and plant medicinals within the ESA region, (Angola, Botswana, Djibouti, Eritrea, Ethiopia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Somalia, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe and Madagascar); (2) identify priority species most in need of conservation action; (3) produce data on trade dynamics and end-markets; (4) determine which species merit further investigation to ascertain trade volumes, (5) assess impacts of harvest and the sustainability of yields; and (6) prepare a final report summarizing the current knowledge about wildlife medicinals in the region, including identification of priority species and further research and investigation needed to be shared with ESA Missions and other partners. The intent is to convene a seminar and follow-on work, if additional funds can be made available.

Progress To Date: Initial obligation of funds was made through the Biodiversity Support Program (BSP) to the World Wildlife Fund (WWF-US). Funds have not yet been received by the contractor so no technical work has commenced. The TRAFFIC officer, however, has begun to identify sources of information and data collectors in conjunction with other trips in the region.

Expected Results Include: (1) a literature search to identify priority areas and species and a bibliography; (2) preparation of a preliminary priority species list; (3) consultations with experts and policy-makers within the region and internationally; and (4) draft and final reports summarizing the current knowledge about wildlife medicinals in the region, including identification of priority species and areas for further research and investigation. Results will be disseminated to USAID Missions in the region and to other regional partners engaged in natural resource activities.

M. STUDY OF ENVIRONMENTAL GOVERNANCE IN ESA

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: PARTS/DFA

Funding to Date: \$152,500

Total Funding: \$152,500

Completion Date: September 30, 1996

Activity Manager: C. Bingham, REDSO/AEE; and M. Philley, G/ENV/ENR

Purpose of this Activity: to increase utilization of critical information concerning environmental governance by USAID and other decision-makers in the ESA region.

Relevance to Agency Priorities and REDSO's Strategy: will increase utilization of critical environmental information as per REDSO/ESA Strategic Objective # 2, and support the Agency goal of promoting sustainable economic growth locally, nationally, and regionally by addressing environmental, economic policies and practices that impede the achievement of positive results.

Activity Description: The African Center for Technology Studies (ACTS) activities commenced in January 1995. These activities include a literature review, preparation of a concept paper on ESA environmental governance, selection and preparation of papers representative of important topics and diverse geographic areas, a synthesis paper, a policy outlook seminar for regional policy-makers, researchers, partners and stakeholders, and the publication and dissemination of papers and results of the seminar.

Progress To Date: The literature review and concept paper on environmental governance have been completed. Responses have been received to the call for papers, and visits have been made to researchers in the region. Fifteen papers have been commissioned from researchers. Topics include: the nexus between governance and alternative methods of natural resources conflict management; environment and constitutional change; environmental information for decision-making; the role of local institutions in biodiversity management; and the environment and administrative justice. ACTS has completed all of the preparatory work for the March 1997 Policy Outlook Seminar. ACTS is soliciting funding from other donors, including the United Nations Environmental Program, to leverage USAID funds and broaden seminar participation.

Expected Results include: Development of a conceptual understanding of ESA environmental governance at the regional, national and community levels; analysis of the key governance issues; development of an appropriate regional research agenda; building a consultative process with policy-makers; and creating a public forum for debate. A volume of conference and some individual papers will be disseminated under the *Ecopolicy* series of ACTS.

N. STUDY OF THE ECONOMIC REFORM PROCESS

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Funding Source: PD&S/DFA

Funding to Date: \$50,000

Total Funding: \$50,000

Completion Date: March 31, 1997

Activity Manager: Neal P. Cohen, REDSO/APO

Purpose of Activity: The process of economic liberalization in the Greater Horn can be accelerated and strengthened by understanding the experiences of countries in the region. The studies look at aspects of the reform experience with the idea that better understanding can accelerate the process, avoiding pitfalls and highlighting areas for possible cost-effective USAID interventions. The network of researchers allows data, methodologies and conclusions to be shared, resulting in better analysis.

Relevance to Agency Priorities and REDSO's Strategy: USAID has recognized that strengthening competitive markets and enhancing the opportunity for private sector development will ensure faster and more sustainable economic growth, with more equitable resource allocation. Strengthening markets entails defining a limited role for government of making and enforcing rules and laws in an unbiased, transparent and accountable way under which private economic activity can be encouraged. Macro-economic stability and policy predictability that is pro-market and pro-development are necessary for sustainable economic development. REDSO/ESA, with its regional perspective, can encourage the sharing of macro-economic policy implementation lessons. This activity directly supports REDSO/ESA's Strategic Objective #2: Increased utilization of critical information by USAID and other decision-makers in the region.

Activity Description: The contractor provides research and analytical services in the form of literature reviews, data collection, data entry, networking and preliminary data analysis. This work is done in different countries in the Greater Horn and results in policy-related research reports that are shared among decision makers, the research network and USAID.

Progress To Date: The contractors have completed (or nearly completed): (a) the impact of General Agreement on Tariffs and Trade/World Trade Organization and COMESA trade and investment liberalization on the countries in the region, (b) informal foreign exchange markets in the region, (c) the experiences of the various countries resulting from their differing approaches to foreign exchange liberalization, and (d) current problems and approaches to land reform.

Expected Results Include: Improved understanding of the macro-economic policy environment and a network of high-quality economic researchers sharing data, knowledge and experiences.

O. WESTERN INDIAN OCEAN ISLANDS PROTECTED AREA DEVELOPMENT

SO #2: Increased utilization of critical information by USAID and other decision-makers in the ESA region.

Funding Source: PARTS/DFA

Funding to Date: \$100,000

Total Funding: \$100,000

Completion Date: September 30, 1997

Activity Manager: J. de Queiroz, REDSO/AEE

Purpose of this Activity: The purpose of the Western Indian Ocean Islands Protected Area Development activity is to develop and demonstrate new and innovative institutional mechanisms for the establishment and management of protected areas appropriate for coastal areas in the western Indian Ocean.

Relevance to Agency Priorities and REDSO's Strategy: This activity will contribute directly towards the achievement of program outcomes of REDSO's Strategic Objective #2 - Increased utilization of critical information by USAID and other decision-makers in the ESA region - through the development and dissemination of information on new models and approaches for protected area development and management within the ESA region. In so doing, this activity also promotes the achievement of overall Agency and U.S. Government environment and biodiversity conservation objectives and obligations within the region.

Activity Description: This modest, three-year activity is being implemented in Zanzibar with the assistance of the African Wildlife Foundation. It consists of the following main tasks: (1) developing an operating framework for the proposed Zanzibar Nature Conservation Trust (ZNCT); (2) test mechanisms for the establishment of a pilot protected area on Pemba Island, Zanzibar through intersectoral collaboration and community management; and (3) promoting information exchange on mechanisms for protected area development among the islands of the western Indian Ocean.

Progress To Date: A framework for the ZNCT has been elaborated, and its establishment has been approved by the Government of Zanzibar. The activity site has been selected and approved. Plans are underway for the settlement and development of the planned ZNCT pilot demonstration site - the Misali Nature Conservation Area on Pemba Island. However, the activity has been held up due to lack of adequate support within Zanzibar's ministerial cabinet.

Expected Results Include: (1) establishment of the ZNCT as an innovative new mechanism for protected area development and management within the ESA region; (2) pilot testing and demonstration of the ZNCT approach through the settlement and development of the Misali Nature Conservation Area on Pemba Island; and (3) dissemination of the results of this innovative new protected area development approach throughout the ESA region for application in other similar situations.

P. THE CENTER FOR AFRICAN FAMILY STUDIES (CAFS) III

SO #2:	Increased utilization of critical information by USAID and other decision-makers in the region.
SO #3:	Establish a strong basis for implementation of the Greater Horn of Africa Initiative.
Funding Source:	Center for African Family Studies (CAFS) Project/DFA
Funding to Date:	\$4.0 million
Total Funding:	\$9.6 million
Completion Date:	December 31, 2000
Project Manager:	M. Diebel, REDSO/PH

Purpose of this Activity: To develop a stable, self-reliant, market-oriented African institution that can effectively transfer modern family planning/reproductive health technologies to both the private and public sector African programs. The ultimate goal is to reduce sub-Saharan fertility rates by increasing use of contraception through improved quality, availability, accessibility, family planning/reproductive health services .

Relevance to Agency Priorities and REDSO's Strategy: CAFS is an integral component of improving the availability of regional information surrounding reproductive health issues in priority development areas, improving models and technologies for use in priority development areas, and particularly in SO #2, by strengthening human and institutional capacity to generate, analyze, and use critical regional development information. CAFS also contributes to SO #3 by achieving greater regional collaboration in reducing population growth rates.

Activity Description: The CAFS III project will develop the requisite institutional capacity, technical expertise, and entrepreneurial skills needed for the CAFS to continually orient itself and its services to the changing market for such services.

Progress To Date: CAFS has laid the groundwork for achieving project goals. The CAFS Board was established and develop a 5 year strategic plan, hired a new Director, in-house consultant and has started marketing visits. CAFS has completed contracting for TA to develop its operating systems and work continues to improve the quality of products and services. Organizational team building and staff development are ongoing as are research efforts to explore the reproductive health environment.

Expected Results Include: (1) establishment of a financial base with 70% of revenue generated by CAFS from the effective sale of training and TA services; (2) expansion of donor support from 4 to 8 principal donors; (3) a two-fold increase in collaboration between USAID Missions and Cooperating Agencies (CAs) in activities and long-term multi-year service arrangements; (4) 50% of CAFS' clients effectively adapt and implement CAFS-sponsored family planning/reproductive health technologies; and (5) an expanded and improved mix of CAFS services responsive to the marketplace. CAFS is expected to develop and effectively implement 5 different operating systems: internal management, personnel, financial, marketing, and technology transfer systems.

Q. REGIONAL TRADE AND TRANSPORT STUDY

SO #2: Increased utilization of critical information by USAID and other decision-makers in the region.

SO #3: Establishment of a strong basis for implementation of the GHAI.

SO #4: Effective delivery of USAID's humanitarian assistance

Funding Source: PARTS/ISA/GHAI/PD&S/DFA

Funding to Date: \$3.9 Million

Total Funding: \$4.2 Million

Completion Date: December 31, 1997

Activity Managers: J. Carvalho REDSO/AEE; and B. D'Silva REDSO/GHAI

Purpose of this Activity: To identify the impact of evolving trade, agricultural policies and to promote changes to improve agricultural productivity and food security in the GHA and Southern regions while emphasizing African analysts and capacity building.

Relevance to Agency Priorities and REDSO's Strategy: This activity supports agency priorities on Economic Growth and Food Security. It also supports SO #2 by contributing to improved availability of regional information in priority development areas, improved models and technologies, enhanced dissemination of critical regional development information, increased regional collaboration in addressing critical regional development issues, and strengthened human and institutional capacity. This activity also contributes to REDSO's SO #3 by enhancing food security through better agricultural policies and SO #4 by increasing the long-term impact of development assistance and reducing the need for food aid. The information generated by this activity is used by USAID Missions in the region and thus also supports SSO #1.

Activity Description: A series of analytical activities addressing different aspects relating to intra-Africa trade and transportation costs in the GHA & Southern Africa region.

Progress To Date: Activities relating to Comparative Analyses in the following subject areas have been completed: Economic Reform and Structural Adjustment Programs in E. & S. Africa; Costs of Transportation in E. Africa; Costs of Production in E. Africa; and Establishment of an Electronic Communications Network. Implementation of transportation sector reforms has begun, which will lead to substantial cost savings throughout E. Africa. Activities relating to analyses of Cross-border Trade Monitoring in E. & S. Africa; Comparative Costs of Transportation in the N. Tier Countries of the GHA; and Comparative Advantage Analysis in Southern Africa, are in progress.

Expected Results Include: (1) the analyses will be used to inform policy makers and encourage appropriate policy responses to achieve stated national and regional objectives concerning food security, trade and agricultural productivity; (2) the analyses will assist USAID Missions by enhancing their ongoing policy dialogue with Host-Country governments by allowing them to incorporate regional perspectives in their bilateral programming; and (3) implementation of recommendations will contribute to increased food security and economic growth in the Greater Horn and Southern Africa.

R. HORN OF AFRICA SUPPORT PROJECT (HASP)

SSO #3: Establish a Strong Basis for Implementation of the GHAI
Funding Source: Greater Horn of Africa Initiative (GHAI)/Development Fund for Africa (DFA)
Funding to Date: \$7.4 million
Total Funding: \$12.0 million
Completion Date: September 30, 2000
Project Manager: Annamaria Watrin, REDSO/GHAI

Purpose of this Activity: The Horn of Africa Support Project (HASP) was designed to facilitate the field-based operations of the GHAI by relying upon and actively promoting the participation of African and regional development partners in activities to promote food security and conflict prevention, mitigation and resolution. The \$12.0 million life-of-project (LOP) funding of the five-year HASP is in effect "seed money" to initiate the process of "thinking and acting differently" in the development assistance field, and to leverage other donor resources coming into the Greater Horn of Africa (GHA). The major anticipated outcome of the HASP is the establishment of an operational framework for enhancing the collaborative efforts of governments, donors, and non-governmental organizations in the GHA region in order to enhance food security and prevent or mitigate conflict.

Relevance to Agency Priorities and REDSO's Strategy: The President has charged USAID with responsibility for implementing the GHAI, making it one of the Agency's highest priorities. REDSO/ESA has adopted the implementation of the GHAI as one of its four strategic objectives. Given its location in Nairobi, resources and diverse in-house expertise, it is logical for REDSO/ESA to house the field-based regional HASP project designed to "operationalize" the GHAI. By addressing the root causes of food insecurity and crises in the region, the GHAI will be critical to long-term sustainable development in the region.

Activity Description: The HASP is obligated with the Intergovernmental Authority on Development (IGAD), a regional intergovernmental organization, in order to enhance African leadership and participation in the GHAI. Under the HASP, IGAD will develop a funding and monitoring process for awarding sub-grants for short-term catalytic activities aimed at the achievement of GHAI objectives. However, since IGAD is relatively new to USAID operations and requirements, implementation of the HASP will initially involve considerable technical assistance from REDSO/ESA. The Project will provide initial funding for institutional strengthening to IGAD and for the HASP management staff to be located at IGAD. The REDSO/ESA GHAI Coordination Unit is also responsible for coordination of HASP-funded activities with USAID/Washington and bilateral GHA USAID Missions.

Progress to Date: USAID has played a pivotal role in supporting the regional dialogue that has led to the expansion and revitalization of the development mandate of IGAD. With technical and logistical support from REDSO/ESA, the IGAD member states forged a consensus to broaden the IGAD charter to include conflict prevention and resolution, in addition to food security and disaster prevention. Now IGAD is playing a leadership role in developing regional strategies. A donor coordination mechanism has also been established, and the international community is looking to IGAD for continued leadership.

In addition, HASP provided funding to IGAD for a set of activities to enhance its effectiveness as a development agent. These included a series of IGAD conferences with key regional actors to set development priorities; IGAD's participation at a major private sector conference in which the IGAD Executive Secretary chaired a workshop on the critical role of the private sector in food; technical assistance in developing IGAD's contribution to the Africa Food Security Platform which was presented at the 1996 World Food Summit in Rome; the acquisition of computer equipment and staff training for the improvement of IGAD's financial management and control systems; and a financial assessment of IGAD to determine the steps needed to achieve standards of funds accountability required by donors. Discussions are underway to develop an agreement on a process for the solicitation, review and approval of sub-grants for regional development activities.

Expected Results: The major anticipated outcome of the HASP is the establishment of an operational framework and implementation of formal mechanisms for enhancing the collaborative efforts of governments, donors, and non-governmental organizations in the GHA region in order to enhance food security and prevent or mitigate conflict. This is best thought to occur by supporting the newly revitalized mandate of IGAD and providing financial support for a regional sub-grants program.

V. REDSO/ESA STATISTICS FY 96 SUPPORT DAYS

<u>COUNTRY</u>	<u>REQUESTED</u> (work days)	<u>ACTUAL</u> (work days)
KENYA	897	573
UGANDA	569	373
ERITREA	457	317
RCSA	581	297
TANZANIA	369	258
REGIONAL**	282	255
ZAMBIA	405	252
MOZAMBIQUE	268	224
MADAGASCAR	423	209
BURUNDI	304	200
ETHIOPIA	414	196
RWANDA	246	185
SUDAN	176	172
A/WASHINGTON	209	171
OTHER*	180	160
SOUTH AFRICA	252	156
NAMIBIA	198	155
ZIMBABWE	309	123
SOMALIA	172	64
SWAZILAND	49	32
MALAWI	101	20
DJIBOUTI	28	19
ANGOLA	18	12
LESOTHO	9	10
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TOTAL	6916	4433
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Definition:

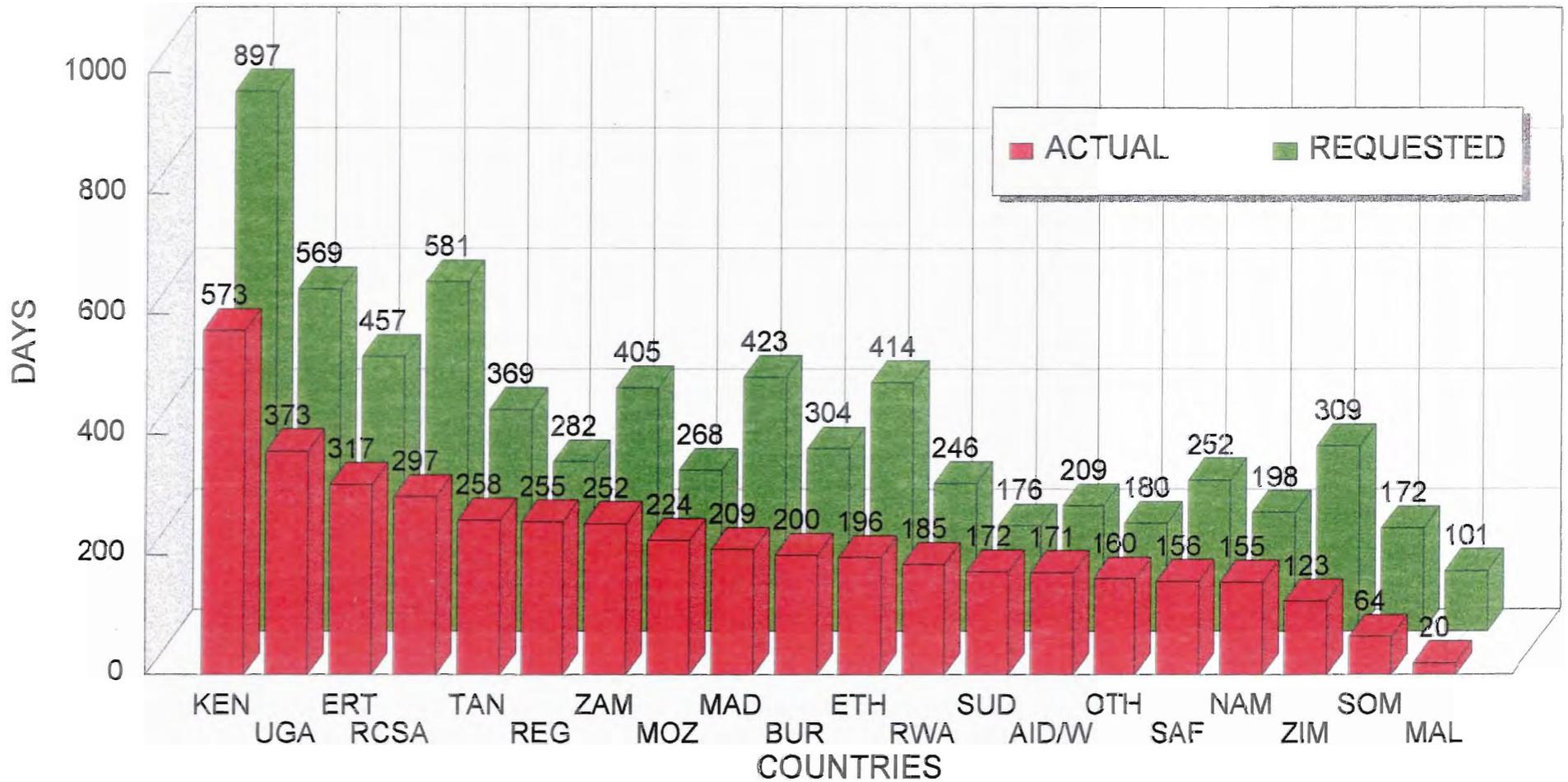
'OTHER Work days performed outside of the REDSO/ESA Region or work days taken to attend Training or Conferences.

****REGIONAL** Work days performed in support of centrally funded REDSO/ESA Regional Programs or RCSA Regional Programs.

- Notes:**
1. Out of the total "Requested" services recorded in November 1995, 1,764 work days were subsequently cancelled by client missions and 719 work days were unfulfillable by REDSO staff because of scheduling conflicts or because the task was completed in a shorter time frame.
 2. Out of the total "Actual" work days completed by REDSO, 519 work days were classed as "Work For Others" which indicates virtual work days in support of client Missions while working in Nairobi.
 3. These totals do not include any work days actually done in support of REDSO/ESA's own portfolio of activities and programs.

REDSO/ESA FY96 SUPPORT SERVICES

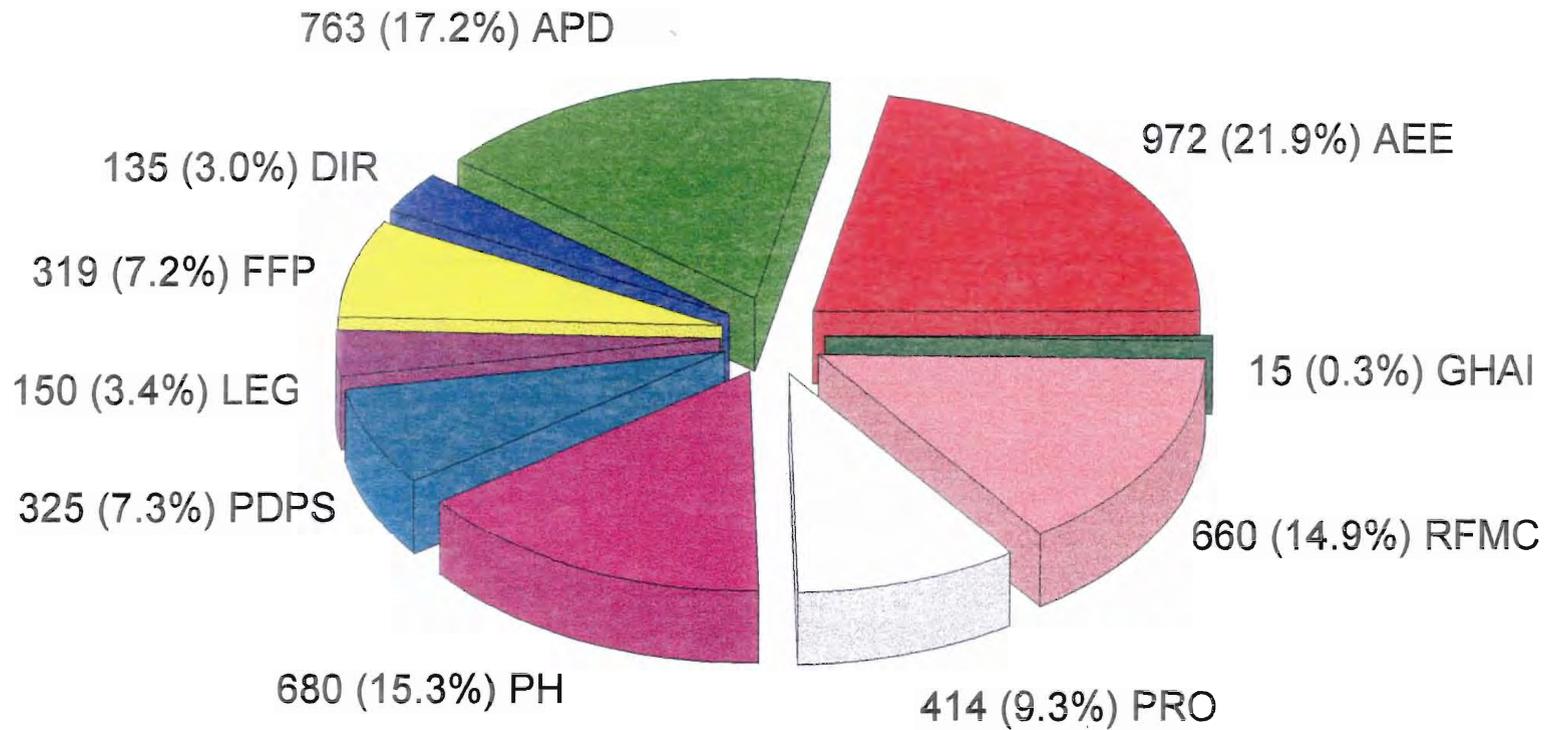
BY COUNTRY



Does not include support services for countries receiving less than 20 TDY days.
(Angola, Djibouti, Lesotho, REDSO/ESA)

REDSO/ESA FY96 Support Services

Actual Days By Offices



Includes all support to Missions and USAID/W