

## USAID REPORTS: HOUSING PLANNING AND POLICY

Presented below are abstracts of recent USAID reports on the subject of housing planning and policy. Copies of these reports and other current research studies, sector analyses, special evaluations and state of the art reports describing a broad spectrum of international development experiences are available from USAID's Center for Development Information and Evaluation (CDIE). A complete listing of citations and abstracts of reports available from CDIE can be found in the quarterly CDIE journal, "AID Research and Development Abstracts" (ARDA). The goal of ARDA is to transfer development and technical information to active practitioners of development assistance. To obtain copies of the reports listed below or highlighted in a recent issue of ARDA, write to PPC/CDIE/DI, Attn: ARDA, room 209, SA-18, or call CDIE User Services at (301) 951-9647.

### Symposium: shelter policy and planning in developing countries

Burby, Raymond J.; Kaiser, Edward; et al.  
American Planning Association, Chicago, Ill.,  
U.S. Agency for International Development,  
Bureau for Private Enterprise, Office of Housing  
and Urban Programs, Washington, D.C.  
(Sponsor)

(Symposium on Shelter Policy and Planning in  
Developing Countries, US)  
Journal of the American Planning Association,  
v.53(2), 1987,  
p.170-234 : ill., charts, map, statistical tables, En  
Document number: PN-AAW-765

A recurrent theme in this collection of symposium papers is that urban shelter goals in developing countries will be realized through private sector, self-help and community efforts, with limited government involvement in housing provision.

The introduction defines basic housing concepts and sets up a framework, largely the perspective of donors and international organizations, for reading the papers. The initial papers discuss:

- the scale of the housing problem, developing a typology of the housing market and the variety of low-income settlements and arguing for a revision of basic policy norms;
- lessons from the housing sector applicable to the provision of water and sanitation services, arguing that conventional technology and centralized delivery are inappropriate for low-income communities; and,
- housing for the ultra-poor, using the example of Haiti to suggest that housing policy and design standards should address the need of these families to use shelter in producing income.

The document also presents case studies describing problems encountered by the government of Liberia when it introduced shelter programs and the self-help solutions that emerged; informal land and housing markets in Istanbul,

Turkey, and government practice in granting tenure; and housing issues and policies in post-1949 China, including systems of communal ownership and of housing finance.

A final paper presents a computer-based model for estimating housing needs in developing countries.

### Encouraging private initiative

LaNier, Royce; Oman, Carol A.; Reeve,  
Stephen Technical Support Services, Inc.,  
Washington, D.C.  
U.S. Agency for International Development,  
Bureau for Private Enterprise, Office of Housing  
and Urban Programs, Washington, D.C.  
(Sponsor)  
Apr 1987, 79p. : ill., charts, En  
Document Number: PN-AAW-767

In order to promote a healthy housing industry in developing countries, this monograph suggests potential new roles for both the public and private sectors in meeting shelter needs, examines various approaches to encouraging private sector initiative and uses experiences of USAID's Office of Housing and Urban Programs to illustrate models for expanded private sector contribution.

The first part of the report discusses principal components of a shelter program: appropriate mechanisms for the distribution of housing and housing assistance; access to land; provision of infrastructure and urban services; production of building materials; and construction and financing of housing units.

Part two presents overall strategies for encouraging private initiative, including a series of public policy options that may be adopted to promote the private sector shelter industry and improve the public sector's shelter investment strategies.

Ways of evaluating the appropriateness of individual approaches are suggested. (Author abstract, modified)

# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

AUGUST 1987

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

PN-ACZ-544



## Efforts Help Endangered Rhinos

## Innovative Program Improves Management

## McPherson Confirmed to Treasury Post

## U.S., Nepal Mark 40 Years of Friendship

An important milestone in the history of cooperation between Nepal and the United States was marked recently as the two countries celebrated 40 years of friendly diplomatic relations.

In 1947 when an agreement of commerce and friendship was signed, the two nations launched an enduring relationship, President Reagan said in a message of good will to His Majesty King Birendra Bir Bikram Shah Dev.

"Through the Agency for International Development and the



U.S. mission personnel and a Nepali government official view a display commemorating 40 years of U.S.-Nepal diplomatic relations.

Peace Corps, the United States has been a steadfast partner in Nepal's

development efforts," he added. The President also reaffirmed his

support of Nepal as a "zone of peace."

Mission Director Dave Wilson explained that although the two countries are separated by distance and culture, they have cooperated in a wide range of endeavors, including trade, protection of the environment, agriculture, health and macroeconomic management. "Development is a long-term process," he added. "There are no quick fixes in Nepal. USAID pledges our continuing cooperation toward the goal of Nepal's economic development and progress."

During the recent Nepal Aid Group Meeting in Paris, Julia Chang Bloch, assistant administrator for the Bureau for Asia and Near East, also called attention to the long and fruitful friendship between the countries as well as to the Agency's efforts to improve the conditions of life for the Nepalese.

## McPherson Confirmed by Senate

By a vote of 95 to 2, the U.S. Senate on Aug. 6 confirmed the nomination of Peter McPherson to be deputy secretary of the Department of the Treasury. The former USAID head, whose tenure at the Agency was the longest of any administrator, was sworn in to his new post the following day.

"I have had the privilege of directing a foreign aid program that has saved countless lives, improved living standards and unleashed a wide range of economic opportunity," McPherson noted in his letter of resignation.

"Getting the people of the developing world involved in every way in shaping their own future is the greatest legacy any of us can leave this world," he says. "Our goal has not been to be a world welfare organization. Our mission has been to remove the barriers that keep people from living productive lives."

McPherson lists the African famine relief effort of 1984-85 as one of the highlights of his tenure, which began in 1981. He credited the U.S. government with "organizing one of the greatest humanitarian efforts ever."

McPherson, a lawyer and former tax law specialist for the Internal Revenue Service, succeeds Richard Darman at the Treasury post. With a background in international economics, he is expected to join Secretary James Baker III in confronting the issue of foreign debt.

President Reagan has nominated M. Alan Woods, current deputy U.S. trade representative, to succeed McPherson at USAID. In addition to his responsibilities in trade negotiations, Woods manages the Office of the U.S. Trade Representative and directs its congressional and public affairs offices.

Until the Senate acts on the nomination of Woods, Deputy Administrator Jay F. Morris will serve as acting USAID administrator.

### Research to Aid Africa

## Fertilizer Key to Increased Production

by Roger Noriega

Food is in short supply in Africa. And, fertilizers can help increase food production.

Despite these simple facts, however, African farmers use far less fertilizer than their counterparts elsewhere in the developing world: less than one-fourth the amount used per hectare in Latin America and one-tenth the consumption in Asia.

USAID recently approved funding for two projects to demonstrate the cost-effectiveness of fertilizer in restoring Africa's soil and to identify policy reforms that would encourage the use of fertilizer. Both initiatives are components of the "Strengthening African Agricultural Research and Faculties of Agriculture Project."

"There has been a lot of discussion about the need to restore soil fertility in Africa," observes Ray Love, acting assistant administrator for the Bureau for Africa, who signed the grant agreements. "These hands-on programs are aimed at beginning that process and returning soil to productive use."

Under a \$2.7 million USAID grant, which is being matched by other donors, the International Fertilizer Development Center (IFDC) will study the technical and social viability of using fertilizer, emphasizing the use of indigenous resources.

Working out of new facilities in Lome, Togo, IFDC will identify sites in four countries where production has suffered due to soil degradation.

The five-year program will coordinate its efforts with other international research organizations, serve as a clearinghouse for data

from other projects in the region and seek to spread the benefits of research to other areas through the use of crop simulation models.

One important element of the IFDC project is stressing the importance of women to agricultural development. About one-third of those participating in the on-farm pilot activities will be women farmers.

The American Phosphate Foundation and the World Phosphate Institute are assisting IFDC in this endeavor. During the first year of the program, local people will be trained to help in the pilot areas.

"We have purposely involved different groups in carrying out this project," says Donald McCune, managing director of IFDC. "The organizations representing U.S., North African and other international fertilizer producers are strongly supporting our efforts and

will furnish the fertilizer used in our experiments."

In addition to exploring the on-farm aspects of encouraging the effective use of fertilizers in Africa, USAID is funding a second project to examine how institutional or policy constraints affect fertilizer use. A \$3.7 million grant from the Agency will support a five-year project by IFDC and the International Food Policy Research Institute (IFPRI) to identify policy changes that are needed to enhance the long-term increase in fertilizer use.

"Through these two projects, the Agency is working with private groups to make the most of Africa's resources for the sake of increasing food production and improving the quality of life for millions of people in the region," says Arlan McSwain of the Bureau for Africa's Office of Technical Resources.



Ray Love (left), acting assistant administrator for the Bureau for Africa, signs a \$2.7 million and a \$3.7 million USAID grant to International Fertilizer Development Center as Donald McCune, managing director of the center, looks on.

# Policy on Smoking Announced

by Nancy Long

In a society where public health issues make headlines, smoking is ranked as one of the most pressing concerns.

Although the risks to smokers have been discussed for years, the latest report from U.S. Surgeon General Everett Koop addressed the health hazards associated with passive smoke inhalation.

Published last December, the report presented studies linking secondhand smoke to lung cancer and respiratory disease in non-smokers.

Faced with these findings and obligated to provide a safe working environment for government



employees, the Agency issued a new formal regulation on smoking Aug. 3.

The USAID statement follows the General Services Administration (GSA) notice last February, which limits smoking in federal agencies.

The GSA notice ruled that smoking was prohibited in GSA-controlled buildings and facilities, including leased space and delegated facilities except in designated smoking areas. The task of defining a designated smoking area was left to individual agencies.

"The Agency's policy complies with the GSA directive," said Dave McMakin, director of the Office of Management Operations. The regulation prohibits smoking in all space controlled by the Agency in Washington, D.C., including official vehicles, except within properly designated areas.

"Occupants of private offices may declare that space a designated smoking area," he said. "Shared office space is a non-smoking area unless all occupants agree that all or part of the area may be a designated smoking area."

From a management perspective, explained McMakin, the primary

objective of the new policy is to maintain good working relationships among people working in the same office area.

"Mutual consideration is the essence of the new rule," he emphasized. "If a meeting is held in a private office that is ordinarily a designated smoking area, smoking is permitted only if all participants agree."

If an insufficient number of office areas have been designated smoking areas, an appointed senior officer, after consulting with representatives of other bureaus or offices in the same building, may declare portions of public corridors as smoking areas.

In a USAID-occupied building, the appointed officer also may declare up to 25% of the restrooms as smoking areas.

McMakin noted that the regulation was negotiated among Agency management, the American Federation of Government Employees (AFGE) and the American Foreign Service Association (AFSA). USAID's Occupational Safety and Health Advisory Committee (OSHAC) also was consulted.

"OSHAC was particularly helpful in arriving at a consensus for the Agency's first smoking policy in 1985," McMakin noted. "At that time, USAID was a leader in the government on this issue."

Bill Alli, acting chairman of OSHAC, noted, "The 1985 notice was developed by considering the desires of smokers with the health concerns of non-smokers. Previously, everyone in a shared area had to agree to restrict smoking."

Alli pointed out that under the new policy supervisors may authorize a reasonable period of administrative leave so that employees who smoke can attend a stop-smoking program during a short series of extended lunch hours.

These regulations apply specifically to Agency buildings in Washington, D.C., said Michael Zak, USAID vice president of AFSA. "But, for the first time, overseas missions are obligated to adopt parallel rules to the extent local customs and office-sharing arrangements with other agencies permit."

Zak also noted, "For this highly personal subject, the new policy will work only if people respect the rights of their colleagues, be they smokers or non-smokers."

"The safety and health of every employee are of vital importance," added Fern Finley, president of AFGE Local 1534. "Of equal importance is the safeguarding of individual rights. In trying to maintain this balance, the union has worked very closely with the Agency and AFSA in formulating the smoking policy."

"Because there may be some concerns that have not been resolved, we encourage feedback from both smokers and non-smokers regarding the effectiveness and enforcement of the policy. This information will enable us to be more responsive when renegotiating the policy in 1988."

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**Cover Photo:** To preserve biological diversity, the Agency is funding many projects throughout the world, including one to preserve the one-horned rhinoceros in Nepal. See story on page 9.

# New Course Sharpens Management Skills

by Suzanne Chase

Answering to the name "Mary" was a little awkward for Marshall (Buster) Brown, mission director for Egypt, and Hank Bassford, mission director for El Salvador. But, despite the stretch of imagination and the muffled chuckles, they and other senior Agency employees slipped into the role of Mary Wilcox, deputy mission director of the mythical country of Lenapa, or whatever other persona was assigned as part of an innovative Agency training effort to improve the management skills of its top executives.

Instilling effective management techniques through role-playing is an important aspect of the Agency's new Senior Management Course. In its pilot run just over a year ago, the course was four weeks long and covered both management skills and program issues. Based on the pilot group's recommendations, the course has been compressed into an intensive two-week program focusing strictly on management.

"The Senior Management Course makes the point that the most effective organizations have both a 'vision' and values or work norms that are clearly defined, well understood by all employees and consciously reinforced by the actions and attitudes of management," says Hank Johnson, senior management training coordinator for the Agency.

"Organizations get results through people. To the extent we in USAID improve our personnel management skills as well as our capacity to develop clear vision and values, the Agency will get better results. The goal of the Senior Management Course is to offer participants an opportunity to strengthen themselves in these areas."

The course concentrates on topics such as identifying skills that are critical for effective Agency senior managers; developing a concept for where an organization should be going based on an assessment of how well it is presently functioning; improving management skills needed to transform vision into reality; encouraging organizational values that support performance; and improving key external relations.

These subjects are approached on three levels, according to James McCaffery of Training Resources Group (TRG), an Alexandria, Va., firm that developed the course in close consultation with Agency officials.

The first objective is "consciousness raising," getting senior officials to understand that how they manage is important to achieving program objectives.

Next, managers are encouraged to look at the "big picture" and conceptualize a strategy for what they want to accomplish overall. Finally, the instructors concentrate

on developing the skills essential to successful personnel management, such as identifying and dealing with conflict before situations reach crisis levels.

"Senior managers at USAID have very difficult jobs," says McCaffery. "They are expected to deal with complex issues at a time of shrinking funds. This course is an attempt to get people to be more creative about ways to organize their office or mission to achieve goals with limited resources."

The course is targeted to employees currently occupying or being considered for senior Agency positions such as deputy assistant administrator, mission director/deputy, USAID representative and office director/deputy positions in Washington, D.C.

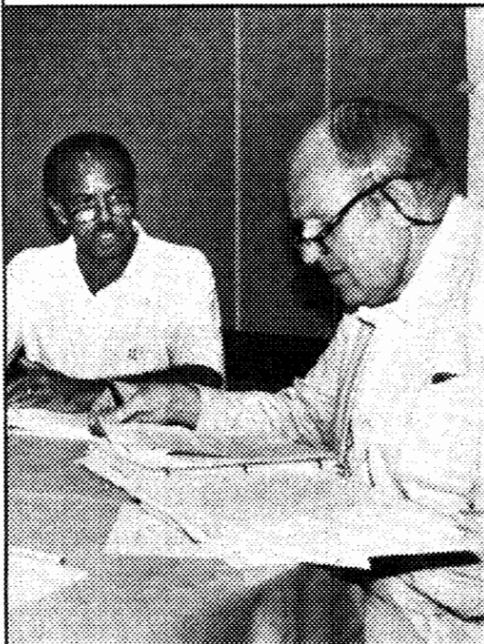
"With the tremendous amount of management experience represented in each group, participants have ample opportunity to learn from each other," says Johnson. "Most find in the process that they also learn a lot about themselves."

Prior to attending the course, participants are asked to circulate a questionnaire among their co-workers in which subordinates indicate, anonymously if they wish, their perceptions of the manager's strengths and weaknesses. The responses are one tool participants use to become more self-aware and improve performance.

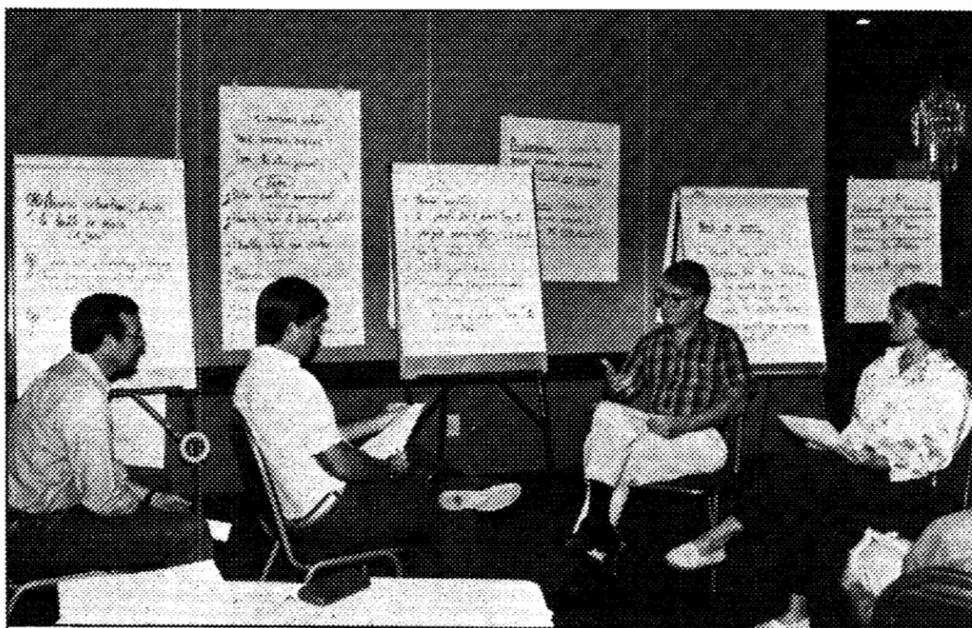
"It is an excellent learning experience," says Robert Bakley, mission director for India. "Although I was fairly accurate in knowing my good and bad points, the course forces you to examine your weaknesses and to deal with them."

Ed Salt, a TRG course instructor, points out that the course does not expect to change a person's supervisory style overnight. "Just as trying to stop smoking is difficult, it is very difficult to change management habits," he says.

"People may decide to change



**Jay Johnson (left), mission director for Cameroon, and Emerson Melaven, USAID representative to Rwanda, discuss solutions to a hypothetical management problem.**



**Instilling effective management techniques through role-playing is an important part of the Senior Management Course. From left, Craig Buck, director of LAC's Office of South American and Mexican Affairs; Hank Bassford, mission director for El Salvador; Doug Tinsler, deputy director-designate for Costa Rica; and Karen Poe, chief of the Development Concerns Division of FVA's Office of Private and Voluntary Cooperation, act out the parts of mission personnel in a conflict management scenario.**

certain aspects of their behavior during the course, but it will take concentrated effort long afterward to make the changes stick.

"Many people, when they assume responsibility for managing a large staff, tend to manage just as they were managed in the past—and that is not always good. We try to get participants to be thoughtful and analytical about their management style and to recognize that a different approach might be appropriate for a particular situation."

For this reason, participants analyze various leadership and personality styles and their effectiveness in different situations.

According to Kathy Blakeslee, director of the Office of Policy Development and Program Review in the Bureau for Program and Policy Coordination, "Course activities such as role-playing are a non-threatening way to try to change or improve some aspect of your particular management style. You also gain a greater understanding and respect for management styles that might differ from your own."

The heavy emphasis on problem-solving throughout the course is aimed at reinforcing practical aspects of management. "This is one of the few classes I've attended in which everyone stays attentive," says Bob Wrin, deputy director of the Bureau for Africa's Office of Southern Africa Affairs. "And, that is because it focuses on skills that will not be outdated and are applicable to everyone—the basic principles of handling people and planning programs."

Wilma Gormley of TRG attributes the success of the course to two major factors. "The Agency put enough resources up front in the planning stages to design the course right and worked with us to ensure that all the subtle relevancies were incorporated," she says. "And, the project managers have continued to be extremely effective

in refining the course."

The course promises to have substantial impact on improved management in the Agency, Johnson points out. Each participant, as part of the course, prepares a specific plan for application of improved management techniques in his or her office or mission.

"As more and more of the Agency's senior managers are exposed to the course and have a mutual understanding of its basic principles," he says, "they will reinforce each other in putting those principles into action."

The Senior Management Course is held four times a year. With completion of the fourth session in Annapolis last month, 92 senior Agency managers have been graduated. The goal is to train 300 senior personnel by the end of the three-year contract with TRG.

In addition, Johnson notes, the more than 325 mid-level managers who have attended the Agency's Management Skills Course, which covers some of the same basic principles, will complement the cadre of senior employees in carrying out management responsibilities. "The expanding number of trained senior and mid-level managers will exert increasingly strong influence on basic management approaches at USAID," Johnson predicts.

Participants agree on the value of the Senior Management Course for the Agency's future. "In the long run," says Doug Tinsler, deputy director-designate for USAID/Costa Rica, "this course offers the potential to put into place a management philosophy of common values that is shared by all senior personnel and systems that are understood across the range of management levels.

"Such a framework of operation would make USAID unique among federal agencies," he says, "and enable us to carry out the substance of our work more effectively."

by Douglas Trussell

American and Third World cooperatives are the key players in a USAID-assisted private sector effort to boost trade and investment opportunities for both developing countries and U.S. producers.

One catalyst for this effort, now in its third year, is Cooperative Business International (CBI), a for-profit trading arm of the National Cooperative Business Association (NCBA).

"The Agency was attracted by CBI's potential to increase developing country exports while building markets in these countries for U.S. agricultural and other products," said Neal Peden, assistant administrator for the Bureau for Private Enterprise (PRE).

CBI was established in 1985 with \$1.8 million in start-up funding provided to the parent organization by the Bureau for Private Enterprise. Earmarked for NCBA international trade development activities, the grant covered most of the organizational costs for the first three years. The Ohio Farm Bureau Federation also provided initial funding.

In 1986, CBI's second year of operation, the new company bro-

**"Two-way commerce translates into jobs and economic progress both in the Third World and the United States."**

kered some \$25 million in trade transactions, according to Peden. These included two deals where U.S. products either broke into a new market or regained ground in an older market.

With CBI acting as purchasing agent, 25,000 metric tons of American soybean oil, valued at \$9 million, was sold to India's National Dairy Development Board, a cooperative.

Although India is the world's largest importer of edible oil, the American share of that market has fallen sharply in the face of stiff competition. For example, the single CBI shipment was roughly 70% of total soybean oil imports from the United States for all of 1985-86. CBI was able to tap into NCBA's network of cooperative relations worldwide to begin the job of regaining the soybean oil market.

"This is the first purchase of edible oil by an agency in India other than the state trading corporation, and the prospect for repeat sales is excellent," according to former USAID officer Leonard Yaeger, now CBI vice president and chief operating officer.

Also helping to clinch the soybean sale was the use of the U.S.

# Cooperatives Promote Mutual Trade Benefits



**By building commercial bonds among cooperatives worldwide, the USAID-funded Cooperative Business International is helping developing countries grow stronger economically while opening markets for U.S. products and investments.**

Agriculture Department's Export Enhancement Program (EEP), pointed out NCBA Executive Vice President Stewart Kohl. Use of commodities from Agriculture's surplus stocks, which allowed U.S. exporters to compete at commercial world prices, was critical to the project, he said.

In another transaction, CBI pulled together a joint venture that will lead to the export of 20,000 head of cattle to Indonesia, the largest-ever export deal involving American livestock.

"Building on NCBA's long-term development effort in Indonesia under USAID financing, we saw a real opportunity to reverse that country's dependence on European and New Zealand suppliers for its dairy needs," Yaeger said.

Since 1979, Indonesia has imported more than 70,000 dairy cows, none of which had originated in the United States. In response, CBI brought together the Land O'Lakes cooperative, a group of Indonesian dairy cooperatives and P.T. MANTRUST, a major Indonesian agribusiness firm, into a joint venture modeled after NCBA's smallholder dairy operations. The first shipment of 1,050 U.S.-bred heifers worth \$2.5 million arrived in Indonesia in February, and the remainder will arrive over the next three years.

"At a time when the U.S. whole-herd buy-out program has placed excessive animals on the U.S. market and has depressed beef prices, additional dairy animal exports like these could support U.S. market conditions," Yaeger commented.

Among other transactions involving Indonesia, CBI has:

- Targeted major U.S. furniture outlets for finished Chippendale replicas produced by Indonesian cooperatives;
- Arranged the sale to Indonesia of 130,000 tons of American soybeans and meal worth \$40 million; and,
- Acted as agent for a major

local agribusiness firm processing tuna caught by U.S. boats fishing Indonesian waters.

Among more recent transactions, CBI helped a U.S. buyer place orders for more than 40,000 pairs of gloves produced in Bangladesh and Pakistan. Additional sales involving garden tools, fertilizer and cotton textiles are being processed or are under consideration.

"Over the past three years, CBI has demonstrated that trade and investment among the world's business cooperatives are feasible, profitable and desirable," Yaeger pointed out. "An even greater increase in trade levels could be achieved with increased collaboration and organization right here at home among U.S. cooperatives."

He underscored the potential of such collaboration by noting that American supply cooperatives buy

and distribute to their members about \$60 billion in products annually, according to Agriculture Department figures.

How this tremendous purchasing power can be used to expand American farm exports is the subject of a study recently begun by CBI in cooperation with three other co-op organizations—Ohio Farm Bureau Federation, Alfred C. Toepfer International Inc. and Universal Cooperatives.

The study will attempt to identify four or five major products useful to U.S. buyers that can be produced cost-effectively in developing countries that also import U.S. farm commodities.

"This is the buy-back principle," Yaeger said. "By knowing what developing countries have to offer and being willing to buy from them, we also hope to increase our own exports."

This two-way aspect of CBI's activities was cited by Peden as a valuable contribution to the overall USAID/cooperative effort in developing countries.

"For years, American cooperatives have done an outstanding job encouraging economic growth through the private sector of developing nations," Peden stated.

"Cooperative Business International is now exploring a new dimension of this effort. By building commercial bonds among cooperatives worldwide, CBI is helping developing countries grow stronger through exports and at the same time is opening markets for U.S. products and investments.

"This is two-way commerce at its best and translates into jobs and economic progress both in the Third World and here in America," Peden said.

*Trussell is special assistant to the assistant administrator for the Bureau for Private Enterprise.*

## Leisure Spending Dwarfs Aid

As Congress considers the Administration's fiscal 1988 foreign aid request—and Agency managers seek ways to scale back expenditures in the face of Gramm-Rudman deficit targets and projected authorization cuts—it is worth noting that in 1986 alone the American public spent more than \$500 billion on leisure, luxury and non-essential items.

Listed below is a sample of personal expenditures, compiled by the U.S. Department of Commerce.

	Billions
<b>Official Development Assistance 1986</b>	<b>\$ 9.8</b>
Restaurants and fast food	132.0
Total recreational services*	79.4
Alcoholic beverages	59.0
Tobacco products	34.2

	Billions
Radio and television; records and musical instruments	40.8
Household cleaning supplies	27.3
Durable sport supplies (tennis rackets, golf clubs)	27.0
Toilet articles and preparations	24.2
Foreign travel and tourist expenditures abroad	23.7
Jewelry and watches	23.5
Toys and sport supplies	21.8
Brokerage charges and investment counseling	19.2
Barber shops and beauty parlors	17.2
Magazines and newspapers	13.7

\*Includes movies, lotteries, cable TV, bowling, billiards, casino gambling, sports and recreation camps, sightseeing

# Sultanate Advances Fishery Opportunities

by Dolores Weiss

**A**long a coastline the length of California's, abundant stocks of fish have filled Omani *houris* (dugout canoes) for centuries, providing the Middle Eastern country with an important source of income and protein.

Fishing has been a time-honored way of life in Oman, but social and economic changes brought on by the development of the oil industry since 1970 have greatly decreased the number of Omanis turning to the sea for a livelihood.

Recognizing a loss of an occupational and income-generating opportunity, the government of Oman is working to diversify the national economy through support of the fisheries sector. His Majesty Sultan Qaboos bin Said al-Said believes that by promoting fishing the government can create new opportunities for private sector investment, increase revenue through fish exports, upgrade the

***"Omanis are now matching their resources to production and preparing a master plan for fishery development."***

economic and social standards of traditional fishermen and improve the diets of Omanis.

To help the government of Oman reach these goals, the Omani-American Joint Commission for Economic and Technical Cooperation launched a \$23.5 million Fisheries Development Project in 1982, according to USAID Representative to the Joint Commission Gary Towery. The Agency has obligated \$9 million for the effort, which is being carried out by RDA International, Inc., and Oregon State University. The University of Rhode Island also is assisting the project meet its manpower training objectives through its two-year Fisheries Officers Program, designed to train Omanis in fisheries development.

"The project will help Oman understand the potential of the marine resources along its 1,700-kilometer coastline," says Towery. "By creating a Marine Science and Fisheries Center, measuring and monitoring fish stock, and providing assistance to fishermen through extension services, the government will improve the welfare of thousands of Omani families as well as increase the potential for foreign exchange earnings through commercial fishing."

"The center is an integral part of the plan to develop and promote the fishing sector," says

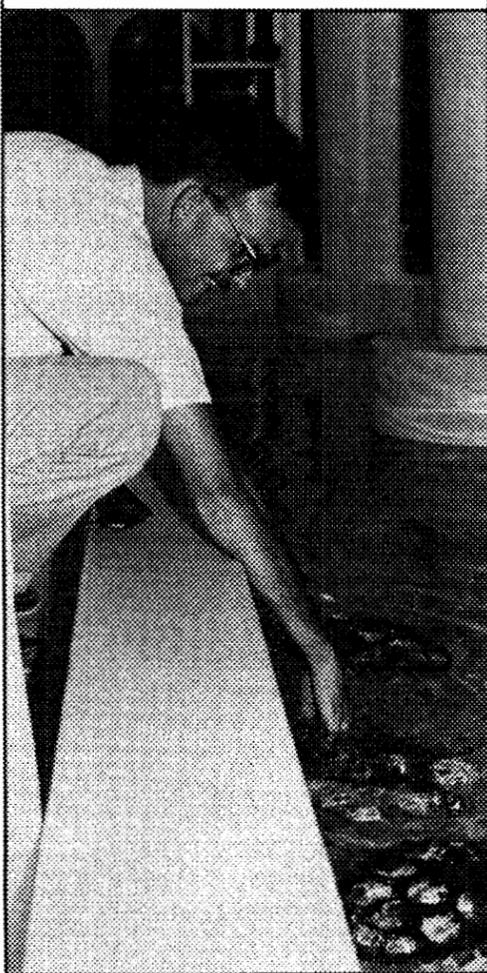
Mohammed al-Barwani, director of the center. "Before resources can be managed, you have to know what you have. Therefore, we have started identifying the available species and seasons of distribution. For example, we need to determine how many sardines are migratory, how many are permanent and how many can be fished. The commercial tie-in then must be made. How many can be exported, how many can be used for animal feed, and should the fish be processed here?"

"We have found about 100 commercially important fish," points out the chief of party, Richard Dudley of Oregon State University's team of experts. "But, we also have to examine the percentage of use of each type."

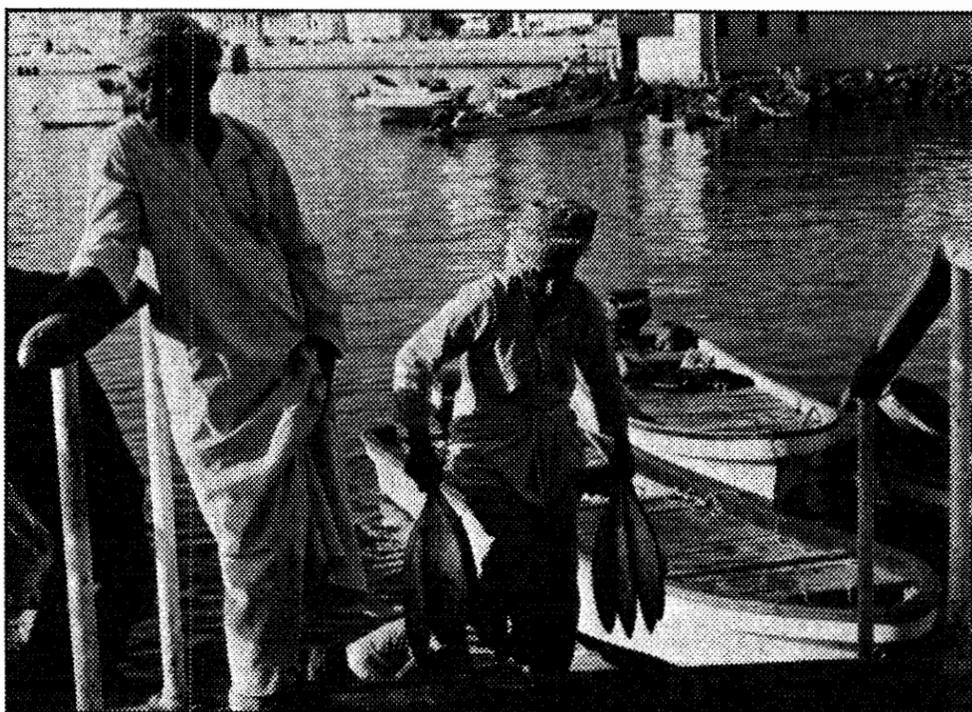
The center also looks at seafood technology and plans to provide for extension workers to demonstrate such skills as smoking and pickling of tuna as well as proper handling of fish and fish processing. Consumer education will be enhanced through producing and distributing pamphlets and using television and newspapers.

Conservation of endangered species is another concern of the center. Sea turtles, which trail across Oman's beaches by the thousands to lay their eggs, are being studied in its tanks. Mohammed represents Oman on the International Whaling Commission, and Oman supports the moratorium on whaling.

The center's biggest problem, according to Dudley, is a shortage of personnel. To remedy that situation, the Joint Commission began



**Stan Stalla, project officer, examines an endangered sea turtle at the Oman Marine Science and Fisheries Center.**



**To encourage youth to join the fishing industry and fishermen to remain in their villages, the Omani government is trying to show that fishing can be a high-income, high-status occupation.**

financing long- and short-term training three years ago. Now, researchers and computer specialists are beginning to return from their U.S. training to help staff the newly constructed center and the government's Directorate of Fisheries.

A statistical program for collecting and analyzing fisheries resource data for the directorate is another important part of the project. "Prior to 1983, there was no data base," says Stanley Swerdloff, RDA chief of party. "The number of fishermen, boats and fish were unknown. We have set up a system of data collection, processing, analysis and reporting that can be maintained by the Omanis. Seven full-time data collectors have been trained and are collecting information on a daily basis in the many small villages and landing sites that dot the coastline."

A one-year sample survey of types of catch, numbers of fishermen and boats, types of fishing gear and amount of profit has been completed and is providing the basis for ongoing data collection and analysis of biological and economic factors influencing the fisheries sector.

"For the first time, the directorate is using monthly reports and will be able to use an annual summary report to make short- and long-term plans," adds Swerdloff, who has had over 20 years of experience in commercial fishing, fisheries development and administration.

In the 1970s, when His Majesty Sultan Qaboos wanted to modernize fishing, thousands of small boats and engines were made available to fishermen throughout the country. However, no one provided any training. Assisted by RDA, the government formed a Department of Technical Services and Training to provide extension services to fishermen.

"We are developing a systematic approach and training agents to

work in three areas," says Swerdloff.

The fishing safety program and its demonstrations on safety gear and fire extinguishers that have been seen in every fishing village have been successful, he notes. Because flares are not readily available, whistles have been issued to help fishermen call for assistance. Demonstrations of explosions have graphically shown the danger of smoking near an outboard engine, especially while refueling.

"With technology and adaptation, we are seeing what modern methods can be transferred, such as which type of winches are easily adaptable to nets," continues Swerdloff. "Extension agents also are showing villagers techniques that increase yields, such as using lobster traps. The traditional tangle nets catch and kill all lobsters. But traps allow fishermen to free without harm undersized lobsters or females with eggs. Omanis are discovering that they can make a profit and conserve their resources by using traps."

However, the directorate has no enforcement authority, and while it can initiate regulations making it illegal to use nets, the remoteness of the area and the lack of enforcement capability make education the key to preserving the lobster resource.

The third area extension agents hope to influence is sociological. Agents explain that the modern fisherman uses efficient equipment and needs a basic education. To encourage youth to join the fishing industry and fishermen to remain in their villages, the government is trying to show that fishing can be a high-income, high-status occupation.

Part of that effort is addressed in the marketing segment of the project.

"The program aims to stimulate  
(continued on page 7)

# New Supplements for Swine Boost Profits

by Arleen Richman

Over 800 small-scale farmers in the Cibao region of the Dominican Republic are fattening their pigs faster and more efficiently through an innovative "cafeteria-style" diet created by a local, USAID-supported private voluntary organization (PVO).

The Center of Investigation and Improvement of Animal Production (CIMPA), a PVO that fosters improved animal husbandry in the Dominican Republic, developed the system and technology funded by a \$160,000, 30-month grant from Appropriate Technology International (ATI).

ATI, a private, non-profit development-assistance organization based in Washington, D.C., is funded by the Office of Rural and Institutional Development in USAID's Bureau for Science and Technology.

The cafeteria approach still relies on the pigs' traditional diet of

***"Profits from swine raising in the Dominican Republic have increased by 30%, but the benefits to small, rural landowners go far beyond the extra pesos they earn."***

greens, tubers from root crops, sweet potato vines, yucca, Royal Palm nuts, platanos and table scraps. However, under the CIMPA program the homegrown feeds are supplemented by ramie, a high-protein green fodder native to Asia, molasses and the formulated swine feed. The formulated feeds, locally produced in cooperative mills, contain a mixture of corn, soya, sugar, rice-bran, minerals and antibiotics.

Feed supplements always have been available in the Dominican Republic but, as Pedro Ascona, manager of CIMPA's Small-scale Swine Raiser program, explains, "Small-scale rural farmers—most of whom raise between five and 35 pigs per year—thought that the enriched feed was only for use by large-scale commercial producers, not for poor rural farmers like themselves."

Then, in 1979, African Swine Fever broke out in the Dominican Republic. During the next two years, the government was forced to slaughter the entire national herd—over one million head of swine. Because pork is a favorite food and an important element in the country's agricultural economy, the government launched an inten-

sive effort to repopulate the swine. Initially, attention was directed at large production units resembling U.S.-style operations.

By mid-1984, however, imported pigs, more resistant to African Swine Fever, were sold locally at prices most small-scale farmers could afford. But, the U.S.-style breeding pigs were twice the size of the previous native animals, and the farmers could not afford to feed the pigs exclusively on imported feeds.

CIMPA believed that its recently developed feeding plan, which used some imported feeds and other less capital-intensive features of modern swine production systems, combined with traditional swine-raising methods, could help maintain the farmers previous market share of pork products.

"CIMPA realized it needed a strong education program if the farmers were to accept the new feed ideas," explains Ascona, who has managed the Swine Feed program since it began in June 1984. CIMPA hired an education specialist and made presentations to farmer groups and provincial development associations (PDAs).

The program brought farmers to a demonstration farm and showed them how easy it was to grow ramie to supplement traditional greens, such as sweet potato vines and yucca leaves, which are only available in the Dominican Republic following seasonal cropping operations.

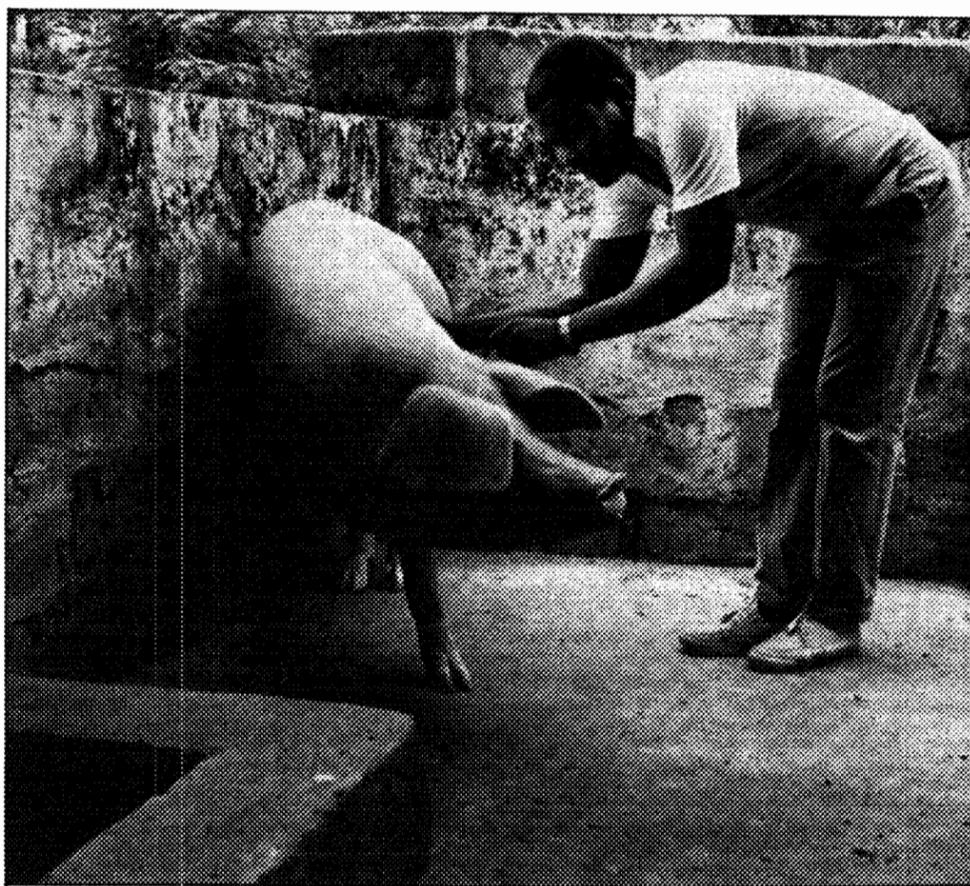
Project personnel also emphasized the need to use veterinary supplies and demonstrated how locally-manufactured, inexpensive equipment, such as automatic waterers, feed troughs and farrowing crates, could improve sanitation and reduce feed waste and crushing of piglets.

The project also incorporated a distribution system for molasses, a by-product of the sugar industry and the cheapest commercial feed ingredient then available in the country. Molasses makes the protein-enriched greens more palatable and provides a high-energy feed.

When the swine feed project began, molasses was subsidized by the government, but it was available only in tank-car lots. The farmers, through their district associations, decided to purchase the molasses in bulk. CIMPA provided the large storage tanks, and trucks owned by the district PDAs carried the molasses in barrels to local shops, called pulperias, which sold the molasses and mixed feed.

Molasses, available for the first time in small quantities in rural areas, became a popular part of the hogs' diet. Local farmers coined the term "ensalada con salsa"—salad with dressing—to describe the combination of molasses and greens.

In late 1985, the government began exporting molasses, and the price tripled. Today, swine farmers in the Dominican Republic pur-



***By fattening their pigs faster and more efficiently with a new processed diet, rural farmers have increased their income and financial security.***

chase the costly molasses only during the dry season. Many greens that are tasty to pigs are available during the rainy season, and the pigs willingly eat them without the "salsa" inducement.

Money allocated by CIMPA to the PDAs for a credit fund allows the farmers to purchase the feed mixes and molasses on credit. Initially, profits earned by the PDA-owned pulperias were left in the stores as working capital. Profits accrued after the first two years are spent according to the needs of the group. Members of the PDA in Salcedo, for example, plan to use their pulperia profits to construct a better road.

Ascona and the local farmers believe that on average their profits from swine raising have increased by approximately 30%. But, the benefits to these small-scale, rural landowners go far beyond the extra pesos they earn.

Maria Rivas points with pride to her seven hefty, healthy-looking pigs. They are penned in two separate enclosures located near her one-hectare farm in the predominantly rural province of Salcedo.

"I'm getting three times as much money for my pigs now—even counting the cost of the special feed I bought—than I did before," she explains. "Three years ago, before this program, my family had nothing—we never ate meat except when we killed a turkey or pig for a fiesta. Now we have shoes, food and meat. These pigs are like a bankbook," she adds with a smile.

Marco Antonio Disla recently sold a pig for 728 pesos and put most of the money into a bank account—the first savings account he has had in more than 25 years of subsistence farming. "I put 500

pesos in the bank for bad times," he explains. "I still can't really believe that I have a bankbook, just like the rich."

Disla is pleased with the results from using the three-tier feeding program that includes starter feed for piglets, feed for growing pigs and finishing feed that is used for the last 100 pounds. "With this feed, the ramie I grow, and the molasses, plus the yucca leaves and scraps I've always fed them, the pigs seem to be full-grown in half the time," he says.

Ramona Isabel Herman recently sold one of her four pigs for 975 pesos and is building a house in town with the profits. She also raises coffee, cocoa and yucca on her seven-hectare plot. The pigs "protect her from fluctuations in other crops," she notes. "Sometimes, if there is bad weather or pests, the crops are worth nothing or very little. But the pigs, the pigs are more constant."

Juan Jose Abreo, who owns 26 pigs in addition to raising platanos and yucca, comments, "Platanos fetched a very good market price this year." But he recognizes that this may not be the case next year.

"The pigs are more certain and under this project fattening them is so much easier. I used to try to feed them different supplements, and this was very difficult to do economically. Now I just purchase the mixed feed and add some to the ramie and yucca tops."

Abreo's plans for the future reflect the broader benefits of the program. "I'll put the money in the bank. Ultimately, I may buy some more land. And, I definitely will buy some more pigs," he says.

*Richman is the assistant to the executive director, Appropriate Technology International.*

by Ellen C. Irving

For many of USAID's career foreign service women, the path to executive-level positions is shrouded in mystery. Perceived by some as a closed "Old Boy" network, the Executive Personnel Assignment Panel (EPAP) system has historically been viewed as a roadblock—rather than a vehicle—to advancement.

According to Mary Ann Riegelman, vice president of the Women's Action Organization (WAO), there is justifiable cause for concern. "The number of female foreign service (FS) officers being tapped for EPAP positions is pitifully small in view of the talent that is available within the Agency," she asserts. There currently are four FS/EPAP women in Washington, D.C., and 13 assigned to the field.

"The EPAP system is separate from the the promotion system. You don't need to be in the Senior Foreign Service to qualify for an executive-level position; you need to be ready professionally and have your mission or bureau behind you," she says.

Riegelman is quick to point out that Deputy Administrator Jay F.

## Women's Organization Assesses EPAP Process



WAO board member Helene Kaufman (from left) and Mary Ann Riegelman, WAO vice president, discuss the EPAP process with Executive Personnel Management Chief Peter Askin and Executive Secretary Dick Meyer, former EPM head.

The recently instituted Senior Management Course also was mentioned as having limited participation by non-EPAP FS women. "The Senior Management Course is a way of connecting with the executive level, of being perceived as senior management material," notes Kaufman.

The survey also found that the specter of sexism, although less prevalent than in the past, still casts its shadow on the careers of professional women. "Too often," observes Kaufman, "qualified women who actively seek management positions are seen as negatively aggressive. Yet, equally qualified men who promote their careers are seen as potential mission directors."

To address these concerns, Peter Askin, the recently appointed chief of Executive Personnel Management (EPM), and Dick Meyer, former EPM head and present Agency executive secretary, met with WAO members last month.

Askin noted that while EPM has recently taken steps to disseminate information regarding the EPAP system (*Front Lines*, July 1987), it was his mandate to search out women and minorities who are ready for executive-level assignments. However, he added, those interested in attaining executive-level status must make their interest known.

"Sit down with your supervisor, bureau head or mission director and discuss your career plans," he advised. "These are the people asked by the Administrator each year to identify new talent for current senior-level assignments or for projected positions a few years away."

Meyer also suggested that senior executive women bring the names of outstanding women to EPM's attention. He stressed the need for

women to network and cited the mid-level and senior management courses as vital tools in building management skills and establishing and maintaining contacts.

Because the Senior Management Course is a recent innovation, Meyer explained, the Agency has been, by necessity, in a catch-up mode and is concentrating on the current EPAP membership for participants. "Once we move the bulk of existing executive-level person-

nel through the course, there will be a greater representation of those who are on the verge of breaking through to senior executive assignments," he added. To date, 14 women (eight FS-EPAP) and 78 men have completed the course.

Askin and Meyer also expressed their support for WAO's suggestion that a few EPAP aspirants be included in upcoming sessions.

Participants expressed concern that only two women currently sit on the EPAP panel (Asia and Near East Assistant Administrator Julia Chang Bloch and Bureau for Private Enterprise Assistant Administrator Neal Peden).

"Both EPM and the Office of Equal Opportunity Programs work to ensure that women and minorities receive appropriate consideration at all stages of the EPAP selection process," Askin emphasized, "bringing candidates that may have been overlooked for consideration to the members' attention."

Askin concluded by assuring the participants that his is an open-door policy. "I can't make any promises, but I'm always open to suggestions," he said.

WAO plans to work with management personnel to disseminate information on the EPAP system to women foreign service officers in Washington and the field, says Riegelman. "People need to know the steps, the timing, who needs to be involved, the structure of the interview process and how to prepare for their interviews.

"The message to both men and women is to get the ball rolling," she says. "Don't wait for the system to come to you."

**"The message to both men and women is to get the ball rolling. Don't wait for the system to come to you."**

Morris has been a strong advocate for women and the administration's concern has been reflected in increased hiring of women at professional levels since 1982.

The International Development Intern program represents the Agency's primary success in recruiting women, she notes. Women have comprised at least 35% of program participants each year since 1980, entering the program at the FS-5 and -6 levels.

But for the foreign service woman looking toward Senior Foreign Service, "position drives promotion" is the name of the game. The question is, what are the rules?

WAO assessed the attitudes and concerns of foreign service women toward the promotion and EPAP assignment process in a survey last spring.

According to WAO board member Helene Kaufman, high-level FS women believe that holding supervisory or broad-based managerial jobs is essential to attaining Senior Foreign Service status. Yet, EPAP positions rarely are offered to career FS women seeking these jobs, thereby reinforcing the respondents' view that the EPAP system is closed to women. Field personnel particularly cited erroneous or inadequate information regarding the process.

## Fishery

From page 5, column 4

more extensive and efficient marketing in both commercial and traditional fishing sectors," says Swerdlhoff. "For example, the government built storage facilities for fish, but inland people were used to buying salted fish, and along the coasts, they preferred fresh. No one liked frozen fish. Everything we do must be put in a cultural context for it to be successful. We showed the government that the market was available for chilled fish while there was no demand for frozen fish."

The marketing program will educate the consumer and seller on fish handling and storage, design and carry out an information system for buyers and sellers, develop policies and strategies to be used by the government, and advise private sector investors on opportunities.

"To profit from its fishing resource, the government has allowed foreign trawlers to fish the Omani waters without limitations being enforced," Swerdlhoff notes.

Today, Omanis are being trained as onboard observers for commercial trawlers to monitor compliance

with government regulations.

While the program has been hampered by a lack of enforcement, observers have assisted by identifying fish taken and noting the size of the catch.

Because of the overall success of the project, USAID Project Officer Stan Stalla points out that a new program of advisory services is being initiated in Dhofar in the southern region of the country.

"Some of the richest water in the world—with the highest biomass—is in the least developed area in terms of fisheries," notes Stalla. "There had been little coordination in the region, but now a director of fisheries has been named to advise and coordinate with the Marine Science and Fisheries Center."

"Under the project, the commission is succeeding in upgrading the skills of Omanis and setting up workable systems of statistics and marketing," adds Towery. "Omanis are now matching their resources to production and preparing a master plan for fishery development.

"The Oman fishing industry has arrived at a crossroad, and with this project, the Omanis should be able to find their own way to more efficient and long-term use of their natural resources."

# Joint Effort Increases Development Impact

by David Karp

Lending almost \$25 billion in fiscal 1986, multilateral development banks (MDBs) are a major source of development assistance. Consequently, U.S. cooperation with development banks can contribute greatly to achieving the Agency's goals.

"The multilateral efforts because of their sheer size have an enormous development impact," says Shaun Donnelly of the State Department's Office of Development Finance.

"The United States often gets a good deal for its development dollar through MDBs for two reasons," adds Barbara Upton, director of the Agency's Office of Multilateral Financial Institutions (MFI) in the Bureau for Program and Policy Coordination. First, bor-

**"A \$1 contribution from the United States leverages approximately \$16 worth of MDB investment in developing countries."**

rowing countries often are less sensitive to policy reforms suggested by the broad spectrum of multilateral bank donors than by most bilateral agencies.

Second, every dollar that the United States donates to an MDB is "multiplied" by a matching contribution made by other donors. These assets, leveraged on capital markets, are multiplied again. "At current levels of U.S. appropriations for the MDBs and given recent MDB lending, a \$1 contribution from the United States leverages approximately \$16 worth of MDB investments in developing countries," explains Upton.

The organization of the U.S. International Development Cooperation Agency (IDCA) in 1978 put the Agency into a stronger role in forming U.S. policy toward multilateral development banks, along with the departments of Treasury and State.

"The policy-making regarding MDBs is broader and more open since the Agency became involved," says Donnelly, whose office at State emphasizes the diplomatic end of development banking. "The Agency has an expertise and a focus that bring attention to important issues. The United States now is better prepared for bank negotiations."

The Agency's most direct method of ensuring U.S. input to MDB loan proposals, according to Carol Grigsby, financial analyst in the Office of Multilateral Financial Institutions, is the Early Project Notification (EPN) System. EPN is used to screen and at times modify development bank loan applications before they come before the bank's board of directors for consideration.

The system, which evolved from a modest effort focused on 15 coun-

tries in the early 1980s, was expanded and strengthened at the urging of Administrator Peter McPherson. The system now serves more than 70 countries.

The EPN system is administered by the Office of Multilateral Financial Institutions but is closely coordinated with the regional bureaus. The office reviews the regular planning reports of all development banks, identifying new project proposals. Cables are sent to relevant USAID missions requesting information about the loan proposal.

Typical inquiries include if the loan is appropriate for the country; if it is consistent to the extent appropriate with USAID's bilateral program and the Agency's four pillars; and if environmental concerns are adequately taken into account. A negative response to

these or other concerns results in further analysis and, when necessary, follow-up with the bank involved.

For example, in 1984, the USAID mission in Costa Rica examined an Inter-American Development Bank (IDB) loan proposal that would have created a parastatal palm oil processing enterprise in that country. The mission recognized that the proposal ran counter to the Agency's efforts to promote privatization and was inconsistent with bilateral efforts at divestment. USAID then worked with IDB to revise the Costa Rican proposal.

"What EPN provides is 'heads-up' information very early on in the process so that we can go back to the lending institution and raise questions," says Frank Vukmanic, director of the Office on International Development Banks at the Treasury Department, which works closely with the Agency in carrying out the EPN system.

The Agency's concerns also extend to the policies and operating procedures of the multilateral banks. In a series of USAID reports that resulted from research and discussion with regional bureau staff and experts in the field, the Agency has recommended several changes in World Bank operations that would improve interaction among donors.

A 1983 report called for expanding, strengthening and improving follow-up to high-level consultative group meetings, headed by the World Bank and attended by representatives of the regional development banks and the donor countries. The purpose of these meetings is to coordinate bilateral and multilateral aid to specific countries. Stressing increased donor coordination at the local

level, the report urged the World Bank to assume a stronger leadership role.

Upton thinks USAID's efforts have paid off. "We have been trying to get the World Bank to take the lead more consistently in coordinating donor activities, and I think that has occurred. The bank has made this a priority for its staff," she notes.

Another recent Agency report analyzed a common USAID contention that the World Bank was too centralized with too few staff playing substantive roles in the field.

The Agency recommended that as the bank's operations become more oriented toward policy dialogue and social sector projects, the bank could be more effective if it shifted additional resources to the field and gave field staff more decision-making authority.

Upton explains, "The report calls for a more consistent mandate from bank headquarters that would clarify the function of field officers so that they would be more involved in developing, monitoring and coordinating lending programs from within the country."

In addition to activities with the World Bank, the Agency continues to push for reform of the regional banks that would be consistent with the recent developments at the World Bank. Discussing USAID's new regional MDB initiatives, Upton points out, "It's not necessarily how much you lend, but rather how you lend that is important."

In the last three to four years, USAID efforts to encourage careful lending have focused in particular on two MDB policy issues—country programming and policy dialogue.

Recognizing the inefficiency of a loan-by-loan strategy, the Agency has pushed each bank to develop country strategies to guide its

lending. "Country programming coordinates lending efforts to meet identified needs and priorities," says Grigsby.

Such coordination necessitates cooperation between World Bank and regional bank staffs, as well as the participation of bilateral donors.

In MDB negotiations, the United States has pressed the regional banks to become more rigorous in their analysis of the policy setting for loans.

"All the MDBs are becoming more responsive to these efforts and developing their capacity for economic policy analysis," Vukmanic says. "Banks are appearing to respond to the need for more conditionality in lending."

For example, the International Fund for Agricultural Development (IFAD) was to provide a loan to an Egyptian agricultural bank at sub-lending interest rates that were too low, recalls Upton. The Agency urged that the interest rate be high enough to be consistent with a current USAID program and to enable money to be recycled without need for further external donor resources. IFAD agreed and did not make the loan until the sub-lending rate was raised sufficiently.

"As the multilateral development banks continue to refine their structure and policies, the United States looks toward a better return on its development bank dollar through a collaborative effort," says Upton.

"The Agency and the departments of Treasury and State are working constantly to examine and improve the multilateral development efforts."

*Karp, a sophomore at Harvard University, was a summer intern in the Bureau for External Affairs.*



**Barbara Upton, director of the Agency's Office of Multilateral Financial Institutions in the Bureau for Program and Policy Coordination, and Shaun Donnelly of the State Department's Office of Development Finance discuss proposals for multilateral development banks.**



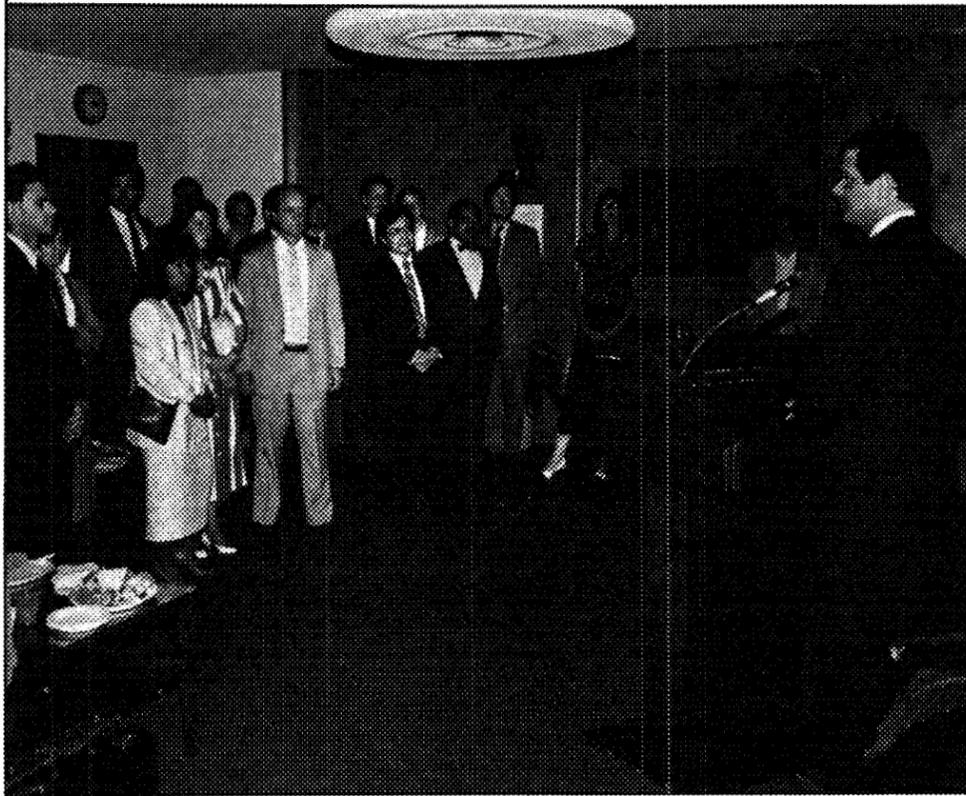
## Controllers Hold Reunion

Baltimore's scenic Harbor Place will be the site of the annual reunion of the Agency's Controller Alumni Association the weekend of Sept. 18-21. Headquarters for the event will be the Omni International Hotel.

This year's gathering features a buffet reception at the hotel on Friday, Sept. 18; a boat trip to Annapolis Sept. 19; an Orioles baseball game Sept. 20; and a closing banquet at the hotel Sept. 21.

All current and former Agency controllers are invited to attend. For further details, contact Marion Nelli at (301) 469-7327 or John Glakas at (301) 652-8550.

# USAID BRIEFS



*Deputy Administrator Jay F. Morris greets mid-level new hires and International Development Interns (IDIs) at the State Department. IDI training begins in Washington, D.C., with formal group instruction and is followed by individual on-the-job training to familiarize interns with the geographic bureaus and field mission to which they will be assigned. During this phase of the program the interns receive language training. The overseas portion of the program is designed to give interns the opportunity to understand the overall functions and specific operations of the field missions. Since the program began in 1968, almost 700 interns have been graduated.*

## Agency Assists Rural Co-ops in Guatemala

USAID recently funded \$11 million to provide technical assistance to the Guatemala Cooperative Strengthening Project.

Signed by the World Council on behalf of the U.S. Credit Union National Association, the five-year project aims to increase rural family incomes and productivity by assisting cooperatives. Cooperatives will be helped through institutional development, financial stabilization and production and investment credit.

The consortium of cooperative and development organizations, including the Latin American Confederation of Credit Unions, National Cooperative Business Association of the U.S.A., the U.S. Agricultural Cooperative Development International and the National Credit Union Federation of Guatemala also will participate.

"The Guatemala Project is a commitment by the World Council, the Latin American Confederation of Credit Unions and other organizations to strengthen both credit unions and the cooperative sector in Guatemala. The beneficiaries will be the members of credit unions and cooperatives in Guatemala," said Al Charbonneau, chief executive officer of the international organization for credit unions.

## IN MEMORIAM

### ROSE MARIE ASCH

Rose Marie Asch died of cancer May 15 in Basil, Switzerland. She was 77. Asch retired from the Agency in 1975 as an assistant development training officer in the Office of International Training in Washington, D.C.

After joining the Agency in 1959, Asch was assigned to Morocco as a secretary and program document clerk until 1964. From 1964-1967, she worked in Tunisia as an interpreter and translator. Asch also served in Vietnam as a training officer.

### WILLIAM KEENAN

Retiree William A. Keenan died of cardiac arrest June 2 at the Fairfax Hospital in Virginia. He was 78.

Keenan joined the Agency's International Training Management Office in August 1966 as a management analyst. He retired in October 1969.

Prior to joining USAID, he worked for several government agencies in Montana, Texas and Washington, D.C.

Keenan is survived by his wife Suzanne Marie of Springfield, Va., a sister and a brother.

### OWEN LUSTIG

Foreign service officer Owen J. Lustig died of cancer June 26. He was 56.

Lustig joined USAID in 1965 and was assigned to the mission in Bolivia as an auditor. During his career with the Agency, Lustig also served in Brazil, Vietnam, Nicaragua, Washington, D.C., and Costa Rica.

In 1984 Lustig was reassigned to the Office of Central American and Panamanian Affairs in the Bureau for Latin America and the Caribbean as an assistant director.

He is survived by his wife Marta, two daughters and three sons.

Condolences may be sent to Mrs. Lustig at 7818 Georgetown Pike, McLean, Va., 22102.

## Agency Announces New Mission Directors

Marshall "Buster" Brown, a veteran foreign service officer with more than 20 years of experience, was sworn in as director of the Agency's mission in Egypt at a State Department ceremony July 21.

The \$1 billion economic development program he will head is the largest USAID program in the world.

"USAID has had a major impact in Egypt, assisting the government to improve and expand needed infrastructure in power, water and wastewater, education and agriculture," said Brown.

"We also have supported the government's effort to improve the quality of life for the low-income population. While we will continue such programs, our new strategy seeks to increase economic productivity by helping the Egyptian government remove restrictions on market forces," he said.

Since 1985, Brown has been counselor to the Agency. From 1981-1985, he was deputy assistant administrator for the Bureau for Latin America and the Caribbean (LAC).

When Brown joined USAID in 1965, he was assigned to Brazil as a capital development officer, a position he held for five years. From 1971 to 1981, he held various assignments in LAC.

Before joining USAID, Brown

worked as a Peace Corps volunteer in Peru in savings and loan development. He received a bachelor's and a master's degree in political science from Stanford University.

Robert Bakley, a native of Camden, N.J., was sworn in to direct USAID's \$135.7 million program in India at a State Department ceremony July 7.

India ranks 19th in world industrial production and 12th in total gross national product but accounts for a large number of the world's poor.

"I will seek to improve relations between India and the United States through the development of a program that builds on the strengths of both countries," Bakley said.

Bakley rejoins USAID after having spent the last seven years in the Philippines with the Asian Development Bank as its director of planning and programming.

The director's assignment is Bakley's second posting to India; he served there as a loan officer with USAID from 1965-1971. He left the Agency to work in Singapore as vice president and treasurer for the Private Investment Company for Asia for two years. He then returned to USAID, serving in Washington, D.C., and Egypt.

Gary Towery, a 20-year foreign service veteran, was sworn in as head of USAID's Ghana mission July 30 in front of family, colleagues and Ghanaian Ambassador Eric Otoo at the State Department.

Towery will direct the \$16 million program that encompasses health, agricultural development and food assistance. The Ghanaian program aims to strengthen the private sector and encourage policy reforms to provide the climate for long-term economic development.

"This is an exciting time to go to Ghana," Towery noted. "The government's commitment to its economic recovery program has made it a country closely watched by other African nations and the world at large; and, its success will be a good model for developing countries. I look forward to working with Ghanaian officials during this critical period of Ghana's efforts to pursue their goal of economic development."

Towery began his career with USAID in 1967 as an accountant/financial analyst in India. He subsequently served in Afghanistan, Liberia, Yemen and most recently as USAID representative in Oman.

A native of Spartanburg, S.C., he served in the U.S. Air Force (1956-60) and received a bachelor's degree in business administration from St. Cloud State College in 1964.

# Institutions Honored for Development Work

USAID and the National Research Council (NRC) recently recognized nine U.S. and Third World institutions whose contributions to science and technology during the past 25 years have significantly benefited the developing world. The awards were presented at the "Symposium on Science and Technology for Development: Prospects Entering the 21st Century," held in Washington, D.C., June 22-23 in commemoration of the Agency's 25th anniversary.

"This conference has brought together many people who have literally changed the face of the

*"One of the most rewarding activities has been the Agency's effort to help countries strengthen their own science and technology."*

developing world—changed it for the better," Administrator Peter McPherson told the group at the awards dinner.

"One of the most exciting and rewarding activities has been our effort to help countries strengthen their own science and technology capabilities," he noted. "Decision makers in developing countries are accepting these resources as significant development tools."

McPherson and Frank Press, chairman of the National Research Council, were joined by Senior Assistant Administrator Nyle Brady of the Bureau for Science and Technology and NRC's Victor Rabinowitch in presenting the "Science and Technology for Development" awards to the honorees before an audience of peers from the United States and several foreign countries.

The Asian Institute of Technology was hailed for its record of excellence in providing postgraduate training for scientists and engineers from developing countries in Asia.

For its contribution to the global child survival effort through research on diarrheal diseases and the development of oral rehydration therapy, the International Centre for Diarrhoeal Disease Research, Bangladesh, was recognized.

The 10,000 retired professionals who have donated their management, scientific and technical expertise to developing countries through the International Executive Service Corps won acclaim for that organization.

Johns Hopkins University School of Hygiene and Public Health was singled out for its research, education and technology transfer activities that have benefited health, nutrition, sanitation and voluntary family planning in the developing world.

The National Association of State Universities and Land-Grant Colleges was cited for the efforts of its member institutions to promote the development of human resources in the Third World through training in the United States and institution building in developing countries.

For their contribution to food and agriculture research and the so-called "Green Revolution," the International Center for Maize and Wheat Improvement and the International Rice Research Institute were recognized.

The Population Council won praise for leading the movement to deal with world population growth and supporting research and training programs that have helped stem the population boom in many developing countries.

The Rockefeller Foundation was applauded for its pioneering efforts in mobilizing and supporting scientific research to address Third World development needs in food



(clockwise from left) Dr. William Greenough III accepts the Science and Technology for Development Award on behalf of the International Centre for Diarrhoeal Disease Research, Bangladesh, from Administrator Peter McPherson. Kenneth Prewitt, vice president of the Rockefeller Foundation, receives the award from Frank Press, chairman of the National Research Council. Alastair North, president of the Asian Institute of Technology, accepts the award from NRC's Victor Rabinowitch.

and agriculture, health and other fields.

"During the past quarter-century, the progress achieved by the Third World as a whole was striking in many respects," said Press.

"Despite these impressive accomplishments, however, the challenges still are great as the developing countries move toward the 21st century," he said. "In facing these complex challenges,

science and technology lie at the heart of the development effort."

"I am very proud to have had the opportunity to lead USAID during these especially productive last six years and to be head of an organization that's done so much in partnership with all of you," McPherson told the honorees. "I truly believe the best is yet to come."

—Roger Noriega

## Employee Honored for 'Early Warning' Work



Paul Krumpke, science advisor for the Office of U.S. Foreign Disaster Assistance (OFDA), is the 1987 recipient of the Agency's Science and Technology in Development Award.

Krumpke was cited for his outstanding scientific leadership and technical program management since 1979. He has helped establish national and regional earthquake, tsunami and volcano data-collection and monitoring systems for countries in the South Pacific, Central America and South America.

"We are indeed fortunate to have a physical scientist on our staff with creative vision and rigorous intellectual talent," said OFDA Director Julia Taft. "We believe Paul's contributions are of such value that in the long run his efforts will not only help save lives, but also will alleviate human suffering for those who may otherwise have been affected by the unforeseen devastation brought on by natural disasters."

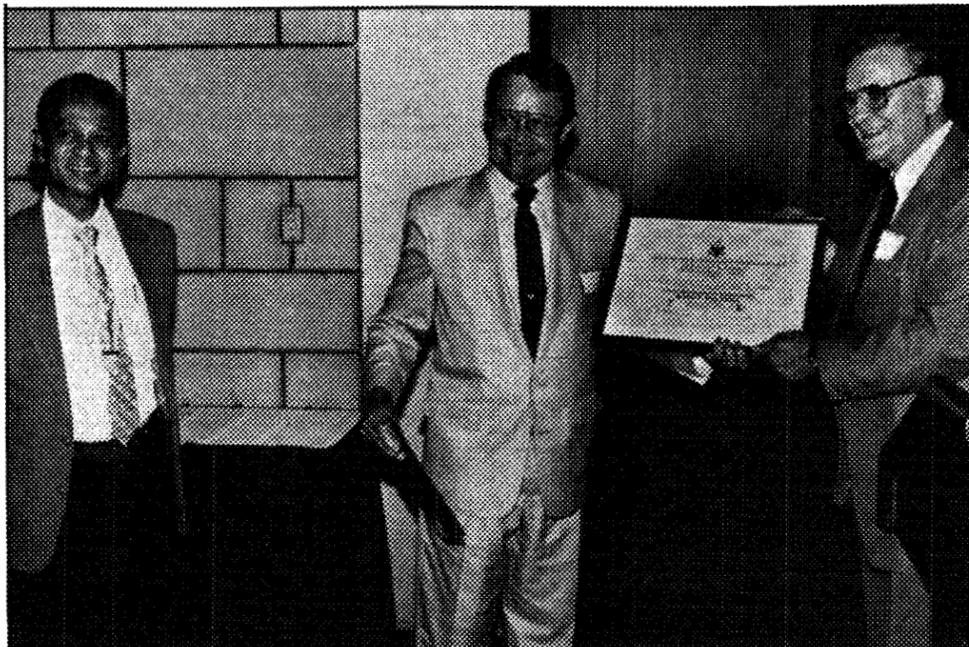
The Early Warning Program

developed by Krumpke uses the technical resources of the U.S. Geological Survey, the National Oceanic and Atmospheric Administration, the National Aeronautics and Space Administration and the U.S. military in conjunction with manpower and facilities in developing nations. His major activities have included identifying advance remote sensing techniques, adapting automated monitoring facilities, and researching and developing new systems for seismic telemetry and tsunami warning.

Krumpke also has coordinated interagency and foreign government efforts in direct support of USAID's goals to stabilize economic development, increase in-country self-sufficiency and reduce the impact of disasters on the development process.

The Science and Technology Award consists of a certificate signed by the Administrator and a cash bonus of \$2,500.

—Renee Bafalis



Nyle Brady (right), senior assistant administrator for the Bureau for Science and Technology, presents Robert Osler, deputy secretary general and treasurer of the International Center for Maize and Wheat Improvement, with the Development Award as S. K. De Datta, scientific director of the International Rice Research Institute, looks on.

# Project Provides Credit to Rural Clients

**PRE** A \$4.7 million loan pool managed by Thailand's Thai Danu Bank offers a good illustration of the reinforcing objectives sought by the Bureau for Private Enterprise (PRE) under its investment program.

Thai Danu, a private bank, joined with PRE in late 1985 to create the credit pool by matching PRE's \$2.35 million. USAID objectives were to expand the bank's operations into rural areas where development lagged, to reach small and medium-size enterprises, and to mobilize short- and medium-term credit so those enterprises can start up and expand.

The project contributes to the Thai government goals of encouraging agribusiness and small business development away from the cities in order to absorb a growing pool of rural labor.

A recent report from Thai Danu indicated that the project is meeting its goals. For example, it showed that loans to rural clients were up markedly, from 53% of total bank lending a year ago to

68% in early 1987. Average size of loans per client had dropped from \$90,000 to \$40,000 in the same period. And, the number of loans to small rural enterprises had nearly doubled in dollar value since the loan pool was established.

The Thai Danu project also illustrates two other features common to PRE investments: engagement of the U.S. private sector and leveraging of scarce USAID funds by attracting outside capital.

In the first case, PRE uses Rainier Bank of Seattle as repository for its funds. Loans made in local currency by Thai Danu to the small business target group are 50% guaranteed by standby letters of credit issued by Rainier, up to the \$2.35 million PRE loan amount. This mechanism has the benefit of minimizing the foreign exchange risk to Thai Danu of borrowing dollars over time.

In the second case, PRE leverages its loan amount with an equal amount from the Thai bank; this leveraging factor rises as bor-



*Banyen, a family-run enterprise in northern Thailand, is one of a number of small Thai businesses to benefit from a PRE-funded credit program to encourage business development in rural areas to absorb the growing labor pool.*

rowers from Thai Danu mix in their own funds.

The Thai Danu project is financed from USAID's Private Sector Revolving Fund, managed by PRE. It is one of 25 Revolving Fund loans totaling \$55 million that, by attracting money from banks and other capital suppliers, have triggered total investments of over \$130 million.

An account of one borrower from the USAID/Thai Danu project appeared in a *New York Times* story by reporter Barbara Crossette in April. This involved a loan to Banyen, a family-run enterprise in northern Thailand that, at the time, was one of 36 borrowers.

The business was started 25 years ago by Banyen Aksornsri who, as a young woman, bicycled regularly into Chiang Mai from the Thai-Burmese border to sell handicrafts made in the hills. Now, with her two daughters, she runs a company that in April was

working on its biggest order ever: 5,000 items of Thai woodcraft for shipment to Bloomingdale's stores in New York.

The Thai Danu project includes a \$50,000 grant from PRE to train the bank's rural branch personnel to handle new clients.

In the broader area of improving banking methods in developing countries, PRE is working on an experimental project that would transfer methods for cash flow analysis of U.S. banks to their counterparts in the developing world.

The goal is to change the focus of requiring large amounts of collateral in favor of the revenue-producing aspect of the project. The new emphasis would be on the project's ability to generate enough cash flow to pay back the loans, not simply on what the borrower can offer as collateral.

—Douglas Trussell

## Burundi Rural Road Project Delivers Economic Growth

**PRE** The recent inauguration of Route 86 in Burundi marks the 88th kilometer of provincial road-way built with Agency support. The 30-kilometer highway, which received \$1.09 million under the Rural Roads II project, was hailed for opening up a remote coffee, oil palm and food crop-producing area to year-round transportation.

The labor-intensive road construction activities undertaken jointly by USAID and the government of Burundi began in 1983 with the construction of the 58-kilometer Provincial Route 84. The companion project, Provincial Route 86, completed the regional loop that for the first time opened major interior agricultural markets to the Rumonge-Bujumbura transportation link.

U.S. Ambassador to Burundi James Phillips and USAID Representative Donald Miller were present for the ribbon-cutting ceremony at the invitation of the Burundi Minister of Public Works, Energy and Mines, Isidore Nyaboya.

In his remarks, Nyaboya noted that the 22 months of road construction had launched economic growth in the region. The project provided 233,000 worker-days of employment, amounting to almost \$400,000 in wages for the rural labor force.

Communal activities such as road construction, he emphasized, reinforced President Jean-Baptiste Bagaza's program to foster economic growth and improve social

services throughout the country.

Alphonse Kadege, the governor of the Bururi province, urged local administrators to maintain the new road and to construct secondary arteries from the main provincial route into the hillsides.

Equating the improvement of the transportation system with the increase in agricultural productivity, construction of schools and hospitals and immunizations of children, Kadege expressed the hope that road construction projects in the area would continue. The eventual goal, he said, is to link the predominantly agricultural province with other interior provinces to improve the domestic trade network.

Ambassador Phillips paid tribute to the more than 2,000 workers employed during the twin roads projects and to Burundi's Direction Generale des Routes for providing the necessary project leadership and support.

Improved rural transportation would signal change for the region, he said, not only through enhancing commercial trade, but also by improving communication systems, increasing the number of employment opportunities and expanding the availability of social services.

The dedication, which took place in the town of Rumonge, was preceded by a performance of traditional song and dance. The ceremony was shown in its entirety on Burundi national television and received extensive newspaper and radio coverage.

—USAID/Burundi

## Open Forum Reviews Title XII

**BIFAD** The June meeting of the Board for International Food and Agricultural Development (BIFAD) was held in conjunction with the annual meeting of the Association of U.S. University Directors of International Agricultural Programs in Rhode Island to facilitate the exchange of ideas and concerns relative to Title XII activities.

Board member Jean Kearns addressed a joint "open forum," reviewed the accomplishments of BIFAD and Title XII, and asked for input that would assist the board in making future plans.

Regional representatives of the International Committee on Organization and Policy presented several topics for discussion including the improvement of the public image of university involve-

ment in development assistance, technology transfer, alternative approaches to development assistance modes, university involvement in creating a knowledge base for each developing country, examination of investment patterns in development assistance, political activity by the universities, and the evolving pattern of opportunities for involvement by Title XII universities.

A recurrent theme was the need for the university community to intensify its efforts to bring about a better understanding of the rationale for foreign assistance and to enlist the support of Congress for adequate funding.

BIFAD Chairman Bill Lavery assured the participants that "the board will continue to work toward strengthening the support of Title XII activities."



**MOVED ON**

**Mary Breeding**, IG/EMS  
**Nancy Marie Buchanan**, M/FM/ASD  
**Nina Elizabeth Buchanan**, PPC/PDPR/RP  
**I-Ming Chang**, M/FM/PAFD/NPA  
**Kenneth Thomas Cline**, IG/SEC  
**Linda Cogdill**, Honduras  
**Mary Elmendorf**, S&T/RUR  
**Cynthia Johnson**, M/SER/MS/OM  
**Lawrence Johnson**, ES/CCS  
**Mary Gilmartin Key**, FVA/PVC  
**Martha McKinley Kissick**, Nepal  
**Rebecca Lynn Lambert**, ANE/PD/ME  
**Mark Laskin**, COMP/FS  
**William Messick**, IG/PPO  
**Cynthia Swann Murphy**, S&T/FA  
**Brenda Paige**, COMP/CS/R  
**Bernice Ryan**, Egypt  
**Siegbert Schacknies**, Egypt  
**Mabel Tillerson**, COMP/CS/R  
**Thomas Edward Tyler**, COMP  
**Essie Wanamaker**, COMP/CS/R

**PROMOTED**

**Denise Armstrong**, ANE/EMS, information analyst  
**Tindara Bilmanis**, LAC/EMS, information analyst  
**Gwenevere Campbell**, AFR/PD/IPS, information analyst  
**Margaret Cooperman**, LAC/CAP, secretary typist  
**Terri Cottingham**, M/PM/TD/AST, employee development clerk typist  
**Angelica Danaher**, LAC/EMS, administrative operations assistant

# WHERE? IN THE WORLD ARE USAID EMPLOYEES

**Bobby Hampton**, M/PM/PCF/PMC, clerk typist  
**Frances Leonard**, M/FM/WAOD/OADC, financial management assistant  
**Veronica Lockard**, M/SER/MS/EMS, clerk typist  
**Andrew Luck**, M/SER/OP/PS/SUP, contract information system specialist  
**Janet McConnell**, LEG/PD, legislative program specialist  
**Pauline Merrill**, M/SER/OP/W/R, contract specialist  
**Barbara Olentine**, LEG/PD, administrative operations assistant  
**Magdalena Reynolds**, M/PM/OD, administrative operations assistant typist  
**Joan Scott**, M/FM/WAOD/CAC, accounting technician  
**Hope Sukin-Klauber**, FVA/PPM, program analyst  
**Delores Tapp**, M/FM/CAD, secretary typist  
**John Toner**, M/SER/IRM/MPS, computer specialist  
**Patricia Toner**, LAC/EMS, information analyst

**REASSIGNED**

**Peter Bloom**, ANE/PD, supervisory project development officer, to mission director, Sri Lanka  
**Priscilla Boughton**, ANE/SA, supervisory regional development officer, to mission director, Bangladesh  
**Gary Bricker**, El Salvador, supervisory housing/urban development officer, to special projects officer, AFR/TR/PRO  
**David Cahn**, AA/ANE, special assistant, to general business specialist, ANE/PD  
**Charlene Davis**, M/SER/MS/EMS, secretary typist, to administrative operations assistant, M/SER/MO/CPM/M  
**Donald Enos**, El Salvador, supervisory general development officer, to program officer, LAC/CAP  
**Sherrie Hailstorks**, M/PM/PCF/PMC, class clerk typist, to management analyst, M/PM/PCF/PP  
**Michael Kingery**, REDSO/WC, supervisory engineering officer, to foreign affairs officer, M/SER/OP

**Gary Kinney**, M/SER/OP/W/MS, contract specialist, to procurement analyst, M/SER/PPE/PE  
**Wenche Kunkle**, FVA/PVC/TR-I, special projects officer, to program officer, Egypt

**David Merrill**, ANE/EA, supervisory regional development officer, to mission director, Indonesia

**Lois Richards**, AA/AFR, foreign affairs officer, to mission director, Somalia

**Thomas Shedlick**, IG/RIG/All, supervisory inspector, to inspector, IG/RIG/II/W

**Thomas Stukel Jr.**, LAC/CAP, supervisory regional development officer, to mission director, Dominican Republic

**Michael Walsh**, M/SER/OP/O/LAC, commodity management officer, to contract officer, Bangladesh

**Daisy Weaver**, M/PM/FSP/A, personnel assistant, to administrative operations assistant, IG/EMS

**RETIRED**

**Louis Cohen**, Somalia, mission director, after 28 years  
**H. Donn Hooker**, M/SER/MS/OM, general services officer, after 26 years  
**Lee Howard**, S&T/HP, director of office of health, after 27 years  
**Frank Kimball**, Egypt, mission director, after 25 years  
**Willie Whitten Jr.**, COMP/FS/R/AIDW, education development officer, after 24 years  
*Years of service are USAID only*

## Meeting Explores PVOs' Role in Policy

The need to identify and increase the role of private voluntary organizations (PVOs) in policy dialogue was emphasized by Tom McKay, deputy assistant administrator for Private and Voluntary Assistance, Bureau for Food for Peace and Voluntary Assistance, as he opened the June meeting of the Advisory Committee on Voluntary Foreign Aid (ACVFA).

Held in Washington, D.C., the meeting explored the influence PVOs have had on Third World policy development and examined the issues, risks, costs and benefits accompanying this involvement.

"While there is broad agreement that PVOs must be aware of and sensitive to government policies that shape the context within which individual projects are designed and managed," McKay said, "there is less agreement or understanding of whether and how PVOs should influence policy. A clear articulation of the factors involved would be a great service to the development community."

Keynote speaker Edward Schuh, director of agriculture and rural development for the World Bank, outlined a number of qualities essential to the effectiveness of non-governmental organizations (NGOs) in the policy arena.

"If one wants to have a signifi-

cant impact on policy, one needs to understand policy and its effects," he advised. "Often the effects of policy are diametrically opposed to what was intended. Understanding the political and policy processes are essential prerequisites to influence."

Schuh noted that NGOs must be willing to take advantage of knowledgeable specialists to increase their expertise. "NGOs must be good teachers," he concluded. "An informed body politic is an imperative for changing policy."

The World Bank currently is preparing an internal policy statement and guidelines for working more closely with NGOs in development projects. While emphasizing the risks involved in engaging in policy dialogue, Schuh encouraged NGOs to become involved.

"Getting the policies right is probably the most important thing we can do to help developing countries. The effects of policies can far outweigh the effects of capital transfers from one country to another, in part because policy has to do with mobilizing the energies of all the people in the country," he stressed.

Reinforcing Schuh's message, Deputy Administrator Jay F. Morris noted that understanding the policy environment is critical to effective development. Morris

endorsed ACVFA's ambition to take a more active role in policy dialogue.

The two-day meeting also included panel discussions of case studies representing projects that had successfully influenced policy dialogue.

The ACCION/ADEMI project, a small enterprise development project in the Dominican Republic, was presented by Bill Burrus, executive director of ACCION, Camilo Lluberes Henriquez, ADEMI president and a member of the Dominican Republic National Congress, and Michael Farbman, chief of the Bureau for Science and Technology's Small Enterprise and Employment Division.

The project has used a combination of strategies to demonstrate the importance of small enterprise development to the Dominican economy, creating and strengthening more than 25,000 jobs with an average loan of \$200. Although ADEMI's original intent was to provide credit successfully to micro-entrepreneurs, it has become involved in public policy through the expansion of the program and its public education component.

Key government officials now serve on ADEMI's board of directors, and the organization assists the Technical Secretariat in devising PVO policy. ADEMI is used by the government as a model for

other projects, and the group is preparing legislation to promote micro-entrepreneurs.

The advisory committee also heard a panel discussion on case studies of agriculture programs in Africa, with Tom Dichter of Technoserve, Charles Tapp of CARE and Gerald Cashion of the Africa Bureau reviewing cases of PVO involvement in policy dialogue.

Dichter stressed that it takes time, a history of involvement, sectoral expertise and persistence in maintaining contacts before a PVO can become involved in the policy arena.

Tapp, in describing a gum arabic pricing case in Sudan, noted the importance of understanding the policy environment and earning a reputation for commitment. PVOs, he suggested, increase their influence when they become part of the chorus of a number of entities seeking policy reform.

Background papers and an executive summary of the meeting are available from Nancy Wolicki, ACVFA coordinator, (703) 235-1684.

The next advisory committee meeting will be held Sept. 21-22 to examine "PVO Effectiveness at Creating and Maintaining Sustainable Development Projects."

—Nancy Wolicki



Education needs in developing countries are extensive, but the human resources to fill those needs are limited.

Individuals who hold advanced degrees in education and have firsthand, in-depth understanding of their country's needs are key to building an effective education system and ensuring its ultimate goal: an educated and productive population.

USAID is helping Botswana to achieve this goal through an innovative master's degree program. With assistance from USAID/Gaborone's Junior Secondary Education Improvement Project (JSEIP) and the Botswana Ministry of Education, the University of Botswana and Florida State University (FSU) signed a cooperative agreement last year to build a core of education planners, economists, and curriculum and management specialists who can pass their knowledge and skills on to others.

JSEIP, begun in 1985, is a five-year project to increase the quality and efficiency of Botswana's junior secondary education system by strengthening the ministry's capacity to develop and manage the system.

Implemented in part by the Improving the Efficiency of Education Systems (IEES) initiative of the Bureau for Science and Technology's (S&T) Office of Education, JSEIP calls for the training of 18 Botswana in two-year master's-level programs in education.

According to S&T's Joan Claffey, the individuals in most urgent need of training occupied key government positions for which there were few or no suitable replacements. It became evident as the project got under way that it would be difficult for the participants to leave Botswana for an extended period of time.

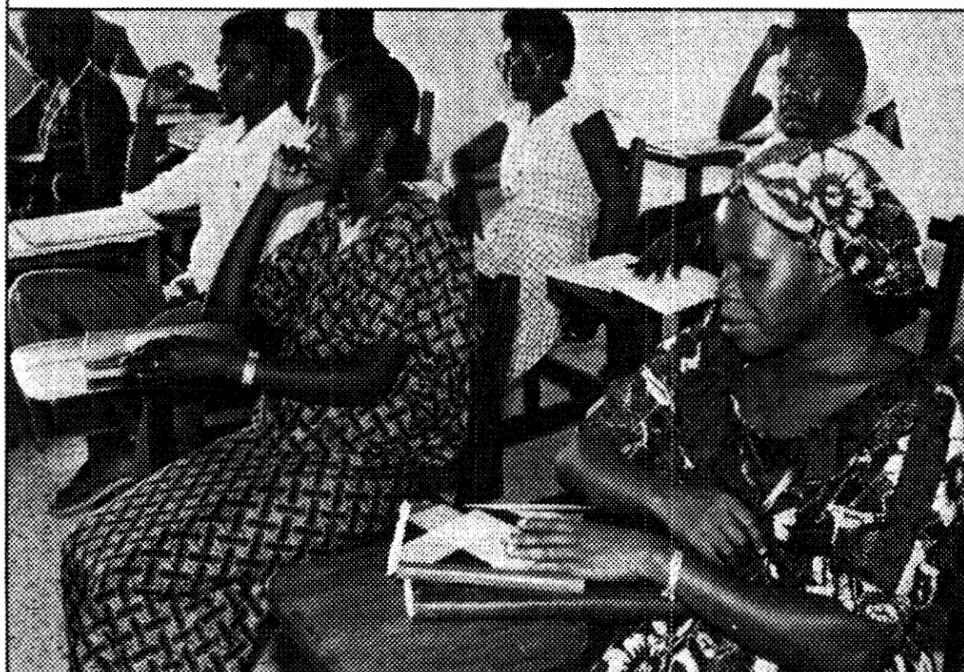
"In seeking a solution to this problem," says Claffey, "IEES opened discussions with the University of Botswana on the feasibility of developing a cooperative program that would allow up to half of the basic master's-level training to occur in-country at the university and the rest in residence for two semesters at FSU."

The ministry nominates potential students with appropriate undergraduate degrees and decides the specialty area in which each student will receive intensive training. Participants must meet the requirements of and be accepted by the two universities.

"The program's faculty comes from both universities, and participating professional staff from the University of Botswana may be given adjunct faculty appointments at FSU," notes Claffey. "In the event that the University of Botswana is short of qualified personnel to teach required program courses, faculty members from Florida State will be temporarily assigned to Botswana."

Each student in the program has an advisory committee that in-

## Agency Helps Meet LDC Education Needs



**USAID is helping Botswana and other developing countries build effective education systems to ensure an educated and productive population.**

cludes at least one University of Botswana faculty member. With committee concurrence, the students develop a study program that includes courses in the specialty area for which they were selected and that meets FSU requirements for completion of the master's degree.

Students entering the program spend their first semester at the University of Botswana. The first group of 13 students began the program in January 1987.

At the end of their first semester in May, the students transferred to FSU's Department of Foundations and Policy Studies to continue their course work for two semesters. After this specialized study, they will return to the University of Botswana for guided policy research on the junior secondary education problems in their own country.

Students will then undergo a comprehensive examination administered by their advisory committees. Students who pass the exam and successfully complete all assigned courses are awarded master's degrees by FSU.

"Botswana stands to gain important benefits from this program," observes Claffey. "Master's degree holders return to their former or new official posts with greater expertise and understanding to carry out their respective missions."

The cooperative approach between the University of Botswana and FSU is expected to cost about 40% less per trainee than the originally proposed program, allowing more Botswana students to participate in the project. The trainees will be away from Botswana only seven or eight months, in contrast to the 25 months usually required for a U.S.-based master's program.

Perhaps most importantly, the trainee will be able to continue on the job during the Botswana-based portion of the program, ensuring

that the training program is directed at the educational problems of Botswana and that the selection of trainees will be based on the government's programmatic needs and not on a basis of "who can be spared." An additional long-term benefit of this joint effort is the strengthening of Botswana's graduate education.

For further information, contact Joan Claffey in the S&T Office of Education, room 611A, SA-18, (703) 235-8980.

### CONFERENCE ASSESSES EDUCATION ACTIVITIES

The Bureau for Science and Technology's Office of Education (S&T/ED) recently held its second international conference on Improving the Efficiency of Education Systems (IEES) project in Denpasar, Indonesia, to assess the impact of project activities in the seven collaborating countries.

Government representatives from Botswana, Haiti, Indonesia, Liberia, Nepal, Somalia and Yemen Arab Republic cited examples of how USAID is using small investments in education to leverage policy analysis, dialogue and planning.

Botswana's deputy permanent secretary of education, Jakes Swartland, emphasized the importance of IEES in establishing an education information management system in his country, calling it a "breakthrough" and "invaluable." The microcomputer-based system, which is now operational, enables the Ministry of Education to conduct school-mapping studies, create a data base of village schools, determine which primary schools feed into secondary schools, produce analyses and better manage non-formal education activities and funds.

"IEES has helped me as a manager of education," said Swartland.

"Tasks that used to take six weeks are now completed in one." He added that the system also is a public information service, enabling better dialogue at the local level by tracking data specific to communities.

Kaseb Nepal, secretary of education for Nepal, commented that the microcomputer and training provided by IEES allow his ministry to produce and act on statistics six months sooner than before.

In Indonesia, the national research agenda is based on the jointly conducted IEES/Ministry of Education and Human Resources Sector Assessment. And, according to the secretary of the Educational and Cultural Research and Development Office in the Ministry of Education and Culture, the assessment also serves as the basis for Indonesia's education plan for the next five years.

Othello Gongar, Liberia's minister of education, and Hussein M. Said, director general of educational development in Somalia's Ministry of Education, praised the project for its insistence on ministry participation and collaboration and its emphasis on developing institutional capacity through training.

Yemen's deputy minister of education, Abdoraboh Garadah, indicated that the ministry's five-year plan, developed with IEES assistance and based on the sector assessment conducted there, was one of the best in the country. He pointed to the project's valuable role of presenting policy options, promoting policy discussions and training Yemenis in policy analysis.

There are, however, several challenges remaining to improve education system efficiency, noted Joan Claffey of S&T/ED.

More sophisticated use of management information systems can lead to better analysis of policy opportunities. Education policy decisions need to be followed by feasible operational plans that identify targets and benchmarks over time. In addition, useful frameworks for assessing progress toward more efficient education systems need to be developed, and more needs to be known about what combinations of inputs lead to optimal student achievement at least cost.

Reactions from conference participants confirmed USAID's ability to stimulate education policy reforms without major investments in bilateral projects. Most of these reforms result in more cost-effective allocation of existing Ministry of Education resources—financial, human and material. Conferees also gave high marks to the various IEES design components, including data-based planning and decision making; full host-government collaboration; institutional capacity building; and most efficient use of all available resources.

For further information, contact Joan Claffey in the S&T Office of Education, room 611A, SA-18, (703) 235-8980.