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Deputy Director Bastiaan Schouten

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Deputy Director Paul White

Haiti Port-au-Prince
Director Gerald Zarr
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Director John Sanbrallo
Deputy Director (Vacant)

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Peru Lima
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Deputy Director William Schous

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Paraguay/Uruguay Asuncion/Montevideo
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FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MARCH 1988

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

PN-ACZ-550



ROCAP: Support for Central America Woods, Latin Leaders Meet on Policy Agency Steps Up Anti-Drug Effort

INTERNATIONAL ORGANIZATIONS

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

U.S. Mission to the U.N. Food and Agriculture Organizations
(including FAO, WFP, WFC, IFAD)
Rome, Italy

U.S. Executive Director to the International Fund for
Agricultural Development (IFAD)—Richard M. Seifman
Attache for Development Affairs—Ross C. Coggins

**U.S. Mission to the Organization for Economic Cooperation and
Development**
Paris, France

U.S. Representative to the Development Assistance Committee—David Lazar

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

USAID Backs Latin Leaders' Policy Efforts

by Nancy Long

In separate meetings with the heads of government of Costa Rica, El Salvador and Jamaica, Administrator Alan Woods reaffirmed the long-term U.S. commitment to supporting those governments' efforts to advance economic reforms and strengthen market-based economies.

The meetings with Costa Rican President Oscar Arias, Salvadoran President Jose Napoleon Duarte and Jamaican Prime Minister Edward Seaga took place during

the administrator's Feb. 7-13 trip to the Central American and Caribbean region, where he also reviewed USAID private sector programs.

Following the discussions, Woods said he was encouraged by each of the leaders' interest in advancing policy reforms to strengthen private sector activity.

"We agreed on the importance of holding to entrepreneurial strategies as a way to build the foundation for a viable economy," Woods said.

The development strategy for the region is an outgrowth of the 1984 Kissinger Commission report and President Reagan's 1982 Caribbean Basin Initiative, which together emphasize growth led by the private sector and a strong U.S. partnership in trade and investment.

In Costa Rica, Woods visited an

apparel factory that makes clothing for a U.S. company. "The significant aspect of this venture was that the U.S. company was able to expand its operations because of its working agreement with the Costa Rican firm," he explained. "Jobs were generated in the United States as well as in Costa Rica."

In El Salvador, the administrator reviewed a number of USAID projects undertaken in response to the 1986 earthquake. "We visited hospitals, schools, marketplaces and housing areas that were destroyed by the earthquake," he said. "These areas now are restored or in the process of reconstruction."

While walking through one such marketplace, Woods met a Salvadoran woman selling fish. During their conversation, the woman said she was pleased and

surprised that the market was restored so quickly.

In Jamaica, Woods toured USAID projects in Kingston, including a wood floor tiling operation.

At that facility and at plant visits in the other countries, Woods was struck by the high percentage of women participating in the Agency's private sector projects.

"Of the hundreds of jobs created by these programs, 80% to 85% are held by women, including jobs in electronics, food processing, and textile and apparel businesses," he said.

In his evaluation of the Agency-supported private sector activities that he saw during the week-long trip, Woods said, "We are succeeding in our efforts to promote economic growth, and this success adds to our hopes for long-term democratic stability in the region."

Anti-Drug Programs Expanding

by Jim Pinkelman

USAID will be devoting almost a third of its fiscal 1988 anti-narcotics budget to education efforts under programs that Narcotics Affairs Coordinator Joseph Esposito describes as an "expanding emphasis for the Agency."

Esposito spoke at two recent briefings in which top USAID officials described the Agency's efforts to combat drug production and trafficking in developing countries. Representatives from think tanks, nonprofit organizations and the media attended the briefings.

The Agency's anti-drug programs have traditionally focused on crop or income-substitution activities, said Esposito. "Those programs are still being operated but are now being supplemented by drug education efforts as part of a coordinated, comprehensive approach to the problem," he added.

USAID was spending very little on drug education two to three years ago, said Esposito. "Today, about a fourth of our total anti-narcotics resources are going toward drug education, with that percentage rising to a third in fiscal 1988."

Congress in fiscal 1987 earmarked \$3 million for drug education. Of that, USAID spent \$2.3 million for programs in Latin America and \$700,000 for Asia. Additional narcotics education money was spent on ongoing Latin American projects.

Fighting narcotics activity is a priority, said Richard Bissell, assistant administrator for the Bureau for Program and Policy Coordination, because drug trafficking and abuse work against the goals that USAID and developing countries are pursuing.

"Drug production and trafficking divert scarce resources that might otherwise be used for development," said Craig Buck, director of

(continued on page 2)

Agency Ties With U.S. Business Urged

The best way the United States can assist developing countries is by helping them to stimulate their economies and achieve long-term growth, Administrator Alan Woods said in an address before U.S. business leaders in Washington, D.C.

Speaking Feb. 23 at the U.S. Chamber of Commerce, Woods said that to achieve economic growth, developing countries must turn to free-market policies that include open trading.

"Market-oriented economic reforms are being tried, with a great deal of outside encouragement, by countries that are beginning to recognize the root of their economic problems," he said.

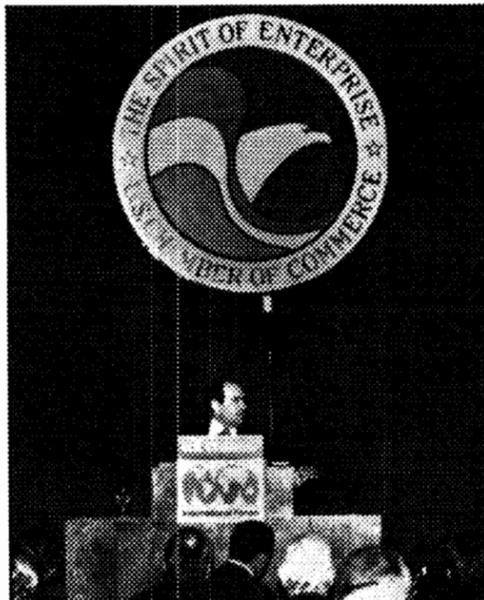
"They are now finding that trade and investment are better engines of growth than central planning, government-owned corporations or regulations that inhibit economic activity or exclude multinational corporations."

USAID is helping developing countries alleviate poverty and meet basic needs, Woods said. "I'm proud of what America does," he said. Despite all the assistance the United States has provided, however, the real answer is long-term growth, he said.

As policies to encourage and maintain economic growth are put in place, Woods said, developing countries will realize that trade and investment are far more important in reducing poverty and raising living standards than donor assistance programs.

With its experience in working with developing countries, the Agency has gained knowledge that can be advantageous to U.S. businesses, Woods pointed out.

USAID and American business are, in fact, natural partners, the administrator said, because they share a common interest in liberalizing the economies of



In an address before the U.S. Chamber of Commerce, Administrator Alan Woods says teamwork between USAID and American business can benefit both developing countries and the United States.

developing countries, opening them to greater trade and investment and stimulating their growth.

"USAID missions overseas know the economic conditions in developing countries and are a valuable source of information for any businessman," said Woods. "And, USAID missions often can apply resources directly to assist U.S. businesses, assuming that the specific projects make sense from an economic development point of view."

In addition, the Agency can work to reduce policy and regulatory barriers to trade and investment that business identifies, he said.

Promoting economic growth in developing countries is vital, Woods said, because "the fastest-growing markets for American products are in the newly industrialized countries that are succeeding economically. That's why a

dollar invested in economic development is well spent."

"Teamwork between USAID and American business can work to everyone's benefit," said Woods. "It means a better future for developing countries and a better future for the United States."

After World War II, Woods reminded the audience, the United States helped Western Europe to rebuild by furnishing tremendous amounts of aid through the Marshall Plan and other programs. "Today, the countries of Western Europe are economically sound," Woods said. "They are our strongest allies. They are also among the leading consumers of U.S. exports."

In 1987, 70% of all U.S. exports were purchased by countries that have received economic assistance from this country, Woods said. "As incomes rise with economic growth, countries import more goods, many of which come from America. That is true whether in Europe after World War II or in a developing country today."

The administrator cited other figures to illustrate his point. In the first 10 months of 1987, Woods said, developing countries bought more than \$65 billion in American exports.

"U.S. business earns a steady return from every dollar our government invests in foreign economic development," said Woods. "We can do even better by helping developing countries increase their wealth and what they spend on imports. The creation of wealth is exactly what our economic assistance program is doing."

Woods spoke to more than 150 members of the International Forum, a U.S. Chamber of Commerce group dealing with international issues.

—Jim Pinkelman

Anti-Drug

From page 1, column 1

the Office of South American and Mexican Affairs in the Bureau for Latin America and the Caribbean. "And, by laundering their profits through 'front' businesses, drug traffickers can undercut and displace the legitimate private sector."

Drug traffickers also have acquired significant political power, he said, "through their corrupting influence on government officials." Another serious problem is the link between traffickers and terrorist groups in South America.

Some countries have traditionally viewed drugs as an "American" problem caused solely by demand for illegal narcotics in the United States, said Bissell.

"That view today is untrue," he pointed out. In addition to their own awareness of the economic

"Our efforts are designed to enhance the capability of governments to deal with drug problems."

and political distortion caused by illegal drug activity, developing countries have found that drug abuse is proliferating among their people. "Many developing countries now have drug-addiction problems of their own," he said.

For example, Esposito said, the level of addiction in Pakistan was minimal 10 years ago. Today, Pakistan has more than 450,000 addicts, and Thailand has more than 300,000.

"Countries such as Bolivia must divert scarce resources to treat their own drug addicts," said Buck. "That is forcing developing countries to view narcotics as a domestic problem. These countries now realize that fighting drug production and trafficking is their problem, too."

That awareness translates into government cooperation with USAID's efforts, he added.

"We need the cooperation of host governments," said Bissell, noting that USAID has an advantage in that regard. "We have developed mission-to-ministry relationships over the years and worked at cooperating with governments in development. That's our business, and that helps as we implement drug education and income-substitution programs."

Nonetheless, carrying out those policies can sometimes be difficult, said Esposito. "It's not easy to ask small farmers in developing countries to give up dependence on a lucrative crop," he said. "We have to remember that in many cases these farmers have depended on this income for years."

"In addition, a lot of variables, such as the remoteness of many drug-producing areas and rainfall

fluctuations, can affect crop-substitution programs," he said.

And, substitution policies work only if accompanied by enforcement, he pointed out, which sometimes can be lacking or inconsistent.

"With that in mind, we are coordinating substitution policies with our other efforts, such as drug education and Administration of Justice programs," said Esposito. "By doing so, we're laying the groundwork for a long-term process to address drug problems."

In its drug education efforts, the Agency is gathering data about drug addiction and emphasizing awareness among opinion leaders and the general public in developing countries, Esposito said.

Among the early programs have been a public awareness project in Peru, a national drug prevention campaign in Bolivia, a drug abuse prevention program in Belize and a rehabilitation project in Colombia.

A major media campaign began in Pakistan in fall 1986 to coincide with the new crop season. The campaign included television and radio spots, newspaper advertisements and rallies. Another program in Thailand funded a magazine for children that warned against drug use.

Under the Administration of Justice program, the Agency seeks to strengthen judicial systems in Latin America and the Caribbean through legal reform, training, improved judicial recruitment and selection, and increased legal research. The efforts are designed to enhance the capability of governments to deal with drug problems.

John Champagne, narcotics coordinator for the Bureau for Asia and Near East, said the Agency is working to increase its narcotics education initiatives in Asia. The bureau in March 1987 initiated a survey of narcotics use and abuse in eight Asian countries.

After reviewing the survey results, a three-year education program has been designed for the Asia region. Pakistan, Thailand and Burma will receive priority.

Congress supports USAID's anti-narcotics initiatives, said Bissell, and has urged the Agency to take an active role in reducing illicit narcotics cultivation. "We are not going to win this battle by ourselves, but we are using our resources and expertise in the anti-drug fight," he said.

"Because of the huge amounts of money involved in drug trafficking, it's a tough problem to address and to overcome," Esposito added. "But we are making progress and seeing some success. It's a long-term effort, just as development is."

CORRECTION

Due to an editing error, the cause of death of retiree Edward B. Hogan was incorrectly reported as a heart attack in the December issue of *Front Lines*. Hogan, 68, died Nov. 30 of an aneurism in the aortic artery.

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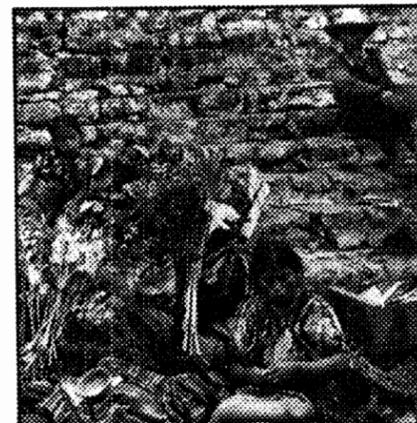
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Cover Photo: USAID's Regional Office for Central American Programs works through regional institutions to support sustained economic growth and to improve the standard of living in countries of the region. Mission of the Month begins on page 7.

Ethics Statute Focus of Agency Briefings

by Ellen C. Irving

There is no such thing as a free lunch—at least not for government employees—unless one of five exceptional situations exists. Confused? The question is ethics, and the Agency's Office of the General Counsel is providing answers at ethics briefings in Washington, D.C., and at USAID missions throughout the world.

The briefings were established in the early 1980s in response to the Ethics in Government Act of 1978, says Jan Miller, assistant general counsel for Employee and Public Affairs. Miller, who briefs Agency employees in Washington, notes that although the basic laws and

- Unusual circumstances or cultural considerations exist, such as on-site locations where it would be inconvenient or impractical not to accept the offer. (In such cases, a report must be submitted within 48 hours.); and,

- Exceptional circumstances prevail, in which the acceptance of refreshment or entertainment is not authorized by regulation but serves the Agency's interests. (Again, a report must be filed within 48 hours.)

The key is to avoid even the appearance of impropriety, no matter how benign the intent, says Miller. "How would the situation look in Jack Anderson's column?" is a pretty good litmus test.

Agency regulations proscribe

"The key is to avoid even the appearance of impropriety, no matter how benign the intent."

regulations that govern the official conduct of federal employees have not changed in decades, public awareness and negative headlines have resulted in greater emphasis on employee education.

"I don't think that there is a greater likelihood of violations today," he says. "What the law has done is clarify the gray areas. Our job is to alert employees to the rules and offer advice and counsel on specific questions of ethics."

Enter "Aggie Culture," "Vollen Terry Agency" and "Knute Traction," imaginary USAID employees Miller uses in an informal quiz to illustrate common situations that present ethics questions and to explain the labyrinth of federal statutes and Agency regulations that comprise the official ethics guidance.

"Dee Saster Assistance," for example, is invited to a fast-food lunch by a USAID contractor with whom she works. Although it is improbable that Dee's "goodwill" can be bought with a double cheeseburger, large order of fries and a chocolate shake, she must pay for her lunch.

Specifically, Agency employees may not accept offers of entertainment—including meals—unless one of five exceptions can be applied:

- The invitation is from a close, personal friend;
- The invitation is extended by a host government or international organization where the primary purpose of the function is representational or social. (However, if the primary purpose is the transaction of business, acceptance is not permitted unless a report of the circumstances, together with the employee's statement as to how the U.S. government's interests were served, is made within 48 hours to the employee's supervisor.);
- The event is a widely attended function sponsored by a trade association;

employees from any action, whether or not specifically prohibited, that might result in or create the appearance of using public office for private gain; giving preferential treatment; impeding government efficiency or economy; losing independence or impartiality; making a government decision outside official channels; or affecting adversely the confidence of the public in the integrity of the government.

Contractors are not the only prohibited source of gifts, lunches and other entertainment, Miller points out. "Anyone who is doing or seeking to do business with the Agency, such as private voluntary and nongovernmental organizations and grant recipients, is included," he emphasizes.

The constraints extend to accepting travel expenses from sources other than host country governments. "Agency employees may not supplement their salary from outside sources, and travel falls under that restriction," Miller explains. "Also, an employee, in a personal capacity, may not accept anything of value for someone doing or seeking to do business with USAID. But the Agency, using its official gift authority, can accept transportation on behalf of an employee, usually for conference invitations."

The acceptance of gifts from foreign governments is the least ambiguous ethics issue. Gifts valued at not more than \$180 given by a host government may be retained by the employee. An item of greater value must be turned over to the Agency.

In contrast, gifts from contractors and other private entities may be accepted only if they are unsolicited advertising or promotional material of nominal value such as calendars or pens and note pads imprinted with the company's name.

The foreign gift regulations are the only guidelines that specifi-

cally apply to spouses of USAID employees, Miller notes. "The assumption must be made that the spouse is a recipient because of the husband's or wife's position with the Agency."

With limited career opportunities abroad, spousal employment is encouraged by the Agency, but it can raise conflict-of-interest questions. "A spouse may work for a USAID contractor, private voluntary organization or other entity with Agency interests," says Miller. "But the Agency employee must disqualify himself or herself from working on any matter that would affect the spouse's employment."

Stock ownership is another area where disclosure is essential, Miller points out. "Any financial interest—even one share of common stock—must be disclosed if an employee has any input or influence on procurement or contract decisions involving the company in which the employee, spouse or minor child owns stock." These cases are referred to the Office of the General Counsel in Washington, D.C.

Stocks held through a widely diversified mutual fund, however, are exempt.

Once again, the important point is disclosure, Miller stresses. "It is the employee's responsibility to disclose the financial interest and to disqualify himself or herself. It is then up to the Agency to decide whether disqualification or some other course of action should be taken, such as a waiver or divestiture."

Negotiating for employment with a USAID-related organization while employed by the Agency is another area of frequent inquiry. An employee may negotiate for future employment, says Miller,

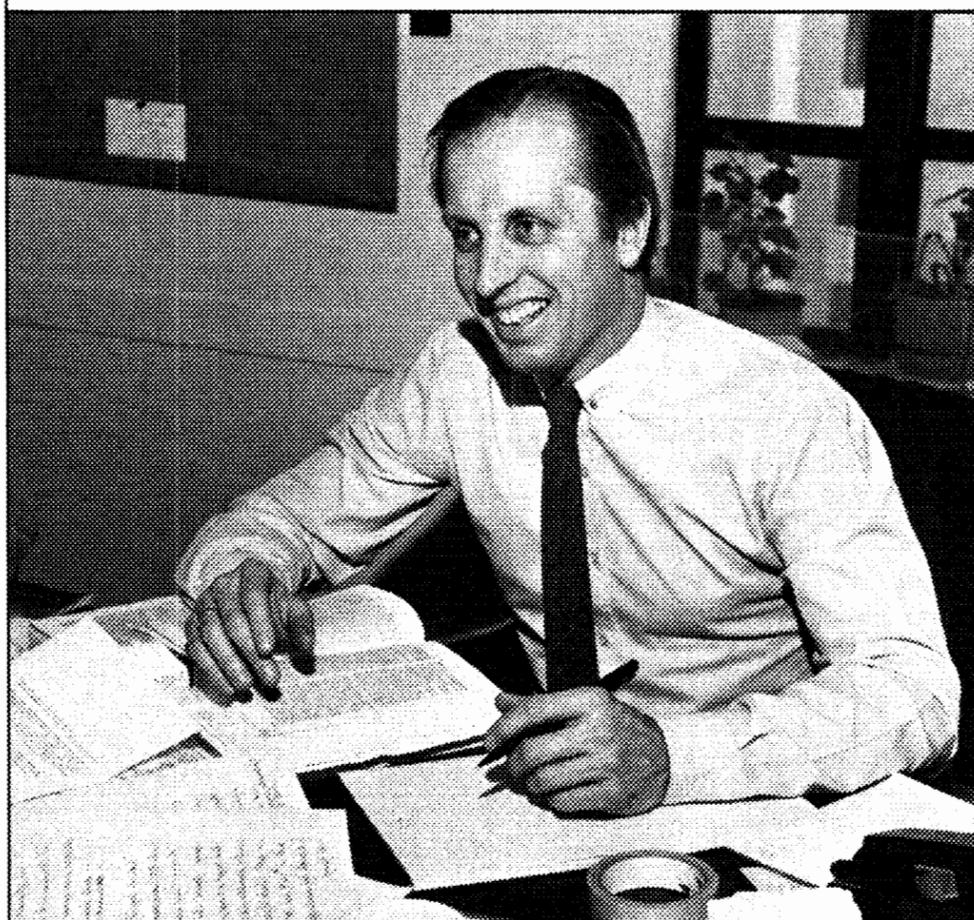
but must disqualify himself or herself from working on any projects a potential employer may have under way with the Agency immediately upon receiving an offer of employment in order to avoid the appearance or opportunity of preferential treatment. Nor may the employee take part in the preparation of future project proposals or represent a future employer in meetings or negotiations with USAID. The employee may, however, present his or her personal qualifications to the Agency as they relate to future participation in the project.

Agency employees also are limited in their participation in USAID-related organizations outside of business hours, Miller adds. Employees may have membership in such entities but cannot serve in a capacity such as board member or officer without Agency approval.

The ethics briefing is now a standard component of the Senior Management Training Seminar and new-hire orientation programs. Miller also briefs bureau staffs annually and will address office staffs as requested.

"More and more of my work is ethics-related," he says. "We have had good coverage throughout the Agency, which has resulted in more requests from Washington and the field for rulings on these issues. Employees and supervisors want to make sure they have a correct understanding of the ethics guidelines."

"We assume that employees want to perform their jobs in an honorable manner. It is our job to make sure they have the knowledge to uphold both the letter—and the spirit—of the ethics guidelines."



Jan Miller: "Employees must have the knowledge to uphold both the letter—and the spirit—of the ethics guidelines."

Kenya's Private Sector Expanding Fertilizer Use

by Betty Snead

Kenyan newspapers recently announced the arrival of 20,000 metric tons of DAP (Diamonium Phosphate) fertilizer financed by USAID. The story behind the shipment has important implications in Africa because the private sector in Kenya—rather than the government—is bagging and distributing the fertilizer.

"Through a program begun three years ago, we are increasing the use of the private sector to expand fertilizer distribution beyond the major market centers to increase

"Kenya can provide a model for African nations to look to for a more efficient method of fertilizer distribution."

fertilizer use by small farmers," says John Thomas, USAID/Nairobi agriculture officer.

Fertilizer will play an increasingly important role in agriculture production in Kenya, Thomas says. Available land for crop production is limited, so an increase in yields is the only way to provide more food. Fertilizer use, which totaled 225,000 metric tons last year, is projected to increase to 323,000 metric tons by 1995.

The October fertilizer shipment brings to \$24.3 million the total value of DAP fertilizer provided to Kenya by USAID in the last two and a half years. DAP is the most popular fertilizer used in Kenya today.

USAID's goals in the program are to provide more job opportunities through the private sector, open the market to supply and demand, increase food production and help small farmers gain income through increased production.

Henry Ogola, managing director of MEA, Ltd., a private fertilizer distributor, credits the USAID program with "injecting accountability" into the fertilizer program and cites the increased usage by farmers as fertilizer becomes more available. "As a businessman, I am very happy because the government is involving us more and more," he says.

Although the Kenyan government still determines the kinds and amounts of fertilizer imported and the maximum retail selling price, USAID's program has opened the distribution of donor-supplied fertilizer to the private sector. Private companies selected by the government are allocated fertilizer for which they repay the

government in four months.

The government uses the money to support development programs in areas such as agriculture research, development of an agricultural university, soil conservation and health- and nutrition-related activities.

Before 1984, fertilizer marketing and pricing in Kenya were in disarray. "No one was held accountable for the system in the past," notes Ogola.

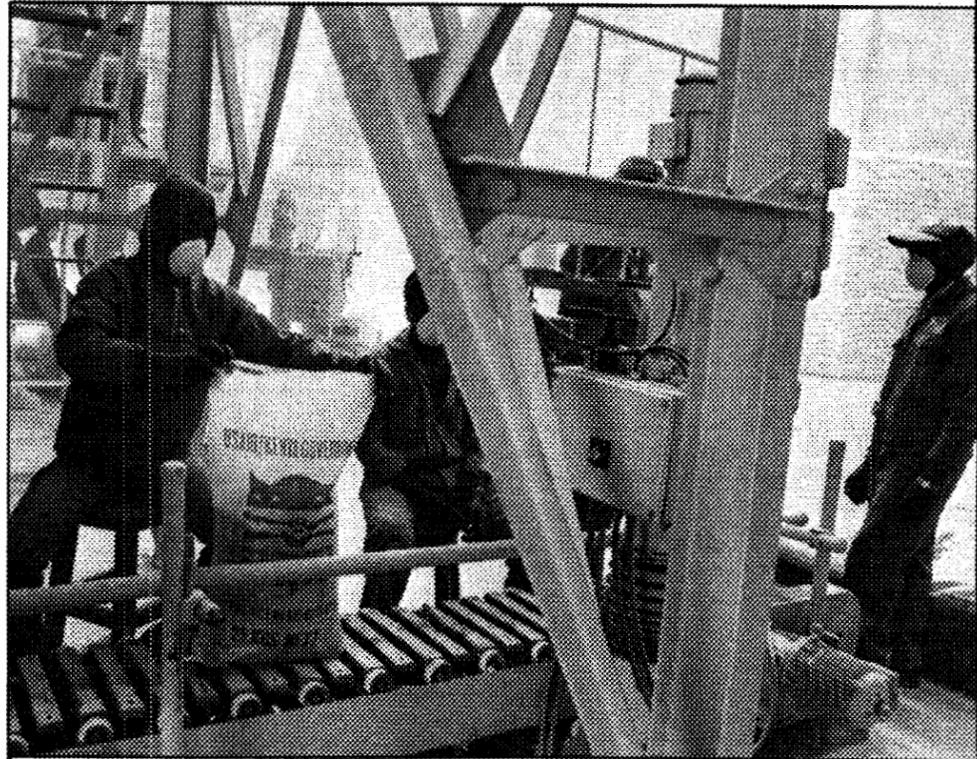
In 1983, USAID asked the government to change the arrangement whereby the government's agent, the Kenya Farmers Association (now the Kenya Grain Growers Cooperative Union) had exclusive rights to distribute all donated fertilizer. The Kenyan government accepted the Agency's private sector program when activities on a trial basis proved effective.

"A few years ago, the government was opposed to the USAID program," Thomas says. "But when they saw that the private companies were repaying their bank guarantees in full in four months, they were sold on the program."

One of the objectives of the USAID program is to improve the planning and administration of fertilizer imports. "We are assisting the government in developing a fertilizer import plan," Thomas says. USAID works with the Ministry of Agriculture to collect and analyze information on fertilizer imports, use and world market price trends. The Agency also has provided training in the United States for Kenyan agriculture officials.

"Previously, the government did not know exactly how much fertilizer was needed, where it was needed or the kinds needed," Thomas explains.

"Now they have a much better indication of these needs, which



USAID's program to open Kenya's fertilizer industry to the private sector is designed to provide more jobs, increase food production and increase the efficiency of distribution.

has improved planning tremendously."

A fertilizer advisory committee composed of representatives from the ministries of Agriculture and Finance was organized to carry out the program and to discuss needed reforms in the fertilizer sector.

Today, the private sector has formed its own nationwide fertilizer association to represent the industry position on pricing policies and kinds and amounts of fertilizer to be imported.

"We have already expanded the number of private distributors of government fertilizer from one in 1984 to 34 today," Thomas notes.

Distributors must meet certain criteria to be eligible to receive a fertilizer allocation. Applicants are required to:

- register with the Ministry of Agriculture as a fertilizer dealer;
- show willingness to develop a distribution network;
- have access to storage facilities;
- agree to distribute leaflets to farmers explaining how to apply fertilizer;
- agree not to resell any part of their allocation to any wholesaler

or distributor without advance approval; and,

- pay cash for the fertilizer or be able to secure a bank guarantee.

The purpose of these criteria is to establish a number of retail marketing organizations in Kenya capable of assuring farmers the right kind of fertilizer in the right amount, delivered on time and at a competitive price.

"We want proven distributors to be assured of a guaranteed amount of fertilizer for distribution so they can assure their customers of timely deliveries," Thomas says. "They need to know in advance how much fertilizer they are getting in order to invest in new outlets or a truck for delivery or to provide retail services such as an extension program and soil testing.

"We think some of the private companies are very good extension agents," he adds. "When a farmer comes to buy fertilizer, he doesn't rush off to an agricultural extension office to find out how to use it. He will first ask advice of the sales agent where he buys it.

"We want distributors to invest in that kind of service. The government, therefore, must assure them that they will get the same amount or additional fertilizer each time so they can plan their marketing strategies."

USAID also is working with the Kenyan government to encourage periodic—rather than annual—adjustment of fertilizer prices so that fluctuations in the world market are reflected.

"Even though the program is still being developed," says Thomas, "the results thus far indicate that Kenya can provide a model for other African nations to look to for a more efficient method of fertilizer distribution through the private sector."



Henry Ogola (left), managing director of MEA, Ltd., a private fertilizer distributor, and John Thomas, USAID/Nairobi agriculture officer, meet to discuss MEA's participation in the fertilizer program.

Snead, information specialist in the Bureau for External Affairs, is currently on assignment in Africa to develop multimedia educational programs on USAID projects in the region.

'Christmas in April' Planned

Christmas in April? For the residents of 75 homes and shelters in Washington, D.C., whose lives will be bettered, April 30 is another occasion to celebrate the joy of giving.

Christmas in April is an annual event in which volunteers use donated materials to repair the homes of the needy, elderly and disabled. Agency employees have participated in the program for the last three years. (See *Front Lines*, May 1986.)

"The knowledge that you've helped someone in a way that is immediately beneficial is very gratifying," says Edward Lijewski of the Bureau for Program and Policy Coordination, who coordinates USAID participation.

To join in this opportunity to help people close to home, contact Ed Lijewski, room 3885 NS, (202) 647-7041. Deadline for sign-up is March 25.

Contracts Topic of Conference

USAID will hold the second of four conferences on "Opportunities for International Business," in Philadelphia April 7. The program is geared to small, small disadvantaged, and female-owned businesses as well as minority-controlled private and voluntary organizations and historically black universities that are earmarked for \$90 million in USAID contracts in fiscal 1988.

Participants and representatives from the Agency, the Philadelphia Small Business Administration, Minority Business Development Agency and the International Trade Administration will discuss how conferees can benefit by providing services to developing countries and how to obtain USAID contracts.

The \$25 registration fee includes a day of workshops, lunch and an evening reception. For further information, contact David Rybak or Rhoda Isaac, Office of Small and Disadvantaged Business Utilization, (703) 875-1551.

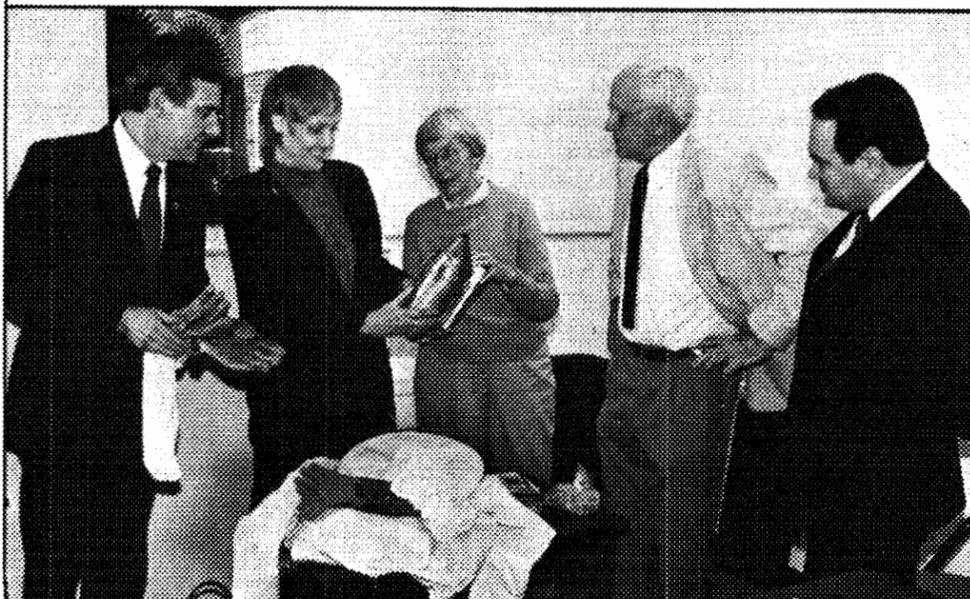
—Tune In—

Front Lines... is also on national radio. Once a week, program host Mike Marlow of the Bureau for External Affairs talks with a senior USAID official about a development issue or event that is in the news.

Front Lines Radio—"stories of an interdependent world"—is broadcast nationwide to about 800 stations via satellite.

In the Washington, D.C., area, it is heard at 8:30 a.m. every Monday on the ABC network affiliate WNTR News-talk Radio (1050 AM dial).

USAID BRIEFS



FARMER-TO-FARMER PROGRAM

Rep. Doug Bereuter (R-Neb.) (left) joins Peace Corps Director Loret Ruppe (second from left) and Administrator Alan Woods (far right) in a Feb. 23 send-off to Beth and William Clarke, participants in the USAID/Peace Corps Farmer-to-Farmer program. The Clarks, nationally renowned beekeepers from Canton, Pa., will advise Peace Corps volunteers and farmers in Tunisia during their 60-day assignment. Under the Agency-funded program, American farmers travel overseas to provide short-term technical assistance to ongoing agriculture projects of the Peace Corps. The program is being implemented in cooperation with Volunteers In Overseas Cooperative Assistance, a cooperative representing 75 million American cooperative and credit union members. Bereuter's amendment to the Farm and Security Act of 1985 created the Farmer-to-Farmer program.

Ethiopia Focus of Briefing

The United States' quick response to early famine warning signs in Ethiopia recently was hailed by Michael Priestly, special assistant to the secretary general of the United Nations.

Priestly, who serves as the U.N. representative in Addis Ababa, briefed Agency officials and members of INTERACTION—the coalition of U.S.-based private voluntary organizations—in Washington, D.C., last month on the current relief efforts. America's fast action was a critical factor in marshaling international support, he noted, as other nations quickly moved to avert tragedy. "The response by the major donor countries has been truly remarkable," he said.

The need for 1.3 million metric tons of foodstuffs projected by the U.N. Food and Agriculture Organization (FAO) in October has been largely met, Priestly reported. To date, 872,000 metric tons of food have been pledged. Adding the 164,000 metric tons in food for work assistance, the donor community has committed more than 1 million metric tons of relief foodstuffs for the estimated 7 million people affected by the famine.

Donors also have met the immediate need for 50,000 metric tons of emergency storage estimated by a multidonor report. Health and water supplies and

agricultural inputs remain the weakest areas of the relief effort. "UNICEF's appeal for \$22 million for medical and water supplies has met with only partial success," Priestly pointed out, "with pledges covering about 50% of the needed funding."

FAO has taken the lead in organizing donor contributions to meet the requirements for seed, agricultural hand tools and oxen vital for the recovery process.

"Even airlifting 15,000 tons a month, food stocks are not building up as we had anticipated," said Priestly. "We only have about a six-week supply of food, and as the number of recipients rises over the next two months, the situation could become critical."

Although Eritrea and Tigray present logistical problems because of difficult terrain and broad areas inaccessible by truck, northern Wello is the core of the Ethiopian problem, Priestly explained. Even in a normal year, this region may suffer severe crop shortages and famine. And, since the area is currently occupied by rebel forces, people must walk four to five days to reach the periphery where food is available. "We believe that disaster can be avoided if we get more distribution points along the perimeter," he said, allowing people to return to their homes with food and lessening the possibility of resettlement.

Pact Benefits Environment

The Agency's efforts to assist developing countries maintain their natural resource base and achieve sustainable development will be enhanced through a formal agreement of cooperation between USAID and the Environmental Protection Agency (EPA). The agreement was signed Feb. 17 by Administrator Alan Woods and EPA Administrator Lee Thomas.

"Economic growth in developing nations must go hand in hand with environmental factors," said Woods. "[This agreement] is a happy marriage—with global benefit."

The agreement permits USAID to integrate EPA's broad experience and technical expertise on environmental matters into U.S. foreign assistance programs. Specifically, the Agency will look to EPA for special environmental studies and assessments, technical support and advice to developing countries, and better methods for helping developing countries assess their environmental needs.

World Health Activities Set

World Health Day in 1988 marks the 40th anniversary of the World Health Organization and will focus on WHO's goal of "Health for All by the Year 2000."

World Health Day is celebrated every year on April 7. Activities planned include assemblies, ceremonies, games, contests, fitness events, health fairs and workshops.

The American Association for World Health, which has headquarters in Washington, D.C., is encouraging federal workers and the general public to become involved in a World Health Day activity. For more information, contact the American Association for World Health, 2001 S St. NW, Washington, D.C. 20009, or call (202) 265-0286.

—TV Specials—

The Public Broadcasting Service will present two programs in April that may be of interest to development professionals.

"American Interests" will include representatives from business, government, academia and journalism discussing America's role in international issues. Morton Kondracke, a journalist, moderates. The 30-minute program will air Saturdays at 10:30 a.m. and Sundays at 6 p.m.

"World Beat" will present "The Global Environment... Reassessing the Threat," which will examine environmental threats from acid rain and nuclear pollution, encroachment of deserts and overpopulation. The 30-minute program will air April 1.

Salvador Promotes Budding Entrepreneurs

by Judy Brace

The company president's salary is \$1 a month, and the workers are paid 5 cents an hour. The company successfully produces and markets a handsome wooden folding chair, but at the end of seven months it will be liquidated and its stockholders paid their initial \$1 a share, plus a 25-cent-a-share dividend.

Outrageous exploitation? Poor management? No, it's a minicompany of the Empresarios Juveniles de El Salvador (EJES). Since 1977, the Junior Achievement Association of El Salvador, fostered by a group of young and dynamic businessmen, has demonstrated to more than 7,000 of the country's 14- to 19-year-olds the principles of free enterprise.

The EJES program began with 120 young people in the capital

"Young people learn through the program that anything is possible if you try."

city of San Salvador. In 1985, an initial three-year USAID cooperative agreement of \$1 million for the Salvadoran Junior Achievement Association enabled the program to expand to the departments of San Miguel, Santa Ana and Sonsonate, with two more centers being planned.

The U.S.-based Junior Achievement, Inc., has designated the Salvadoran association as its Central American Regional Center, and in this capacity, the association is assisting other countries in the region to launch Junior Achievement programs of their own.

El Salvador is the smallest of the Central American republics and the most densely populated. It has high unemployment and underemployment rates, and 60% of its population is under 15. Before civil war broke out, El Salvador was the most industrialized country in the region.

As it moves to regain its economic and political stability, El Salvador looks to involve its young people from all social classes in the practical aspects of running a business. Today, 63 companies in the private sector are sponsoring EJES minicompanies.

"This program shows our young people that they can become entrepreneurs," says Ricardo Montenegro, a local businessman and president of the association's governing board. "It's important for them to know that they can start businesses of their own."

The number of applicants who want to participate far exceeds capacity, indicating the program's popularity. Jaime Aquino, program

manager in Santa Ana, tells of 1,800 applicants for a program that can accept only 336. Each center plans to build new facilities to accommodate more participants and to increase the number of advisers and sponsoring companies, which pay \$1,000-1,500 for each minicompany they sponsor.

The EJES program, which runs three sessions every Saturday at each center during the school year from March to October, provides a framework in which groups of 20-30 teenagers in grades 10, 11 and 12 form a minicompany under the guidance of up to three advisers.

The members of the minicompany elect managers, choose a name, decide on a product to manufacture or service to offer and sell shares to raise the necessary capital. Once the company is organized, the participants perform the bookkeeping tasks, pay salaries, rent and taxes, produce and promote the product or service and complete the project by liquidating the company.

At that time, the members publish an annual report and pay dividends to the shareholders. Very few minicompanies end up with a loss.

Most minicompanies elect to produce a product such as placemats or hot pads, key rings, hand puppets, plastic picture frames or coasters. During operations, they learn about line and unit production, quality control and the relation of unit costs to individual and group efficiency.

On the other hand, some minicompanies choose to provide a service such as banking, auditing or data processing to the other minicompanies, which pay for these services.

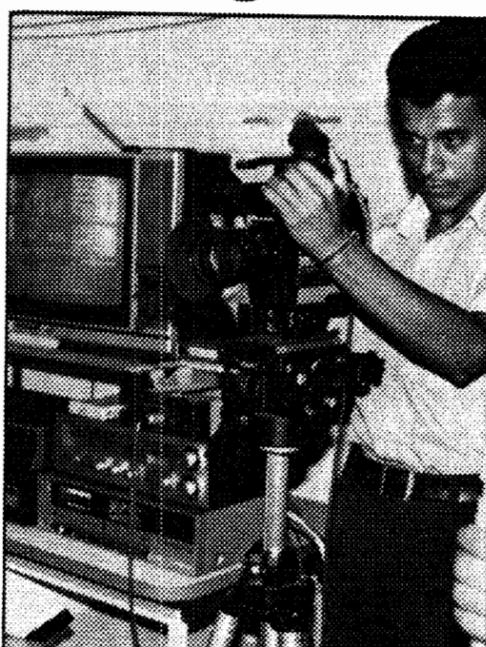
Most of the products are sold at an annual Product Fair held in shopping centers in each of the four program cities. Each minicompany competes for the most sales and for promotion and display work.

The youth also compete for Mini-company of the Month and Year awards, and EJES program participants are eligible for performance awards and may be selected to represent the organization at international events.

The EJES program is free for all participants, except for the purchase of the \$2 Business Management Manual. Program costs are covered by the sponsors, fundraising and volunteers who offer their time and expertise.

The Agency's involvement, says Jose Luis Trigueros, USAID project manager, enabled the program "to open three new centers where the business community is not as large or as prosperous as in San Salvador. With USAID support, they set up services and are recruiting the necessary community support that will enable them to achieve self-sufficiency."

Parental support for the program



A videotaping service is one of the minicompanies formed through the Junior Achievement Association of El Salvador.

has been enthusiastic. Pedro Zelada of Sonsonate was drawn into the program by seeing how his children matured as EJES members. "Children learn through this program that education is important and that they must work to develop their talents and abilities to face life's challenges," says Zelada, now president of the Sonsonate Executive Committee. "They learn that anything is possible if you try."

Business is uniformly positive about the EJES program. "We should have started this program 15 years ago," says Roberto Malhado, marketing and technical services manager of BEMIS, a packaging company in Santa Ana. "The program gives our youth a business and vocational orientation that doesn't exist anywhere else in the country, and their social consciousness is raised to think about how to work together to benefit our society."

The most valuable aspect of the EJES program for Sonsonate's program manager, Tomas Masa, is that "all the social classes come together in the minicompanies, barriers are broken and the children become friends. This will have a lasting impact on the community."

Seventeen-year-old Luis Arce has been involved with the program for three years, developing his skills in auditing and banking and winning awards for labor and managerial positions in the miniservice companies. Arce and two friends from the program intend to use their business and management skills to set up an employment-generating activity in their chosen career field to help address the country's need for jobs.

"We've learned to deal with people, to communicate, to be leaders in the community and to take responsibility," Arce says.

In October 1986, EJES response to a national tragedy demonstrated this sense of responsibility and social commitment. The capital

was hit by a severe earthquake that caused extensive damage and interrupted all services. For the next week, EJES teenagers mobilized to distribute food daily until services were restored.

With the EJES program well-established, the Junior Achievement Association of El Salvador now is undertaking a number of related activities:

- EXEJES, a new program that will provide services to EJES alumni, will offer lectures and seminars, provide training to advisers and course presenters, involve members in community service, provide a job bank and give access to scholarships and small business loans. Applying the entrepreneurial skills that they learned in the EJES program, EXEJES members have helped a local orphanage to set up a bakery, a tailor and a carpentry shop;

- USAID also has provided the association with an additional \$40,000 for a Credit Guarantee Fund that will make small (up to \$3,000) loans through local commercial banks to help EXEJES members start their own businesses;

- A \$25,000 USAID grant and cooperation from IBM have enabled the association to acquire equipment and develop a new Computer Literacy Program. San Salvador's center now offers courses in programs such as Lotus 1-2-3, Wordstar, DBase III and Symphony. The other three centers soon will be able to provide similar courses; and,

- The association has begun teaching a three-hour business course on the fundamental concepts of free enterprise in a competitive society, using teaching materials developed by the U.S. Junior Achievement organization. Trained EXEJES alumni have taught the course to almost 8,000 students in 152 high schools.

Enrique Suarez, executive committee president for San Salvador's program, has watched EJES evolve over the years. "The Junior Achievement Association of El Salvador was founded and continues to be directed by dedicated entrepreneurs who have a long-term vision of their country's future that depends on the quality and dedication of its youth," he says.

"The key to the program's success is private sector involvement," says Bastiaan Schouten, deputy mission director at USAID/El Salvador. "The commitment of this core group is very high and is absolutely essential to a program of this sort."

"EJES programs offer a foundation for consensus-building for the country's future and a constructive channel for social action."

Brace is vice president for Telecommunications and Development Information Services at the Academy for Educational Development.

Mission of the Month

ROCAP

by Suzanne Chase

Visitors entering the office of Teodoro Moscoso, the first U.S. coordinator for the Alliance for Progress in the early 1960s, were sometimes startled by a large sign on the wall that read, "Be brief—we are 25 years late."

Now, almost three decades later still, the volatile political and economic situation of the Central American region remains of vital concern to the United States. Success in achieving the goals of the Central American peace plan is uncertain at best, and the region is beset with wide-ranging problems hampering economic growth.

The great strides in regional economic growth that occurred in the two decades following the General Treaty of 1960, which established a Central American Common Market (CACM) among Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua, suffered severe setbacks as a result of intraregional strife and the worldwide recession of the early 1980s. Regional trade has declined from a peak of more than \$1 billion a year in 1980 to the current figure of \$300 million annually.

SUPPORTING REGIONAL GOALS

Despite the crisis that exists in the region, there is reason for optimism, says Nadine Hogan, mission director of USAID's Regional Office for Central American Programs (ROCAP), based in Guatemala City.

"For the first time, the region has four democratically elected presidents who realize that the survival of their countries in a competitive world market depends on a collaborative effort," she says. "There is a real excitement within the mission to be part of this resurgence among the Central American nations toward regional cooperation."

The downward spiral of an area of such immediate strategic importance to the United States prompted the U.S. government to form a National Bipartisan Commission on Central America (NBCCA) to analyze the problems afflicting the region and provide recommendations for addressing the root causes of the conflict and economic deterioration in the area, improving the quality of life for the majority of Central Americans and reinvigorating the region's economies.



Half of the energy used in Central America comes from fuelwood. In an effort to address the serious problems of deforestation and erosion confronting all countries in the region, ROCAP funds projects in tree-crop production, watershed management and alternative energy resources.

"In its 1984 report, the Kissinger Commission recognized the importance of regionalism as a major factor in the economic revival and overall long-term development of Central America," says Hogan.

"ROCAP, as a regional organization, is well-suited to respond to NBCCA priorities in areas where the need is greatest and opportunities exist for regional cooperation," she notes. "In designing our program, we consult frequently with the bilateral missions about their major concerns to be sure that our efforts complement their programs."

"There is a strong rationale for addressing many of the problems in Central America on a regional basis," says Deputy Mission Director William Schoux. "Strictly in terms of economies of scale, many activities make sense only on a multinational basis."

Each country is so small, he points out, that there are severe limitations on economic growth that can be achieved independently.

In addition, he notes, many of the problems are regional in nature and can only be addressed on a regional scale.

The ROCAP program addresses NBCCA priorities in two major areas: encouraging basic structural reforms for long-term sustained economic growth and promoting a wider sharing of the benefits of growth.

ROCAP also provides centralized services in the areas of procurement, natural resources management and environmental protection, and pest management to the Agency's bilateral missions in Belize, Costa Rica, El Salvador, Guatemala, Honduras and until last December in Panama when the USAID program was suspended.

In carrying out its program, ROCAP works with regional institutions to develop the capacity of national institutions, thus more efficiently addressing common development problems.

"Because the regional organizations ROCAP supports are widely recognized as centers of excellence," says Pirie Gall, chief of the mission's Project Development Office, "our overall strategy supports the strengthening of these institutions to ensure their long-run viability."

The Central American Bank for Economic Integration (CABEI), for example, is by far the largest development banking institution in Central America and figures prominently in ROCAP's efforts to mobilize new capital resources for the region, a need recognized by the NBCCA as critical for economic stabilization and long-term growth.

Located in Honduras, the bank in its 20-year history has made a significant contribution to the economic development of the region, primarily by financing high-priority infrastructure projects such as regional roads, an inter-

connecting energy grid and a telecommunications network.

ROCAP's \$50 million Regional Economic Recovery project is designed to revitalize the financial and administrative capacity of the bank, increase CABEI's investment impact on the region and strengthen its private sector program.

Under the project, ROCAP provided a \$30 million line of credit to CABEI for public sector lending. "ROCAP funding allowed CABEI to renegotiate its 'club loan' with 34 private sector banks, receiving new and better terms," says Elena Brineman, chief of ROCAP's General Development Office. "CABEI's improved financial situation enabled it to obtain loans from other donors. The ROCAP disbursement was used as leverage to accomplish these other gains," she notes.

To stimulate agribusiness exports, \$15 million in additional funding was provided to CABEI for loans to private sector enterprises.

INCREASING DIVERSIFIED EXPORTS

"Because of the decline in value of traditional exports, the Central American nations realize that they must increase nontraditional exports," says Gordon Straub, chief of ROCAP's Agriculture Development Office. "Yet, this is a very slow business to get into when you are attempting to produce new products for new markets."

In a complementary effort to provide support to the private sector for increased export products, ROCAP has initiated an \$8 million Non-Traditional Agricultural Export Support (NTAES) project.

"A certain level of production is necessary before it is economical to compete on the world market," notes Straub. "All the countries in the region need help in production techniques, marketing, packaging and quality control to succeed in the international market."

The project directly supports the efforts of bilateral missions to increase exports of diversified nontraditional agricultural products by providing technical assistance and training to key private sector national export federations in Central America.

"By strengthening these federations, they, in turn, will be able to provide technical information and training to their members, local producers associations and cooperatives, and export brokers and sellers," says Straub.

ROCAP provides a team of specialists to work with growers and bilateral missions to identify the needs in priority areas. "There is a great demand for their services," notes Straub. The team concentrates on export products such as

(continued on page 8)



Mission Director Nadine Hogan and Deputy Director William Schoux discuss ROCAP's \$50 million Regional Economic Recovery project, designed to mobilize new capital resources for the region.

ROCAP

From page 7, column 3

cut flowers and vegetables, with an emphasis on crops such as asparagus, melons and strawberries.

"In determining potential export commodities," says Jose Mondonedo, project production specialist, "we look for products that are labor-intensive and for which there is a window in the U.S. and Canadian markets."

As part of the project, ROCAP is co-funding with the U.S. Department of Agriculture and the state of Florida a market news office in the Miami produce center. "This will give Central American exporters access to up-to-the-minute U.S. market information," says Nancy Fong, NTAES project officer.

Also designed to strengthen the private sector's capability to increase nontraditional exports is the new three-year, \$15 million Export Agribusiness Development and Promotion project, which provides credit to small businesses focused on exports.

The program is being carried out through the Latin American Agribusiness Development Corporation (LAAD), a private investment and development corporation founded in Panama in 1970 to strengthen and expand private agribusiness enterprises in Latin America.

"LAAD requires any project that it finances to make a meaningful contribution to the economy of the host country in terms of impact on incomes and production of small farmers, employment generation and increased exports," says Thomas Mooney, president of LAAD-Central America.

PROMOTING PRIVATE AGRIBUSINESS

All of the businesses that are financed involve nontraditional exports, generally are considered risky and find it difficult to get credit elsewhere. Yet, Straub points out, "In just one year, \$4 million in project loans to LAAD has generated 3,500 new jobs and \$13 million in foreign exchange. The project is providing a service to the region that is not available elsewhere."

"The objective of our loan program is value-added growth production," says Mooney. "We look for an enterprise that will cause others to go into production. The common denominator is a growth industry that makes sense in Central America."

For example, Mooney says, LAAD is interested in the sesame industry from a development point of view. "It's a small-farmer crop and grows only on bad soil, which is where the poorest farmers are. This is the group that USAID is trying to help."

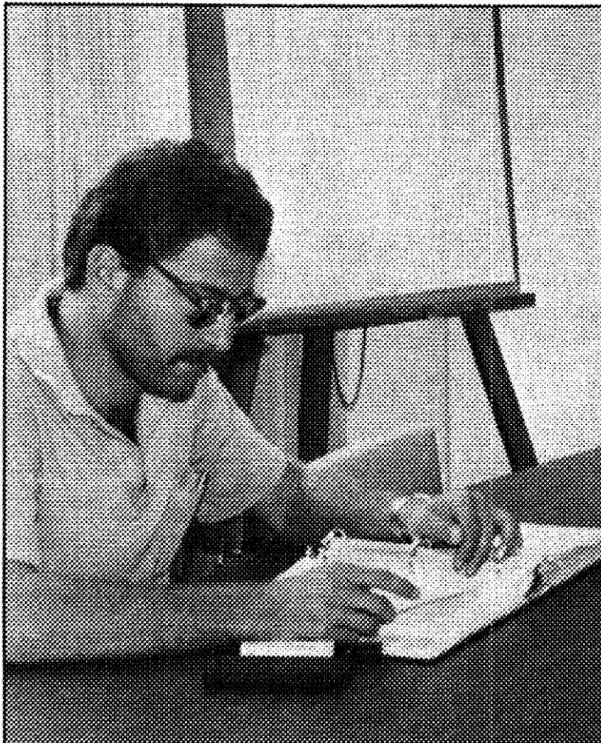
A LAAD loan of \$400,000 enabled the Alpine Export Company of Guatemala City to expand its export products from spices to decorticated sesame, the highest quality seeds, which can be placed directly on breads.

Alvaro Abascal Perez, co-owner of the company, estimates that he and his brother now buy sesame from 30,000 producers, all small farmers whose land averages 1.7 acres.

"The greatest beneficiaries of this industry are the farmers," says Mooney, "because they are producing a value-added product for which they are paid more."

Abascal and his brother already plan on doubling their exports in the near future and are considering expanding into other products as well.

The change to an export-led economy in Central America, however, depends on more than support to producers of export commodities, notes Brineman. "Since the late-'50s, Central America has followed an import substitution policy," she says. "The move to an export strategy also requires a supportive public policy environment and managers trained to operate



Students at the Central American Institute for Business Administration study export management strategy as part of a new \$6.8 million ROCAP project designed to train private and public sector managers to operate in a competitive world market.

in a competitive world market."

ROCAP's five-year, \$6.8 million Export Management Training project is designed to strengthen the capabilities of the Central American Institute for Business Administration (INCAE), a privately supported graduate school of business administration. INCAE was founded in 1964 by the Central American business community, Harvard University's Graduate School of Business and USAID in response to the region's need for skilled private and public sector management.

Brineman points out that training in most national institutions traditionally has been geared toward the protected regional market of the CACM. "INCAE, because of its regional orientation and experience, is in a unique position to participate in the upgrading of business education in the region and to stimulate dialogue between the public and private sectors to produce needed policy changes," she says.

STRENGTHENING MANAGEMENT SKILLS

New courses and case studies have been developed under the ROCAP-funded program and introduced into the master's of business administration program.

"Students are encouraged, for the first time, to concentrate in export management," says INCAE's Roger Quant Pallavicini. Emphasis is placed on the design of export strategy, productivity management and export-oriented financial management.

"The project will have a very big impact in Central America," says Noel Vidaurre, coordinator of the ROCAP program at INCAE. "If you have the resources but no trained personnel, then the resources are wasted."

An immediate impact of the project has been the series of policy dialogue seminars funded by ROCAP that have been held in each country. The one-day sessions bring together high-level officials from government, business, labor and the media to work on case studies examining problems confronting their own country. Since the seminars began in 1986, the presidents of El Salvador, Honduras and Costa Rica have been among the participants.

To strengthen national management training institutions, the Central American Teachers Program component of the ROCAP project will provide training to more than 250 teachers of business and management from universities in the region. "More than 100 professors from 19

universities have participated in the program since it began in 1986," says Quant.

Studies show that 90% of INCAE graduates remain in Central America, with 78% working in the private sector and 22% in the public sector. "We are training students to stay in the region," says Mel Copen, rector of the school.

As part of its support to increase export income in the region, ROCAP also works with other regional institutions to overcome problems in the production of coffee, the major export commodity of all Central American countries.

"Coffee rust, which spreads quickly and affects all countries in the region, is a prime example of a problem that must be addressed on a regional scale," says Straub. "The disease poses a severe threat to the economies of all the countries because it has the potential of destroying up to 50% of the region's coffee crop within the next several years, causing a sharp decrease in export earnings as well as rural employment."

To stem the spread of the disease, ROCAP undertook a \$3.5 million Coffee Rust Control project, which is being carried out with the Tropical Agricultural Research and Training Center (CATIE) and the Interamerican Institute for Agricultural Cooperation (IICA).

Located in Costa Rica, CATIE is a nonprofit, autonomous scientific and educational institution created in 1973 to promote and carry out research in agriculture, forestry and animal husbandry. Its work is geared toward the needs of the American tropics, particularly Central America and the Caribbean.

IICA, which was established in Costa Rica in 1942 as the agricultural arm of the Organization of American States, began the coffee rust, or PROMECAFE, program in 1978.

The chief objective of the ROCAP-assisted project is to increase the incomes of small farmer coffee producers by developing high-yielding varieties of coffee that are resistant to coffee rust and developing appropriate technologies for use by the small farmer.

"The results of this project in the agriculture sector are probably the most impressive to date," says Straub. "Information on high-yielding rust-resistant varieties and sharply lower pesticide requirements is being transferred to more than 30,000 small farmer coffee producers regionwide."

Through a \$2.5 million ROCAP extension, the second phase of the project now will concentrate on dissemination efforts and on involving the private sector in the production of coffee by tissue culture.

"Tissue culture production represents a major achievement of the project," says Straub. "The procedure is no longer experimental."

Reproducing coffee species by the tissue culture method has reduced by 30 years the time required between selection of a superior rust-resistant plant and its release as a commercial variety.

Based on the success of the PROMECAFE project, ROCAP has undertaken with CATIE and IICA a Regional Agriculture Research Networks proj-



(From left) Gordon Straub, chief of ROCAP's Agricultural; and Jose Mondonedo (far right), project productive director of the Union de Cuatro Pinos in Guatemala, are working on a project to increase frozen vegetable exports. ROCAP is undertaking a \$8 million Non-Traditional Agricultural Export Support

ect, funded through a \$2.5 million grant, to apply the benefits of agricultural research to other key crops in the region.

"Agricultural research is so complex and expensive that it is almost impossible for small countries to undertake individually," says Dr. Eduardo Trigo, head of research networking at IICA. "The purpose of networking is to divide the responsibility and share information to enable countries to use their pool of resources effectively."

The project is starting with cacao as its main focus and will expand to include other priority agricultural products. IICA acts as coordinator for the network, but research and training will be done through CATIE working with national agricultural research and extension services.

ROCAP also is working with CATIE to increase not only export crops but basic food crops, a serious challenge facing all the countries and one emphasized by the NBCCA as a prerequisite to growth in the region. Inefficiency of production results in yields that are one-fourth that of developed nations.

ROCAP's \$6.75 million Integrated Pest Management project is another key part of the mission's strategy to increase agricultural production.

"On average, 25-35% of basic food crops are lost to pests," says Angel Chiri, ROCAP's pest management specialist.

Six area specialists who are based at CATIE work with coordinators in each country.

"Basically, we are trying for biological control of weeds and diseases, but we recognize that some pesticides must be used," says Joe Saunders, project coordinator at CATIE. "The goal, however, is to reduce or eliminate pesticide use where it makes sense to do so."

Pest problems have other implications for the environment. "Because of inefficient production techniques," says Saunders, "farmers have to use more land—and they clear forests to get it."

PRESERVING NATURAL RESOURCES

Deforestation is also a serious concern of all countries in the region. "Half of the energy used in the Central American region comes from fuelwood," says Henry Tschinkel, ROCAP's forestry adviser. "Because of the deepening fuelwood crisis," he says, "ROCAP in 1980 financed the Fuelwood and Alternative Energy Sources project, which was implemented by CATIE in conjunction with national institutions in the countries of the region."

"One of the more important research accomplishments of the the fuelwood project was the foundation it laid for systematic research



John McMahon (left), assistant agricultural development officer, and Harlan Davis, deputy director of the Interamerican Institute for Agricultural Cooperation, review progress in ROCAP's \$6 million Coffee Rust Control project, which has made significant gains in overcoming problems in production of the region's major export crop.

on tree crops," Tschinkel says.

"Thousands of on-farm research plots have been established throughout the region," says Miguel Angel Musalem, who works on the project at CATIE, "and a sophisticated computer data bank has been set up at CATIE containing a wealth of information to which all the countries have access."

"When the project ended in December 1985," Tschinkel says, "we realized that finding out how to grow trees was not enough. More information was needed on the economics of production, marketing and, particularly, the motives that influence farmers to plant."

The new \$9 million, six-year Tree Crop Production project concentrates on extension efforts aimed at small farmers; training at all levels, including both a master's degree program at CATIE as well as short-term courses for extension workers and other personnel, up to and including government ministers; integrating tree-crop programs into agriculture and forestry schools throughout Central America; and continuing research and socioeconomic analysis.

"We are trying to show that farmers can integrate trees into the whole farming system and that trees can be profitable," says John McMahon, assistant agricultural development officer based in Costa Rica.

Related to ROCAP's effort to stem deforestation and erosion throughout the region is its \$6 million Watershed Management project, also carried out through CATIE.

"USAID's National Environmental Profiles have shown that deforestation has been a significant factor in contributing to the deterioration of the region's watersheds, along with improper land use and other factors," says Frank Zadroga, ROCAP's environmental specialist.

"Watershed management is another crossborder problem and will become an even more critical problem in the future. These areas cover thousands of acres, and degradation in one country affects the natural resource base of its neighbor."

A major accomplishment of the project thus far is that all countries have established priority watershed areas and have set up "bankable" plans. "Our data analysis has enabled countries to identify the most proper land use for a particular area," says Zadroga. "Therefore, the countries can get donors to help in the management of that area. This helps to

direct financial credit through incentive programs for proper land use."

The lack of suitably trained professionals to work in agriculture also was noted as a fundamental constraint to regional development by the NBCCA, which recommended strengthening national agricultural educational and training institutions.

In response, ROCAP has undertaken a \$7 million Regional Agricultural Higher Education project with CATIE aimed at strengthening CATIE's ability to provide training and technical assistance to national agricultural institutions in the region.

The ROCAP project will re-orient the graduate and professional programs at CATIE through staff and administrative development, curriculum upgrading, facilities and equipment improvement, and networking.

"An important part of the project is generating institutional relationships with U.S. universities," says Oscar Fonseca, CATIE deputy director. A support group for CATIE is being formed among a number of U.S. universities, and professors from Cornell University recently visited CATIE to help redesign the institute's soils program.

ROCAP's participation in the Central American Peace Scholarships (CAPS) program also is geared toward overcoming the region's lack of trained agricultural personnel as well as achieving the objective of greater mutual understanding between the people of Central America and the United States.

"Training is specifically for those who teach or supervise agricultural classes or projects," notes Joseph Kelly, CAPS project officer. "By 1989, we anticipate that all of the 350 individuals directly involved in agricultural education at the secondary public level in the Central American region will have participated in CAPS," Kelly says.

In its CAPS program, ROCAP works with the Pan American Agricultural School in Zamorano, Honduras, an internationally renowned private institution established in 1944 that offers students academic as well as practical, learn-by-doing experience in agriculture, animal science and fisheries.

The regional CAPS program is four months long, with students spending the first month at the Pan American Agricultural School, followed by three months at a university in the United States.

At the Agriculture Training School of Solala in Guatemala, a government-run institution offering agricultural education to low-income students, teachers who have participated in the ROCAP-funded CAPS program agree on the positive results of the program. Says agronomist Pablo Arturo Cabrera Coro, "Although we do not have the sophisticated teaching equipment available in the United States, we learned to apply the concepts by developing similar technologies with materials on hand."

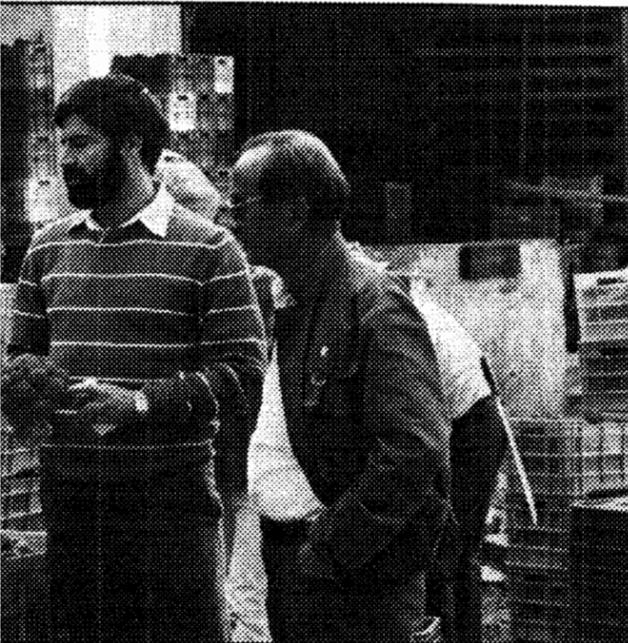
EXPLORING ENERGY ALTERNATIVES

Along with addressing regional constraints to agriculture development, ROCAP has undertaken support for energy programs to reduce Central America's dependence on imported foreign oil and alleviate balance-of-payments burdens.

"Reduction in petroleum use and the development of energy substitutes in Central America are priorities for the region," says Carl Duisberg, project officer, noting that ROCAP is the only mission in the region active in the energy sector.

In its most ambitious energy project, ROCAP is funding a \$21.2 million Central America Energy Resources project, carried out with Los Alamos National Laboratories, using state-of-the-art technology to assist countries in the

(continued on page 10)



Development Office; Nancy Fong, project of- on specialist, talk with Tulio Garcia Morales, ex- nala about the cooperative's plans to expand feasibility study for the cooperative through its project.

ROCAP

From page 9, column 3

region develop nontraditional sources of energy such as geothermal and low-grade coal and peat. The project also promotes more efficient use of energy and mineral resources for more effective national planning.

Another major objective of ROCAP's involvement in the energy sector is to improve the access of low-income groups to affordable energy supplies or to make energy-efficient technology alternatives available to them.

Technologies transferred under the recently ended \$4.5 million Fuelwood and Alternative Energy Sources project have resulted in total fuel savings of more than 1 million cubic meters of wood.

In carrying out the program, ROCAP worked with the Central American Institute for Industry (ICAITI). Established in Guatemala in 1956, ICAITI is a nonprofit, regional organization founded by the Central American countries to conduct research and provide technical services to the region's industrial sector.

"This was a big-impact project in terms of its effect at the community level," says Keith Kline, who managed the project for ICAITI.

One of the more successful technologies developed through the project was solar technology for salt production. The traditional method was to produce "cooked salt" by boiling seawater over wood. Acceptance of the new, more efficient solar technique, involving evaporating the salt from seawater on beds of black plastic, resulted in 117 new small producers and generated employment for 600 people. In addition, much of the wood saved corresponds to valuable mangrove stands, important for preserving biological diversity in coastal zones.

IMPROVING HEALTH, NUTRITION

Also in response to the NBCCA goal of more equitably shared benefits of growth, ROCAP funds projects in health and nutrition that complement bilateral mission activities.

These activities are carried out with the Nutrition Institute for Central America and Panama (INCAP). Located in Guatemala, INCAP was created in 1949 by the Central American countries and the Pan American Health Organization (PAHO) to study regional nutrition problems and assist the countries in applying solutions through training programs.

"INCAP is the only institution in Central America to provide specialized graduate study in the health area," says Dr. Luis Angel, INCAP director.

The focus of ROCAP's \$9.4 million Oral Rehydration Therapy (ORT), Growth Monitoring and Education project is to make appropriate treatments available to children under five and to pregnant women in an effort to reduce infant mortality and malnutrition-related disease.

"The project fits in with the child survival effort also funded by UNICEF and EEC [European Economic Community]," notes Dr. Carlos Samayoa, project director at INCAP. INCAP, which provides technical assistance, sponsors regional seminars along with UNICEF and PAHO.

"We talk a lot about donor coordination," says Brineman. "This program is an example of true donor coordination—sharing funds, ideas, pushing through the same programs. We are complementing one another's strengths."

By early 1986, each country had developed an action plan for a child survival program, which is now being implemented.

"This has spurred competition among the countries," notes Brineman. "They are being held to their word and must report back to the other countries on their progress.



To overcome severe malnutrition in the region, ROCAP projects complement bilateral mission and donor community programs. (From left) Elena Brineman, chief of ROCAP's General Development Office, discusses the mission's \$9.4 million Oral Rehydration Therapy, Growth Monitoring and Education project with Dr. America de Hernandez and Dr. Barbara Schieber of the Nutrition Institute for Central America and Panama.

"This project is another example of the advantages of using a regional approach to a problem," Brineman says.

"INCAP's strength is that it can develop general methods in one country and then pass these on to other countries to be adapted to their specific needs, rather than each country attempting to develop a program independently."

At the Hospital General San Juan de Dios in Guatemala City, the ORT unit is part of the Pediatrics Emergency Department Ward.

"Here, we have created a model for a nontraditional teaching program," says Dr. Barbara Schieber, head of ORT training at INCAP.

"The course involves more than just lectures. We practice hands-on ORT techniques with mothers and children and also use a communications specialist to emphasize to trainers their role as communicators.

"The advantage of a national training hospital such as this is that all new doctors pass through here," says Schieber. "The training program affects a whole new generation of doctors and, thus, medical training throughout the region."

Also, doctors, nurses and social workers train together so they learn to work as a team.

At a nearby public health center, the recently inaugurated ORT unit serves 54,000 residents of the community. In addition to doctors and dentists, the health team at the clinic includes social workers who go into the community to educate mothers.

"Although ROCAP works through regional institutions, these training programs have direct impact at the community level," notes Brineman.

Chronic malnutrition is estimated to affect 60% of the population of the region excluding Costa Rica and Panama. In 1984, at the request of countries in the region, ROCAP and INCAP undertook a study that showed that more than 64 food assistance programs were operating in the region and that most lacked efficient management.

"These programs represent a large quantity of resources and affect more than 25% of the region's population," notes Joe Coblentz, ROCAP's technical adviser for the project. "Food donors, national governments and implementing agencies agree on the need to increase the effectiveness of food assistance programs to have a greater impact on reducing malnutrition and infant mortality."

A goal of ROCAP's \$6.1 million Food Assistance Support project is to develop a national strategy in each country for the planning and coordination of external food aid programs.

"We deal with the health managers and politicians at the national level," says Dr. Ed-

mundo Alvarez, project director for INCAP.

"We cannot modify any program unless we modify the attitudes of politicians and managers from one of viewing these programs as social welfare to using food to develop social and economic programs.

"No detailed evaluation has yet been done on the program," says Alvarez, "but already we can see some positive results."

In Guatemala, for example, there is now one coordinated approach to food assistance programs. In Honduras, a coordinating committee has been created among the different sectors managing food assistance programs. El Salvador has developed a national policy on external food assistance that is carried out by the minister of interior who oversees a multisectoral committee.

Among other achievements, INCAP has organized a network of 13 centers for the dissemination of technical and scientific information on nutrition, benefiting more than 700 users.

Although the problems in Central America, both political and economic, affect the daily lives of mission staff, the enthusiasm of Anne Walsh, ROCAP executive officer, for her work as part of a regional team typifies the attitude of mission staff.

"Central America has always been a challenging and rewarding assignment for USAID staff," she says, "and never more so than at this critical juncture in its history."

The region is a treasure trove for the history buff, with its ancient Mayan ruins and rich mix of cultures and traditions. Guatemala's picturesque colonial capital of Antigua is only a short drive from Guatemala City. Not much further is the mountain village of Chichicastenango, where twice each week a colorful bazaar fills the main plaza with fresh flowers, native handicrafts and the beautiful fabrics for which Guatemala is known. And, the scenic beauty of nearby Lake Atitlan offers water sports of all types and a respite from the pace of city life.

The post is particularly well-suited for staff with families, with two excellent international schools and good health care facilities.

"There is a very tight network among mission staff," says Kate Varley, whose husband is the deputy executive officer. "The camaraderie is genuine. There is always someone you can rely on."

"As the region strives to enter a new era of peaceful cooperation in working to attain development goals," Mission Director Hogan says, "ROCAP will continue to support the efforts of the Central American countries and the bilateral missions with programs for which its regional mandate makes it uniquely qualified."

Portugal's Housing Sector Enjoys Revival

Housing Portugal's housing sector, plagued by high costs and chronic shortages of units only a few years ago, has experienced a sharp turnaround after policy changes undertaken as part of a USAID-supported Housing Guaranty (HG) program.

The five-year, \$75 million program, which began in 1984, has helped Portugal revive and restructure its entire housing sector. "The HG program sets policy objectives designed by the Portuguese government," says Dave Leibson, USAID housing officer and acting Agency representative in Lisbon. "The programmatic approach that we have taken has had a good payoff."

Five years ago, Leibson notes, public housing costs in the country were soaring. At the same time, rigid rent control prevented turnover in existing stock, and lack of maintenance led to rapid deterioration of units. Middle-income families resorted to living in clandestine "settlements" without infrastructure on the urban fringes, while the poor crowded into slum apartments and shantytowns.

Today, the old public housing authority, which employed several thousand civil servants, has been largely dismantled and replaced by two new institutions, with a tenth of the staff. The National Housing Institute (INH) channels construction loans for low-income housing to local developers, most of which are private cooperatives. The INH has financed more than 15,000 new units. The Institute for Management of Housing and Divestiture of Public Housing is responsible for helping tenants buy some of the 45,000 rental apartments now owned by the government and selling as much as 10,000 hectares of government-owned, urbanized land.

"By limiting publicly supported housing built by local developers to smaller units with less expensive finishings, costs have been cut," says Leibson. "Even low-income families can now afford to buy rather than rent."

The government also has revised rent-control legislation to permit a gradual return to market rates, and improved housing maintenance is already apparent. Lower inflation has brought lower interest rates, and middle-income housing is booming even though construction and mortgage subsidies have been reduced.

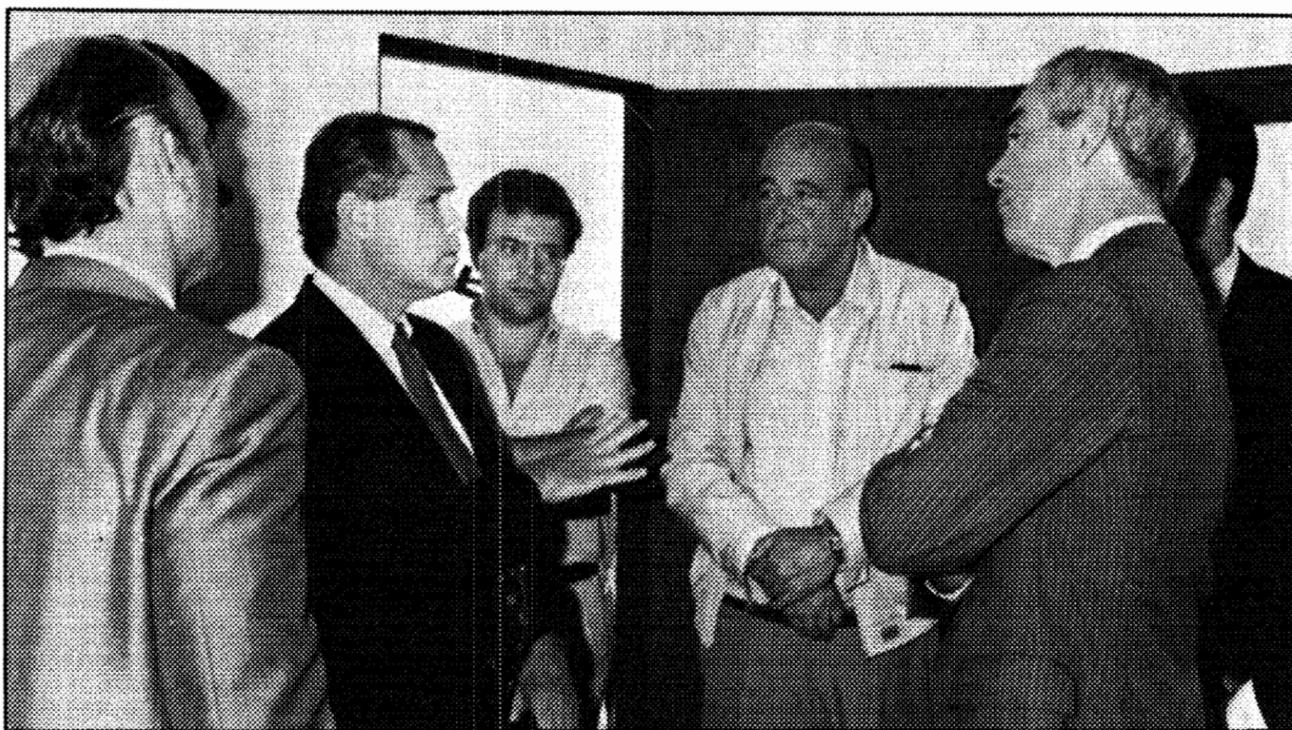
HG PROGRAM KEY TO CHANGE

Agency officials credit much of the turnaround to the HG program and technical assistance funded by USAID/Portugal. The HG program illustrates policy-oriented programmatic lending that the Agency's Office of Housing and Urban Programs is using to promote sectoral housing programs for the benefit of low-income families, says Leibson.

"Sectoral lending emphasizes national policies and project criteria, leaving specific project planning to the discretion of the government," he points out.

As housing problems in Portugal grew worse in the early 1980s, USAID assessed the entire housing sector and participated in the government's policy discussions, which led to negotiations over cost ceilings and affordability criteria within which any housing units produced would be eligible for HG financing.

The government decided to stop the centralized public housing construction process and had eliminated the principal building agency. It also created a new, indirect and purely financial mechanism that had the flexibility to gather money from nongovernmental sources and promote housing project development by private developers, including housing



David Leibson (second from left), housing officer and acting USAID affairs officer in Lisbon, discusses a shelter project with representatives of a private development firm and a local housing cooperative in Massama.

U.N. Secretary General's Message on Year of Shelter

The U.N. General Assembly designated 1987 as the International Year of Shelter for the Homeless to focus international attention on the problems of housing, particularly in the cities of the developing world. USAID's Office of Housing and Urban Programs served as the focal point for international activities undertaken by the United States during the year.

Following are excerpts from a message by Javier Perez de Cuellar, secretary general of the United Nations, marking the end of the International Year of Shelter for the Homeless.

"1987 was proclaimed the International Year of Shelter for the Homeless to focus global attention on one of the most disturbing social phenomena of today—the conditions of homelessness or inadequate shelter in which hundreds of millions of our fellow human beings are condemned to live.

"In pursuit of this aim... governments made major efforts to revise policies, establish institutions and initiate programs directed toward a solution of the problem. This was com-

plemented by earnest efforts of non-governmental organizations and civic and community groups. Significantly, the poor themselves in some cases undertook shelter projects to better their lot.

"There is now a far better appreciation of the critical role which living conditions play in an individual's ability to live a life compatible with his or her human status.

"Some ground has been covered in clarifying the nature and scale of the shelter problem and in highlighting its damaging consequences for the individual, the family and society. We have also identified some possible approaches to a solution of the problem. But all of these represent no more than a good beginning.

"What is needed is bold, imaginative and sustained action carried out in a concerted fashion by governments and people working together, and with strong support from the international community. This is the only answer to the shelter challenge and the appropriate follow-up to the International Year of Shelter for the Homeless."

cooperatives and municipal governments.

As national programs shifted to promote more affordable housing, HG resources could be disbursed more rapidly. In addition, HG lending was linked to more home ownership rather than rental and to an institutional framework that channeled loans to local developers rather than public housing projects. Short- and long-term technical assistance totaling \$600,000 was set aside in USAID/Portugal grants to help the INH achieve those objectives.

"The financial support of the Agency's HG loans has been very important in helping build a capital base for our programs," says Coutinho Pais, president of INH. "Most rewarding has been the collaboration with USAID's staff on both technical problems and strategic planning."

Though some people were concerned about marketability of small units, the HG Program limited its support to efficiency, one-bedroom and two-bedroom units with sale-price ceilings about 25% lower than before.

"So far, we have surpassed expectations," says Elias da Costa, the Portuguese secretary of state for housing. "Mortgage lending nationwide has doubled and the INH, which USAID

helped build, now has financed the construction of more than 150 projects aimed at low-income families."

The lower costs of housing have permitted more than 30,000 families to become involved in those projects and others that are planned, says da Costa. "That involvement is the real key to the future of housing in Portugal."

In 1988, planners are looking at improving unregulated settlements, encouraging municipal governments and other developers to add unfinished housing to the range of options offered, and improving the speed of title transfers to further reduce interest costs for each unit produced.

"The program's accomplishments are a direct result of the government's desire to adjust policy," says Leibson, "thereby reducing the impact of public sector programs on the national budget and encouraging the private sector to play a bigger role in housing production for all income levels."

This article was prepared by the Regional Housing and Urban Development Office for the Near East and North Africa (RHUDO/NENA).

Jordanian Farmers Raise Fish for Profit

by Claudia Knox

Jordanian consumers may soon be able to buy a delicious fresh fish, Tilapia, at prices that are affordable to them and profitable for farmers.

A team of specialists is guiding the efforts of nine farmers from South Azrak to Al Manshiyeh in a USAID-supported project to establish pond operations that will produce the fish.

Tilapia is a fresh-water fish native to the Middle East and Africa. Its bone-free, firm-fleshed fillet makes it more frequently raised, worldwide, than trout or salmon. Tilapia thrive in warm water with varying degrees of salinity and, thus, are ideally suited for farming in Jordan.

Fish farming is not new to Jordan. Many farmers and land-owners have tried it for years, but all too often the cost far outstripped their earnings. "We don't have a long history of fish culture in this country," explains Mohammed Yacoub Abaddi of the Jordanian Ministry of Agriculture. "We need to start with small operations using simple technology so that the farmer can learn as he works and his risk will be small."

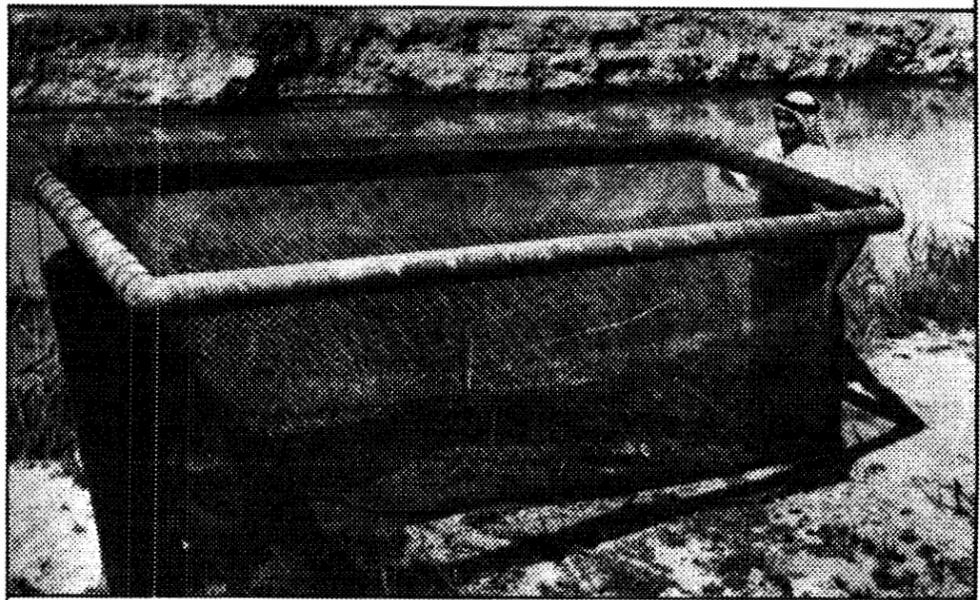
In the past, some farmers were misled by exaggerated estimates of harvests. With more experience and the advice of the specialists,

however, they are finding that their production levels can increase. One farmer boosted his production level from only 13% of capacity to more than 73% of capacity.

"You can raise fish with a lot of water and a little land, or with a lot of land and a little water such as we have here in Jordan," says Randy Brummett of the Near East Foundation. "It's just a matter of adapting your technology to what's available."

Jordanian farmers are combining ingenuity with new approaches and skills acquired during Brummett's weekly problem-solving visits to their farms and through 12 weeks of instruction at the foundation. As a result, Jordanian fish farmers this summer will put an additional 38 tons of Tilapia on the market.

The South Azrak Cooperative is the largest pond operation in Jordan, covering 60 dunums (a dunum is somewhat smaller than an acre) in an oasis 100 kilometers northeast from Amman. Like many fish-farming operations in Jordan, the cooperative's efforts had been losing money. The existing ponds, some overgrown with weeds and others too deep for aquaculture, had to be rebuilt. With a more practical pond design by Brummett and Hussein Bitar of the Jordanian Cooperative Orga-



Farmers in the Jordanian desert are raising a fresh-water fish, Tilapia, with support from USAID/Jordan's new \$10 million Private Enterprise and Technical Resources Assistance program.

nization, the cooperative asked USAID/Jordan for help with construction costs.

Two shallow six-dunum ponds for raising fingerlings and two deeper 20-dunum ponds for raising market-size fish have been scooped from the desert earth. USAID/Jordan financed the excavation with \$75,000 in assistance.

The South Azrak Cooperative was the first recipient of funding under USAID/Jordan's new \$10 million Private Enterprise and Technical Resources Assistance program, which provides loans and grants on a cost-sharing basis for private business development, including start-ups and improvements.

Tilapia's rapid reproduction and weight gain give farmers a quick

return on their investment. The fish increase to market size, 300 grams and up, in six to eight months. A farmer's profit depends on managing Tilapia's distinctive characteristics.

The South Azrak ponds will be stocked with Jordan Tilapia and Nile Tilapia flown in from Egypt. South Azrak will sell the fish in tasty dishes to the hundreds of truckers and travelers who stop daily on the Saudi Road. The operation will start generating a profit when production reaches 15 tons of fish a year. With good management, production may well reach 25 tons a year, says Brummett.

Knox is a public information specialist at USAID/Jordan.

Agency Celebrates 1988 Black History Month

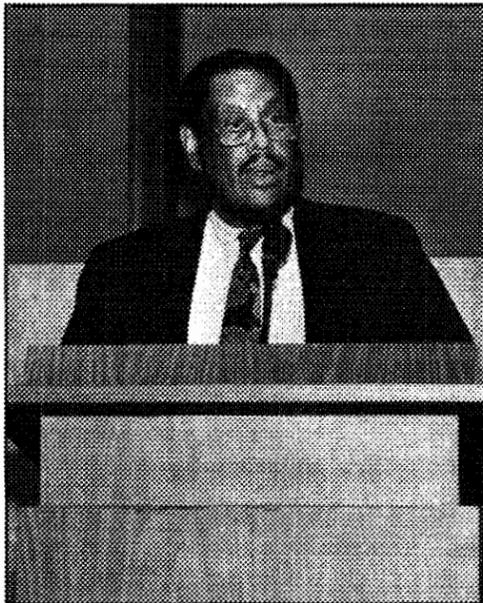
IOE "The Constitutional Status of Afro-Americans in the 21st Century" was the theme of the 1988 Black History

Month observance and the focus of joint USAID/State Department programs throughout February.

Administrator Alan Woods reaffirmed the Agency's commitment to advancement for blacks and other minority employees at the opening ceremony Feb. 2.

"We must create the kinds of opportunities that give Agency employees and other minorities practical ways to advance within the system, and USAID's affirmative action plan has already begun to create certain kinds of opportunities that I have in mind," Woods said. "We have devised a Stretch Assignment Program that will give a number of minority employees new opportunities to gain hands-on experience at the executive level."

"USAID also is focusing its Foreign Service recruitment effort to attract more minorities into the Agency. Steps such as these give life to our commitment to the advancement of USAID's black employees."



Herbert O. Reid, Sr., pioneer in the civil rights movement: "The nation, . . . the world, should forever be grateful that America committed itself to the ideals of freedom and democracy expressed in the Constitution."

Herbert O. Reid, Sr., a Charles Hamilton Houston Distinguished Professor of Law at Howard University and a pioneer in the civil rights movement, discussed the bicentennial celebration of the

U. S. Constitution and the black experience in his keynote remarks.

"Blacks should join with all Americans in celebrating the 200th year of the Constitution," he said. "The nation, yes, the world, should forever be grateful that America committed itself to the ideals of freedom and democracy expressed in that document, for without that commitment the plight of black Americans here in the United States would be like the blacks in South Africa."

Yet, he observed, the "commitments and the promises of the Constitution are ideals not yet attained," and affirmative action programs still are needed.

Among other events held during the Black History Month observance was a panel discussion, "Black Women Pioneers in the Foreign Service," sponsored by the Thursday Luncheon Group. Three black foreign service officers who began their careers in the early 1960s—Patsy Graves, who worked on rural development projects in Brazil, India and Nigeria during her 14 years with the Agency; Marie Gadsen, a Fulbright Fellow who served as a Peace Corps director and regional training super-

visor in several African countries; and, Elsie Austin, who served overseas with the U. S. Information Agency as regional women's affairs officer for Africa, spoke of their experiences, which helped pave the way for other black women to enter the foreign service.

Economic issues also were addressed in a lecture presented by Melvin Hardy, president of the March Group of Companies, on "The Role of the U.S. Government Employee in Capital Formation and Black Economic Development."

Hardy challenged the audience to accept responsibility for enlisting all elements in America in the development of capital formation that will benefit all Americans.

The Agency concluded its month-long observance with a musical program. The Social Security Administration Chorus presented a program of gospel, spiritual, popular and patriotic music.

Employees may contact Samm Winston at the EOP Office, (202) 663-1333, for copies of speeches or tapes of the musical program.

—Voncile Willingham

Workshop Spotlights Locust-Control Effort

USAID Representatives from USAID, other federal agencies, the private sector and academia met recently in Harper's Ferry, W. Va., to evaluate the U.S. participation in the 1986-87 grasshopper/locust control campaign in Africa.

The workshop, sponsored by the Office of U.S. Foreign Disaster Assistance (OFDA), focused on policy implementation, operational management procedures, logistical support, training, pesticides and environmental issues.

"We viewed the workshop as an opportunity to review past accomplishments," said OFDA Director Julia Taft, "and to design and document more effective procedures for future control actions."

The 1986-87 grasshopper/locust campaign in Africa was an indirect result of the 1982-85 drought. The soil conditions, exacerbated by the drought and later the rains, caused the mass hatching of several species of long-dormant grasshopper and locust eggs. (See *Front Lines*, October 1987.)

USAID and the U.N. Food and Agriculture Organization took the lead in the international relief effort. The Agency also received major support from the Department of Agriculture's Forest Service and Animal and Plant Health Inspection Service and the departments of Transportation, Interior and Commerce along with the National Aeronautics and Space Administration, the Federal Communications Commission and the



OFDA Director Julia Taft (right) and other representatives from government and private organizations discuss U.S. participation in the 1986-87 grasshopper/locust control campaign in Africa at a recent OFDA-sponsored workshop.

Environmental Protection Agency. Assistance included technical and logistical support, early warning systems, technology transfer, hazard analysis, training, communications and environment and pesticide concerns.

In the last two years, the U.S. government spent \$20 million on the control effort, while the overall international donation exceeded \$100 million.

Entomologist George Cavin has been involved in U.S. efforts to control grasshopper/locust infestations in Africa for many years. He recently worked with OFDA in the

Gambia, Senegal, Mali, Mauritania, Chad, Niger, Algeria and Morocco assessing the infestation levels and suggesting control measures.

"The grasshopper infestation levels are on a downhill trend in Africa, while locusts are on the upswing," said Cavin. "However, crop losses have been held to a minimum this time due to the international effort, especially the U.S. intervention, which helped eradicate the insects before they had a severe effect on the crops."

Wilbur Thomas, deputy mission director for USAID/Mali, reported

that Mali's grasshopper control program was a success. "We were able to get resources into the field in time to get the hoppers before they hatched," Thomas told workshop participants. "If we are able to do the same this year, we will have the situation under control."

In Morocco, crop damage was minimal because of the locust control efforts. The locust swarms invaded from the south and infested several regions. Due to climatic conditions, the locust are now moving back to the south and are not expected to return until October.

Grasshoppers, on the other hand, are now in a dormant stage but are expected to hatch again in the spring.

"The Moroccan government is aware of the potential problem and is preparing for the next outbreak," reported Ron Stryker, mission agriculture officer.

Results of the workshop evaluation will be included in the *Grasshopper/Locust Operation Guidebook*, the preparation of which is now being coordinated by OFDA.

"Although it is impossible to predict the scenario for Africa later this year," said Robert Thibeault, OFDA disaster operations officer, "we hope that the guidebook will relay the most efficient and effective procedures taken by the U.S. government during the recent campaign," ensuring even better preparation for future campaigns.

—Renee Bafalis



CDIE DEVELOPMENT REVIEW

SERVICE TAILORS INFORMATION TO SUIT STAFF NEEDS

Information requests to the Development Information Division's Research and Reference Service in the Center for Development Information and Evaluation (CDIE/DI/R&RS) have tripled over the past three years, with more than 1,000 inquiries answered every month.

Used to answer reference questions, identify documents and publications from many sources, and conduct literature searches, R&RS also provides timely updates on fast-moving subjects such as AIDS research and the famine in Ethiopia.

Access to these services for Agency personnel and current contractors is through the CDIE Information Center, room 3659 at the State Department, and through the Agency library in Rosslyn. Both locations handle questions about USAID projects and documents in the Agency's Development Information System. Requests for other

information are referred to R&RS in Rosslyn.

For Agency employees, R&RS provides an additional, value-added service: tailored information packages. R&RS research analysts and information specialists assemble materials to meet specific information needs such as planning a program, writing an evaluation, conducting policy dialogue, training counterparts or building a USAID library.

R&RS collaborates with other CDIE information activities such as the Economic and Social Data Services (ESDS) in Rosslyn, the Document and Information Handling Facility (DIHF) in Chevy Chase, the Agricultural Technical Inquiries Group in the U.S. Department of Agriculture, and the CDIE Information Access Center in room 3659 NS. (See *Front Lines*, December 1987.)

The reference unit also has an advantage in its ability to acquire



At CDIE's Research and Reference Service, (from left) Jim Turner, research analyst, Ardith Betts, senior librarian, and Mary Nelson, reference specialist, discuss an information request received from the field.

information from other donor organizations, think tanks, research institutions, domestic and foreign newspapers, wire services and other sources of development information not easily available to USAID staff.

R&RS offers further information support through technical assistance to USAID libraries and development information centers through short-term information

needs analyses, advice and training.

And, the missions can keep up-to-date on topics of current interest to the Agency through *Requests and Responses*, a monthly bulletin published by CDIE and distributed to all overseas program and project staff.

For further information, call the reference desk in the USAID library, (703) 875-4636.

Institute Benefits Foreign, Domestic Farmers

 An Agency-supported program to increase the availability of perishable foods in developing countries also may benefit U.S. agriculture.

The Postharvest Institute for Perishables (PIP), now in its seventh year of a long-term Cooperative Agreement between the University of Idaho and the Bureau for Science and Technology's Office of Agriculture, is working to increase the availability of perishable food—without increasing production—through technical assistance, research and training.

PIP staff also work closely with the faculty of the university's College of Agriculture to identify potential economic spin-offs from international projects that may benefit the state's agricultural industries.

Shrink-wrap technology is one example of a PIP project with benefits for both foreign and domestic markets. Working with university horticulturist Walt

"Positive things are happening in agriculture in developing countries that could increase markets for [U.S.] agricultural products."

Kochan and Kiran Shetty, a student from India who was awarded a master's degree in plant physiology with PIP support, the institute successfully demonstrated that the shelf life of potatoes can be extended by the use of shrink-wrap film-wrap.

PIP-supported research also has shown that shrink-wrapping destroys fruit fly larvae in some tropical fruits. For developing countries, shrink-wrapping may be an economically feasible and technologically acceptable way to increase shelf life.

For U.S. farmers, it also has the potential to prevent harmful insect larvae from entering the United States via tropical fruit imports, thus reducing the threat of infestation of domestic produce and resulting in substantial economic benefits.

And, shrink-wrapping technology now is being considered by Idaho's potato industry as a potential marketing aid.

"The institute's experience in responding to developing countries' needs in the postharvest handling and marketing of perishable crops is a valuable guide for providing innovative assistance to the state's agricultural industry," says Larry Brannen, dean of the agricultural college.



An Agency-supported project has successfully demonstrated that the shelf life of potatoes can be extended by the use of shrink-wrap technology and that shrink-wrapping destroys fruit fly larvae in some tropical fruits. The discoveries are valuable to farmers in the United States as well as in developing countries.

Idaho's agricultural commodity commissions, the state government and the college currently are designing programs to enhance the state's agricultural competitiveness. PIP is the model for the program's proposed facilitating center, which would receive requests for technical assistance and work with a pool of faculty specialists to solve problems submitted by the state's agricultural industry.

"International assistance programs such as PIP can benefit the state," says Ron Robinson, president of the Idaho Agricultural Consulting Council. "Positive things are happening in agriculture in developing countries that could increase markets for Idaho's agricultural products. The university can help us locate these markets through its international involvement."

PIP and the college are organizing workshops on "Developing Customers—not Competition—in Developing Countries for U.S. Agricultural Products." The workshops will demonstrate ways to assist developing countries improve their agricultural sector while increasing the economic benefits for domestic markets.

"A long-term view of the relationship between American agriculture and changing international markets is needed," notes Harvey Hortick, PIP project officer, "as well as innovative approaches and a desire to create positive progress through structured flexibility."

HEALTH WORKER VISITS BOOST FAMILY PLANNING

Household visits by volunteer community health workers in-

crease the prevalence of voluntary family planning practices, the final report of an operations research project in Kenya indicates.

Johns Hopkins University sponsored the project, with funding from the Population Office of the Bureau for Science and Technology and the cooperation of the Anglican Diocese of Mount Kenya East. The Christian Organization Research Advisory Trust in Kenya provided technical and managerial assistance.

In project locations where health workers visited households to offer voluntary family planning information and to sell supplies, contraceptive prevalence (the percentage of couples of reproductive age at risk of pregnancy who use contraceptives) increased from 21% to 34%. In control areas where health workers were not working, prevalence only increased from 12% to 14% during the same two and one-half years.

Household visits were most effective in raising contraceptive prevalence among families who were residing far from clinics and in which the wife was illiterate. Among illiterate women, 38% were using a contraceptive method in areas where a health worker had visited households, compared with 19% in households not visited.

In communities within five kilometers of a clinic, prevalence was about the same in households that health workers visited (40%) and did not visit (38%). In more distant areas, prevalence was 38% in households visited by health workers and 11% in households not visited.

The project also compared the benefits of group and individual supervision of field workers. The two supervisory plans were compared for one year during which the average amount of contraceptives sold was the same for both. Group supervision, however, was only about a third the cost of individual supervision.

Health workers were chosen by their local communities and trained for eight weeks in selected preventive health services, curative services and family planning. The health worker visits had no impact on reported illness or health status of household members. The only changes noted were in voluntary family planning.

The project has had an immediate impact on voluntary family planning service delivery. The project demonstrated that voluntary family planning use can increase through outreach efforts. Also, supervision is now done in small groups where practical. A screening questionnaire for pill users, developed in the project, has been adapted for use by other organizations in Kenya to expand access to family planning.

These changes are important in a country that had a national contraceptive prevalence rate of only 17% in 1984 and that has one of the world's highest birth rates.

For more information about the project, contact Jerald Bailey, S&T/POP/R, room 820, SA-18.

Board Names SFS Promotions

 Forty officers have received promotions into and within the Senior Foreign Service for the 1986-87 cycle as a result of recommendations by the Senior Foreign Service Consolidated Selection Board. The recipients of SFS promotions are as follows:

TO COUNSELOR

Phillip Amos	Edward Dragon
Robert Asselin, Jr.	John Dumm
Margaret Bonner	William Erdahl
Richard Burke	Douglas Franklin
Ross Coggins	Stephen French
John Competello	Joseph Goodwin
John Davison	Lee Hougen

Helene Kaufman	Robert Richardson
James Leo	Christina Schoux
Robert Lester	Paul Scott
Michael Lukomski	Edward Spriggs, Jr.
Richard Nelson	J.C. Stanford
Paul O'Farrell	Wilbur Thomas
Edward Ploch	F. Gary Towery
Kenneth Prussner	George Wachtenheim
	Stephen Wingert

TO MINISTER-COUNSELOR

James Anderson	David Cohen
Peter Benedict	John Patterson
George Carner	Steven Sinding
	John Westley

TO CAREER MINISTER

John Sanbrailo	Roy Stacy
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MOVED ON

Crystal Barrett, COMP/CS/R
 Joyce Brooks, M/SER/IRM/WS
 Julia Susan Burke, M/PM/FSP/A
 Tamara Calhoun, COMP/CS/R
 Robert Carter, A/AID
 W. Compton Chase-Lansdale, PRE/PR
 Anna Crean, ANE/EE
 Evelyn Cullins, M/PM/PCF/FN
 Angelica Danaher, LAC/EMS
 Karen Davis, M/SER/OP/W
 Daniel Erickson, GC/PRE
 Susan Harriman, COMP/FS/ENTRY/T
 Sylvia Jackson, Haiti
 Kathryn Kincannon, M/AAA/SER
 Steven Lapointe, M/SER/OP/W
 Lisa Lawson, M/SER/OP/O/AFR
 Angenette Reid, M/PM/CS/P
 Marian Riedy, GC/CCM
 Celeste Robertson, COMP/FS/R/AIDW
 Patricia Seawright, A/AID
 Ronald Stanley, Bangladesh
 Mae Sue Talley, AA/LAC
 Lorraine Twyman, COMP/CS/R
 Birge Swift Watkins, OIT/PP
 Jerry Weaver, COMP/FS/R/AIDW

PROMOTED

Carolyn Alestock, AFR/MGT/HRM, clerk typist
 Dana Andrea Alexander, ANE/TR/ARD/APNE, clerk typist
 Adrian Atkins, LEG/OD, motor vehicle operator
 Reginald Bellows, M/SER/MO/RM/BM, general services specialist
 Jessie Lee Bowser, M/FM/CONT, administrative operations assistant
 Peggy Brannon, LAC/DR/CEN, secretary typist
 Annette Braxton, FVA/PVC/PD, secretary typist
 Patricia Brown-Wood, PPC/CDIE/PPE, secretary typist
 Mary Buchanan, FVA/PPM, secretary typist
 Lance Butler III, M/SER/OP/COMS/M, clerk typist
 Richard Diciurcio, PPC/PB/RPA, program analyst
 Wilfred Dixon, M/PM/RP, information analyst
 Elizabeth Donargo, AFR/PD/SA, clerk typist
 Mary Fendley, M/SER/MO/PA/PB, lost/damage claims examiner
 David Fields, M/FM/PAFD/PA, operating accountant
 Marilyn Frazier, M/PM/EPM, clerk typist
 Helen Grier, OFDA/OD, administrative operations assistant
 Harriet Harley, PPC/PB, secretary stenographer
 Norris Hill, M/SER/MO/RM/BM, general services specialist
 Ruth Hughes, M/FM/PAFD/CMA/F, financial management specialist
 Katherine Johnson, ANE/TR, secretary stenographer
 Lorraine Johnson, OFDA/OD, secretary stenographer
 Mary Johnson, M/SER/MO/TTM/TS, transportation assistant
 Juanita Jones, FVA/FFP/PCD, clerk typist
 Rosella Marshall, M/SER/OP/O/AFR, contract specialist

WHERE? IN THE WORLD ARE USAID EMPLOYEES

Margaret McMaster, COMP/CS/DS, administrative operations assistant
 Veronica Rawls, S&T/POP, secretary typist
 Mary Reece, IG/PPO, secretary stenographer
 Anna Robinson, M/SER/OP/PS/SUP, program operations specialist
 Janet Rudasill-Bey, ANE/DP/F, program analyst
 Rhonda Smith, SCI/OD, program operations assistant
 Anthony Sundry, IG/PSA, program operations assistant
 Susan Troccoli, M/PM/PCF/PMC, position classification specialist
 Wayne Van Vechten, M/SER/IRM/PE, supervisory program analyst
 Gloria Washington, PRE/I, secretary typist
 Marcella Watkins, M/SER/OP, secretary stenographer
 Veronica Young, ES, secretary typist

REASSIGNED

Lawrence Cowper, S&T/H/CD, malaria officer, to health development officer, Burma
 Joan Dudik-Gayoso, PPC/DC, director, office of donor coordination, to director, office of international development, PPC/DS
 John Hardy Jr., COMP/FS/DS, deputy director, trade/development program, to private enterprise officer, PSC/OD
 Barry Heyman, Haiti, supervisory general development officer, to supervisory special projects officer, OFDA/LAC
 Renee Yvette Howell, S&T/AGR/RNRM, secretary typist, to program operations assistant typist, S&T/AGR
 Thomas Lofgren, AFR/PD/EA, supervisory project development officer, to project development officer, Somalia
 Wanda Moore, M/SER/IRM/AS/ST, supervisory computer system programmer, to computer system programmer, M/SER/IRM/AS
 Patricia Moser, FVA/PVC/PD, to health development officer, LAC/DR/HN
 J.L. Parmer II, A/AID, program operations specialist, to special assistant, PSC/OD
 Deborah Price, PPC/CDIE/PPE, secretary typist, to program operations assistant typist, PPC/CDIE
 Calvertus Rice, M/SER/MO/CPM/P, clerk typist, to communication equipment operator, M/SER/MO/CPM/T
 Janet Carole Rourke, M/PM/FSP, supervisory personnel management specialist, to ad-

ministrative officer, ANE/EMS
 Helen Soos, COMP/FS/DS, program officer, to regional development officer, LAC/SAM
 James Suma, Panama, supervisory trade development officer, to trade development officer, LAC/PSA
 Bradley Wallach, COMP/FS/ENTRY/T, to IDI (project development) Zimbabwe
 Cam Wickham, PPC/EA, program economics officer, to program officer, Burundi

RETIRED

Dick Apodaca, AFR/TR/ARD/FS, Food for Peace officer, after 30 years
 Juanita Bland, OIT/PP, participant training specialist, after 33 years
 Mabel Braxton, M/FM/WAOD/BA, budget assistant, after 19 years
 Richard Brown Jr., COMP/FS/R/AIDW, supervisory program officer, after 18 years
 Ida Virginia Clark, EOP/OD, equal employment manager, after 8 years
 Lois Devlin, AA/XA, secretary stenographer, after 24 years
 David Dulavey, Egypt/PPP/P, program officer, after 26 years
 Daniel Erickson, GC/PRE, legal officer, after 11 years
 Jo Ann Field, COMP/FS/R/AIDW, secretary, after 23 years
 Richard Finley, OFC/Tanzania, controller, after 19 years
 Gladys Frazier, FVA/FFP/PCD, supervisory program analyst, after 36 years
 John Garney, Honduras/D, supervisory executive officer, after 32 years
 Robert Gaul, PPC/CDIE, special projects officer, after 22 years

Gerald Gower, S&T/PO, director, after 26 years
 James Ito, Senegal/CONT, controller, after 22 years
 Juanita Jenkins, ANE/TR, secretary stenographer, after 33 years
 Ruby Jones, ANE/EMS, administrative assistant, after 22 years
 Lynn Lee, RIG/II/TEGUC, supervisory inspector, after 22 years
 Rufus Long, COMP/FS/R/AIDW, project development officer, after 22 years
 Alfred Meeks, M/FM/PAFD/CMA/F, operating accountant, after 24 years
 Aubrey Mills, IG/PSA, auditor, after 21 years
 Desmond Oriordan, INDO/PROG/ES, supervisory engineering officer, after 22 years
 Beatrice Perez, Liberia/DP, program officer, after 20 years
 Vivian Prakash, M/SER/OP/O/LAC, contract specialist, after 18 years
 Linwood Rhodes, M/SER/IRM/PE, supervisory program analyst, after 22 years
 John Rogers, COMP/FS/R/AIDW, agricultural development officer, after 33 years
 Leo Ruelas, COMP/FS/DS, special projects officer, after 7 years
 Thomas Shedlick, IG/RIG/II/W, inspector, after 12 years
 Dorothy Brevoort Slott, AA/LAC, administrative operations assistant, after 20 years
 George Smith, M/FM/WAOD, supervisory financial management officer, after 21 years
 Eleanor Stephen, S&T/RUR, administrative operations assistant, after 26 years
 Howard Sternberger, AFR/SA/ZS, program officer, after 23 years
 Mildred Taylor, OIT/RS, administrative operations assistant, after 27 years
 Henry White, M/SER/MO/PA/RM, management assistant, after 22 years
 William White, ANE/EMS, supervisory executive officer, after 33 years

Years indicate USAID service only.

Grant Supports Fisheries Activity

A \$2.2-million cooperative agreement to launch the second phase of a 10-year project to provide marine fisheries technology to developing countries was signed Feb. 3 by Administrator Alan Woods and University of Rhode Island President Edward Eddy. The ceremony was held in the Capitol Hill office of Sen. Claiborne Pell (D-R.I.).

The project, which began in 1982, stresses fisheries management, mariculture and methods to reduce postharvest fishing losses.

"This project serves as a catalyst for several kinds of change," said Woods. "Improving opportunities for industry and employment in the coastal areas of developing countries can readily lead to im-

provements in the standard of living in those areas, raising incomes and economic growth."

The agreement increases the University of Rhode Island's developmental research activities in fisheries food technology and also provides support for the undergraduate and graduate fisheries training program at the university.

USAID is providing \$1.27 million and the University of Rhode Island \$1.02 million under the five-year agreement. In addition, a companion Basic Ordering Agreement establishes a system in which USAID missions can "buy in" to the project and cover costs for technical assistance in the host nation.