

## USAID REPORTS: DEVELOPMENT FINANCE

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

### **Tax policy reform and capital market development in less developed countries**

Touche Ross and Co. Washington Service Center, Washington, D.C.  
U.S. Agency for International Development.  
Bureau for Program and Policy Coordination.  
Office of Policy Development and Program Review (Sponsor)  
April 1987, iv, 55p.  
Document Number: PN-AAX-973

To help identify tax policies that can support the growth of capital markets in developing countries, this study analyzes, within the context of the basic structure of a tax system, the advantages and disadvantages of policy options regarding three different tax bases: personal and corporate income (including income from capital, consumption and labor income). Specific attention is given to savings incentives, to special tax incentives to encourage capital formation and to taxation of the income of foreign businesses. Indirect taxes are discussed briefly. The authors recommend that USAID, in its policy dialogue, encourage developing countries to: (1) reduce marginal corporate tax rates; (2) reduce or eliminate double taxation of corporate profits; (3) adopt policies that would result in capital income being taxed across all industries at as uniform a rate as possible (although in certain cases it may be advisable to provide incentives to particular industries or types of activities); (4) encourage savings through lower marginal individual income tax rates or through a partial exemption of savings; and, (5) target incentives to foreign investors by modifying tax rules.

### **Alternative financial instruments for less developed countries**

E.F. Hutton & Company Inc., Washington, D.C.  
U.S. Agency for International Development.  
Bureau for Program and Policy Coordination.  
Office of Policy Development and Program Review (Sponsor) June 1987, 36p.  
Document Number: PN-AAX-975

Policy restrictions on the development of new financial instruments in developing countries are

examined in this study, and some new policy approaches suggested. Specifically, the study examines: (1) major policy restrictions on the growth of savings and investment, i.e., interest rate caps, restrictive tax policies, collateral requirements, government control of security pricing, prohibitions on some methods of finance (e.g., leasing), and the effect of Islamic banking codes; (2) policy constraints that prevent private sector banks from engaging in term lending, i.e., prohibitions on the issuance of the long-term instruments needed to support such lending and unfair competition from subsidized development banks; and (3) specific prohibitions on term lending for privatization.

### **Lessons from experience: the design and implementation of commercial lending projects by A.I.D.'s Bureau for Private Enterprise**

Management Systems International, Inc., Washington, D.C.  
U.S. Agency for International Development.  
Bureau for Private Enterprise. Office of Policy and Program Review (Sponsor)  
June 1987, ii, 37p.  
Document Number: PN-AAY-143

Since November 1983, USAID's Bureau for Private Enterprise (PRE) has administered a \$100 million Revolving Fund authorized by the U.S. Congress to promote development of the private sector in the Third World. This report analyzes PRE's experience to date in its two principal types of projects: direct loans to agribusinesses and indirect loans to local intermediate financial institutions (IFIs) for onlending to small and medium businesses. Specifically, the report presents case studies of: (1) two direct loans—to Leather Industries of Kenya and Antigua Shrimpery Ltd.; and (2) two loans to IFIs—the public sector Commercial Finance Company in Kenya and the private sector WAFABANK in Morocco. The report also draws on the experience of comparable projects of PRE's Investment Office, various USAID missions, the World Bank and the International Finance Corporation.

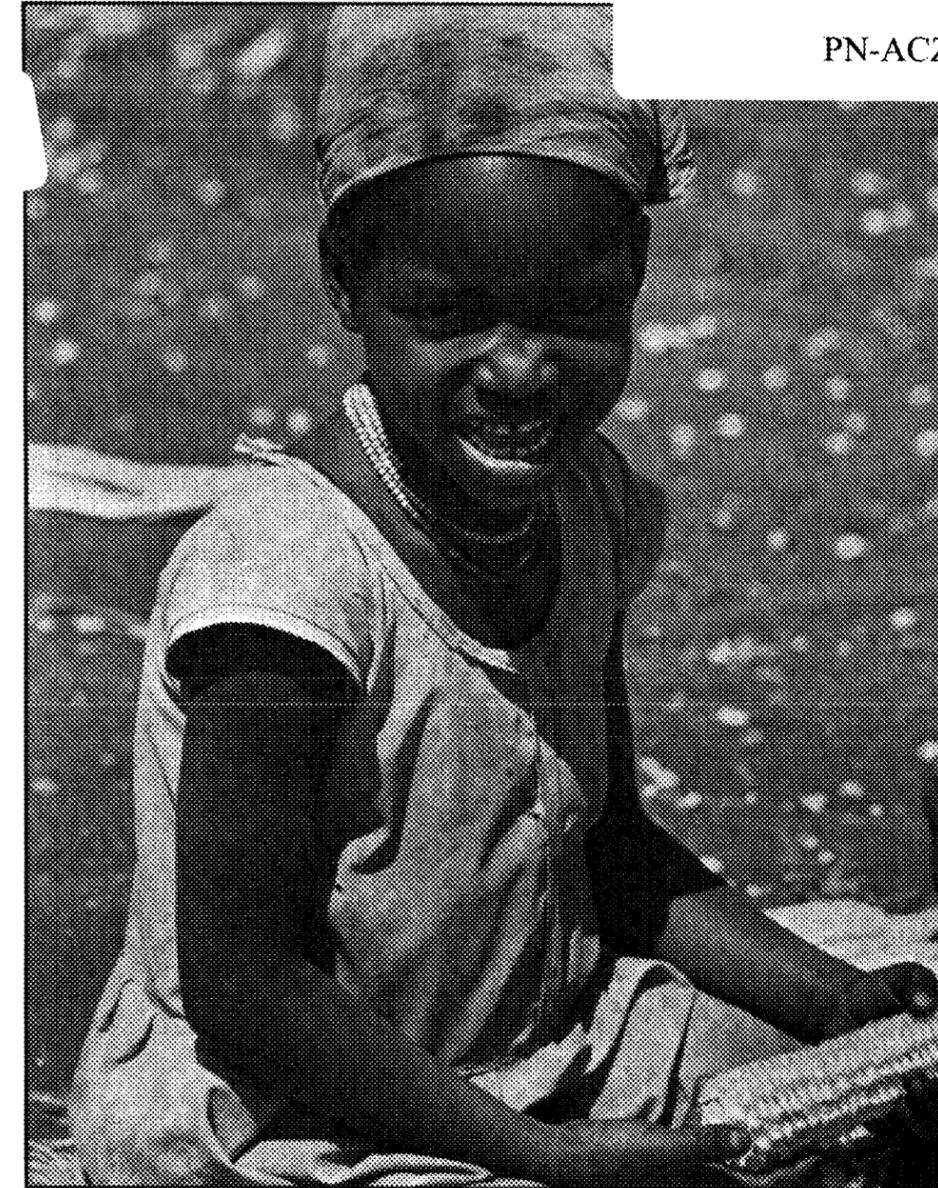
# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

APRIL 1988

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

PN-ACZ-551



## Uganda: On the Road to Recovery

## Agency Administers Nicaraguan Aid

## Employees Saluted for Voluntarism

# Agency Administers Nicaraguan Aid Package

by Dolores Weiss

In response to a congressional mandate, USAID has created a special task force to administer a \$47.9 million aid package designed to advance the hopes of peace and democracy in Nicaragua.

Speaking to reporters at an April 5 press conference, Administrator Alan Woods explained that legislation passed by Congress and signed by the President on April 1 has given the Agency responsibility for delivering humanitarian assistance to the Nicaraguan Resistance, carrying out child survival activities in Nicaragua and supporting the cease-fire Verification Commission.

The legislation, said Woods, calls for USAID to direct, manage and provide for the delivery of \$17.7 million worth of food, clothing, medical services and supplies, and shelter to the Nicaraguan democratic resistance through neutral parties, consistent with the March 23 Sapoa Agreement between the Sandinista government and the Nicaraguan Resistance.

"We will be prepared to deliver food in the cease-fire zones as soon as the negotiators have agreed on mechanisms for delivery," Woods said. "We hope we will be able to move some assistance this week to families of the resistance outside Nicaragua."

"None of this aid shall be provided to or through the Sandinista government," he emphasized.

Another \$17.7 million is allocated for providing medical care and other relief for children who are victims of the Nicaraguan civil strife. Woods pointed out that the legislation requires making available such assistance as medicines, immunizations and prosthetic devices through non-political private voluntary organizations and international relief groups.

"The legislation further provides for \$10 million to support the Verification Commission established by the Sapoa Agreement," he continued, "and \$2.2 million for the Yatama Indian organization."

Congress sees the additional assistance to the Nicaraguan Resistance as support for the

negotiations that will lead to a permanent cease-fire agreement, Woods said. Funds may not be obligated or spent to purchase aircraft or weapons, ammunition or any other item or service not specifically allowed in the resolution.

Emphasizing that the program will operate openly, the administrator said, "The Task Force on Humanitarian Assistance for Central America will report directly to me."

Ted Morse, mission director of USAID's mission in Zambia, has been appointed to head the task force. About a dozen persons are expected to be detailed to coordinate the six-month program.

Among the first duties of the

task force are completing a needs assessment, making a survey of locations where aid will be delivered, planning for air drops to make the assistance available to resistance members located in inaccessible areas and determining which groups will carry out the portion of the assistance program designated specifically for children. In addition, agricultural hand tools and seeds will be provided to the resistance so that crops can be planted when the rains begin in May.

"Congress chose USAID for this unusual task," Woods said, "(because) we have more experience than anyone in providing emergency assistance under tough circumstances, we know the landscape in Central America, and for decades we've promoted economic assistance as a firm foundation for economic growth and democratic hopes."



The Nicaraguan aid package includes \$17.7 million for medical care and other relief for children who are victims of the country's civil war.

## Hill Lauds Child Health Information

by Nancy Long

More than 1.5 million lives a year are saved because of oral rehydration therapy and immunization programs, according to the Agency's third annual Child Survival Report.

"The story our report tells is the real news: The Child Survival Program is working and working well," Administrator Alan Woods said at a special ceremony on Capitol Hill March 16 during which he presented the report to members of Congress.

The report on the Agency's worldwide child survival program showed that at the end of 1987 more than 60% of the world's children had access to oral rehydration and more than half had received at least one vaccination to protect them against common childhood diseases.

"The results of the child survival revolution are exciting, encouraging and motivating," said Rep. Chris Smith (R-N.J.), who participated in vaccination days in 1985 and 1987 in Central America. "Release of this report affords us the opportunity to measure the significant accomplishments made today as we double our efforts in our fight on behalf of the world's children."

"We are pleased that USAID has been a leader in the worldwide effort for child survival both in research and in dispensing supplies," added Rep. Benjamin Gilman (R-N.Y.) in his remarks at the ceremony.

Since the Child Survival Fund  
(continued on page 2)

## Administrator Meets With Asian Allies

by Jim Pinkelman

A recent eight-day trip to the Philippines and Japan gave Administrator Alan Woods a chance to discuss development issues with officials in the two countries, both important allies of the United States in the East Asia region.

Woods arrived Feb. 28 in the Philippines, where he met with President Corazon Aquino and top Filipino officials, as well as USAID/Manila staff, representatives of U.S. business and Filipino citizens.

In the two years since Aquino assumed power, the aid that the United States has given represents 30% of all U.S. assistance provided to the Philippines in the last 30 years. USAID will allocate almost \$250 million in assistance to the Philippines in fiscal 1988 alone.

Woods noted the unusual circumstances in which Aquino took office and the success she has achieved. "She has become president without transition," he said. "She had to organize both national and local elections. She had an economy that was going backward and is now going forward. She has

managed all that successfully."

Woods told Aquino that USAID is tailoring its programs in her country to meet changing needs. At the same time, he encouraged the Aquino administration to continue its efforts to accelerate the implementation of donor-financed projects.

"This government has already accomplished a great deal," he noted. "Particularly impressive have been the economic policy reforms that we believe have laid the foundation for sustained, equitable growth."

Woods said Aquino recognizes the importance of the private sector in fueling economic growth and that government policies should be designed to encourage private investment.

USAID plans to expand its assistance for basic social services such as health and education, as well as the development of infrastructure in rural areas, said Woods. "These efforts tie in with President Aquino's intentions to provide greater economic opportunity for all Filipinos," he added.

That is particularly important because the Philippines continues to be threatened by a communist

insurgency, Woods noted. "The U.S. government and this Agency are proud to support the efforts of the Aquino administration to strengthen democracy and promote economic growth, which are the surest ways to improve the quality of life in the country," he said.

From Manila, Woods traveled to Tokyo on March 2 for meetings with Japanese officials, including his counterpart, Masamichi Hanabusa, director general of the Economic Cooperation Bureau of the Ministry for Foreign Affairs.

The administrator and Hanabusa agreed that U.S.-Japan contacts and cooperative arrangements in the development field be increased. "Japan and the United States are now the two largest bilateral donors in the world," said Woods. "It is particularly important that we have both general and specific knowledge of the direction of each other's activities so that we are not operating in ways that are counterproductive to the other's program."

Woods also urged Japanese officials to support the democratic regimes in Central America and to back the structural reforms that USAID is promoting in Africa.



**A delegation of directors of information from the bilateral assistance agencies of Denmark, Sweden, Norway, Finland and Iceland meet with senior Agency officials to discuss the wide popular support for economic and humanitarian assistance programs undertaken by Nordic nations.**

## Nordic Officials Tell of Support

The Nordic countries traditionally have enjoyed wide popular support for their economic and humanitarian assistance programs. Recently, a delegation of directors of information from the bilateral assistance agencies of Denmark, Finland, Iceland, Norway and Sweden met with senior Agency officials to talk about why.

In official remarks welcoming the delegation to USAID, Deputy Administrator Jay F. Morris emphasized the growing importance of open and frank exchanges among the donor nations on the subject of public information and education.

"We are particularly interested in your visit because in the countries you represent, communication specialists have been very effective in making a case to your own publics as to why development assistance is a wise and sound, as well as a moral, investment," said Morris.

Tom Blank, assistant administrator for the Bureau for External Affairs, discussed the evolution of USAID's public information efforts to achieve better public awareness

and support of the U.S. foreign assistance program.

"We try to tell the American public what we are doing to warrant their support," said Blank. "Over the past two years, we began to emphasize how the foreign aid program benefits not only the recipient nations, but U.S. economic interests as well."

Soeren Dyssegaard, director of information for the Danish International Development Agency and head of the delegation, attributes the broad base of Nordic popular support to the work of non-governmental organizations, which are at the forefront of strengthening the public information effort.

"The acceptance of our programs ranges from a solid 62% in Denmark, to more than 80% in Norway, to 86% in Sweden," he said.

Tron Stranden of the Norwegian Development Agency told the group that much of the public support in the Nordic countries is based on the premise that foreign assistance is a humanitarian responsibility.

—Sharon Isralow

## Child Survival

From page 1, column 4

was established in fiscal 1985, the Agency has committed almost \$500 million for these activities, including \$184 million in fiscal 1987, Woods noted.

"The funds support programs to deliver oral rehydration therapy to children with diarrheal disease in more than 50 countries, immunization programs in a like number of countries, and programs to support good nutrition, child spacing and other activities that promote child health," he said.

Even with these efforts, it is estimated that a child dies every three seconds in the developing world—40,000 children a day, 14-15 million children a year, the

Agency report noted.

The goal for the worldwide child survival effort, Woods said, is to immunize 80% of the children in the world against preventable childhood diseases and provide access to oral rehydration therapies to 80% of children by the 1990s.

Woods predicted that the next decade would bring even more child survival gains, including eradicating polio at least from the Americas.

"We can all stand a little taller knowing that we have played a part in the world's efforts to ensure a better future for our children," he said.

Also present at the ceremony were Reps. Doug Bereuter (R-Neb.), Bill Emerson (R-Mo.), Tony Hall (D-Ohio) and Bill Lehman (D-Fla.).

# CONTENTS

Vol. 28, No. 3

## NEWS & FEATURES

- 3 EMPLOYEE RESPONSE TO CFC EARNS PLAUDITS**  
*by Ellen C. Irving*  
For the fifth consecutive year, USAID surpasses its fund-raising goal in the Combined Federal Campaign and is the only agency of its size to win the Chairman's Award.
- 4 MISSION OF THE MONTH: UGANDA**  
*by Betty Snead*
- 6 USAID SEEKS \$5.48 BILLION FOR FISCAL '89**  
The Agency presents its fiscal 1989 funding request for bilateral economic assistance programs to the House Appropriations Subcommittee on Foreign Operations.
- 7 WOMEN BENEFIT FROM LEADERSHIP PROGRAM**  
*by Ellen C. Irving*  
The Agency's first participants in the government-wide Women's Executive Leadership Program discuss what they gained from their experience.
- 8 VOLUNTEERS REACH OUT TO SERVE COMMUNITY**  
To mark National Volunteer Week, *Front Lines* spotlights USAID employees who give their time to help others.
- 14 OFDA GRANT HELPS BRAZIL RECOVER FROM FLOODING**

## DEPARTMENTS

- 12 SCI—SCI Grantees Earn Prizes for Research**
- 13 FVA—Vocational Training Boosts Income in Africa**
- 13 CDIE—Health Workshop Offered**
- 14 WHERE IN THE WORLD?**
- 15 USAID Briefs**
- Back Cover: USAID Reports: Development Finance**

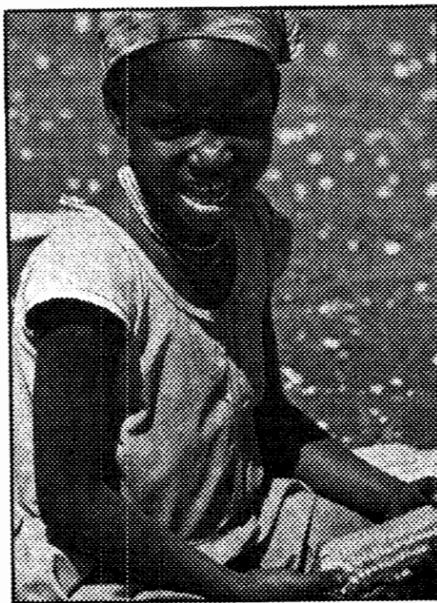
**Assistant Administrator for External Affairs:** Tom Blank  
**Director of Publications:** Dolores Weiss  
**Editor:** Suzanne Chase  
**Assistant Editor:** Nancy Long  
**Senior Writer-Editor:** Jim Pinkelman  
**Writer-Editor:** Ellen C. Irving  
**Staff Assistant:** Mary Felder  
**Photographer:** Clyde F. McNair

**Correspondents:** EOP: Voncile Willingham  
S&T: Marcia Packer FVA/PVC: Loreta Williams  
GC: Robert Lester FVA/FFP: Donna Rosa  
M/PM: Marge Nannes SCI: Irvin Asher  
BIFAD: Margie Tumblyn  
OFDA: Renee Bafalis ANE: Irelene Ricks  
PPC: Warren Weinstein PRE: Douglas Trussell  
PPC/E: Mary Ryan  
LAC: Lyndie Keenan-Wood

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

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, *Front Lines*, USAID, room 4889, Washington, DC 20523. Phone (202) 647-4330. Next Issue: May 15, 1988

**Photo Credits:** Cover, Carl Purcell; page 1, Sharon Isralow; pages 4-5, Betty Snead; page 10 (Bellfield), Dolores Weiss; page 13, Opportunities Industrialization Center



**Cover Photo:** After almost two decades of political turbulence, Uganda is rebuilding with support from USAID programs emphasizing export promotion, agricultural development and private sector activities. Mission of the Month begins on page 4.

# Employee Response to CFC Earns Plaudits

by Ellen C. Irving

Agency employees once again have demonstrated through their support of the Combined Federal Campaign that their concern for others extends to those at home. More than \$308,000 in pledges and direct donations were made by USAID staff, retirees and contract employees who remembered that "Someone Out There Needs Someone Like You."

The Agency's response earned the CFC Chairman's Award, established this year to recognize organizations that attained 75% employee participation and per capita contributions of \$100. USAID was the only government agency of its size to receive the award.

"The professionalism of the USAID staff is well known," said Administrator Alan Woods at the annual CFC Awards Ceremony March 15, "but it also is known for its concern for others, its compassion and its heart. Your support of the Combined Federal Campaign demonstrates those qualities."

The 1988 drive marks the fifth consecutive year the Agency has surpassed its projected goal, more than doubling the amount of money raised since 1983.

Total contributions represented an increase of \$17,000 over the 1987 level.

Overall employee participation also has more than doubled since 1983, with 75% of employees pledging their financial support to this year's campaign.

Deputy Administrator Jay F. Morris, chairman of the Agency's 1988 CFC drive, thanked the campaign coordinators and keyworkers for an outstanding job. "You not only made the drive a success, you made it look easy."

CFC Director Frank Marchand cited campaign vice chairman Tom Rollis and Agency coordinator Mary Power Ryan for their leadership, noting that "when the folks who monitor the campaign put their heart into it, it does make a difference."

During the ceremony, the **President's Award**, given to units with total contributions averaging \$150 or more per employee, was presented to: *Washington, D.C.*: Board for International Food and Agricultural Development (BIFAD), Coordinator: Kathleen Stone; Office of Equal Opportunity Programs (EOP), Coordinator: Sandra Winston. *Overseas: Africa*: USAID/Gaborone, Coordinator: Mark Anderson; USAID/Ouagadougou, Coordinator: Michael Sullivan; USAID/Bujumbura, Coordinator: Donald Miller; USAID/Banjul, Coordinator: Jimmie Stone; USAID/Accra, Coordinator: Jeremiah Parson; USAID/Guinea Bissau, Coordinator: Felicia Baker; USAID/Maseru, Coordinator: Lessie Ferguson; USAID/Lilongwe, Coordinator: Marva Wroten; USAID/Bamako, Coordinator: Audrey Kizziar; USAID/Nouakchott, Coordinator: Donna Vandembroucke; USAID/Mogadishu, Coordinator: Emily McPhie; USAID/Pretoria, Coordinator: Wendy Stichel; USAID/Mbabane, Coordinator: Teresa Mayisela; USAID/Dar es Salaam, Coordinator: Lynn Ommanney; USAID/Kampala, Coordinator: Floyd Spears; USAID/Harare, Coordinator: Elisabeth Miles-Nelley. *Asia and the Near East*: USAID/Dhaka, Coordinator: Robert Sears; USAID/Kathmandu, Coordinator: Patricia Willey; USAID/Suva, Coordinator: Louis Kuhn; USAID/Amman, Coordinator: Richard Johnson; USAID/Beirut, Coordinator: Gary Mansavage; USAID/Lisbon,



At the CFC Awards Ceremony, Administrator Alan Woods presents Susan Grinder of the Bureau for External Affairs with the Chairman's Award for the bureau's contributions to the fund-raising campaign.

Coordinator: David Leibson. *Latin America and the Caribbean*: USAID/Belize City, Coordinator: Joy Dellinger; USAID/La Paz, Coordinator: Timothy Bertotti; USAID/Bogota, Coordinator: Vivian Gillespie; USAID/Quito, Coordinator: R. Neal Meriwether; USAID/Port-au-Prince, Coordinator: Kent B. Hickman; USAID/Montevideo, Coordinator: Paul Fritz.

The **Chairman's Award** for total contributions averaging \$100 or more per employee and 75% or more participation was presented to: *Washington, D.C.*: Office of the Administrator and the Executive Secretary, Coordinator: Gwendolyn Joe; Office of the General Counsel, Coordinator: Barbara Thompkins; Office of U.S. Foreign Disaster Assistance, Coordinator: Oliver Davidson; Bureau for Africa, Coordinator: Betty Williams; Bureau for Asia and the Near East, Coordinator: Leonard Rogers; Bureau for Latin America and the Caribbean, Coordinator: Maria Mamlouk; Bureau for Science and Technology, Coordinator: Loren Schulze; Advisory Committee for

Trade and Development Program, Coordinator: Roger Leonard; Bureau for Program and Policy Coordination, Coordinator: Harold Gray; Office of Small and Disadvantaged Business Utilization, Coordinator: Vickie Jones; Bureau for External Affairs, Coordinator: Susan Grinder. *Overseas: Africa*: USAID/N'Djamena, Coordinator: Myron Tomasi; USAID/Monrovia, Coordinator: Robert Ritchie; USAID/Lusaka, Coordinator: Juanita Eylands. *Asia and the Near East*: USAID/Islamabad/Afghanistan Affairs, Coordinator: Leland Hunsaker; USAID/Tunis, Coordinator: Anne Mehu. *Latin America and the Caribbean*: USAID/Brazilia, Coordinator: Howard Helman; USAID/Santo Domingo, Coordinator: Joseph Trout.

The **Honor Award** for total contributions averaging \$75 or more per employee and 70% or more participation was presented to: *Washington, D.C.*: Bureau for Private Enterprise, Coordinator: Douglas Trussell; Office of Financial Management, Coordinator: Jeane Burroughs; Bureau for Food for Peace and Voluntary Assistance, Coordinator: Barbara Blackwell; Office of Legislative Affairs, Coordinator: Janet McConnell; Office of Personnel Management, Coordinator: Dennis Lauer. *Overseas: Latin America and the Caribbean*: USAID/Kingston, Coordinator: Dorothy McClellan; USAID/Panama City, Coordinator: Stephen Pulaski.

The **Merit Award** for total contributions averaging \$50 or more per employee and 65% or more participation was presented to: *Washington, D.C.*: Directorate for Program and Management Services, Coordinator: Frank Alejandro.

The **Outstanding Payroll Deduction Giving Award** for attaining an exemplary level of support with 75% or more of contributors making payroll deduction gifts was presented to: *Overseas: Africa*: USAID/Nouakchott.

The **100% Participation Award** was presented to: *Washington, D.C.*: XA, PPC, M/FM, OFDA, LEG, OSDBU, GC, BIFAD, TDP. *Overseas*: USAID/Bujumbura, USAID/N'Djamena, USAID/Banjul, USAID/Accra, USAID/Guinea Bissau, USAID/Maseru, USAID/Lilongwe, USAID/Pretoria, USAID/Dar es Salaam, USAID/Lusaka, USAID/Rangoon, USAID/Suva, USAID/Islamabad/Afghanistan Affairs, USAID/Napies, USAID/Beirut, USAID/Lisbon, USAID/Tunis, USAID/Belize City, USAID/La Paz, USAID/Bogota, USAID/Panama City, USAID/Montevideo, U.S. Mission to the Food and Agriculture Organizations, Rome, Italy.

The **100% of Goal Award** was presented to: *Washington, D.C.*: ES, AFR, ANE, XA, LAC, PPC, S&T, EOP, M/FM, OFDA, LEG, M/PM, OSDBU, GC, BIFAD, TDP. *Overseas: Africa*: USAID/Gaborone, (continued on page 6)

## Innovative Approach Adds Fun to Fund Raising

The premise that people like to give, yet they also like to receive provided the key to planning an incentive program to boost contributions to the 1988 Combined Federal Campaign (CFC) in USAID's Office of Financial Management (FM).

"Our primary focus was to help employees become more knowledgeable about the CFC," says Jeane Burroughs, FM's campaign coordinator, "but we also wanted to do something that would actively involve everyone in the campaign—so we decided to instill a little healthy competition."

FM keyworkers talked with each staff member and contract employee to increase awareness of the many ways CFC participating agencies help the less fortunate and to stimulate participation by entering each donor's name in a drawing for prizes at the end of the campaign.

A spring weekend at a beach house, a handmade cabbage patch doll and a turkey were among the prizes donated by the controller, each division chief, the CFC coordinator and one co-worker.

"The CFC drive was very successful this year," notes Burroughs. "FM had 100% participation and collected more money than ever before. It was clear that the staff not only enjoyed the fun of drawing prizes with their co-

workers, but also felt really good about FM's generous response to this year's CFC theme, 'Someone Out There Needs Someone Like You.'"

—Mary Power Ryan



Michelle Banks (right) reacts with surprise as her name is drawn as the winner of a spring weekend at a beach house, a prize donated by Controller Curt Christiansen. The drawing was sponsored by the Office of Financial Management to encourage office participation in the 1988 Combined Federal Campaign.

## Mission of the Month

# Uganda

by Betty Snead

Uganda today may be one of Africa's best kept secrets. The scenery is lush and green, the climate is mild and the spirit of the people is once again filled with optimism.

After 20 years of political upheaval, Uganda is on the move. There's a new government, a better sense of security, more freedom, an upturn in economic activity and an international community willing to assist the country once known as the "pearl of Africa" in its efforts to regain its former status.

"Reasoned optimism is the name of the game," says Richard Podol, USAID/Kampala mission director. "In the year and a half that I've been here, I've seen significant progress and change.

"When I arrived, I never saw people out at night on the streets. I didn't see vehicles. Now we have traffic jams in Kampala. You see people walking with their families on streets in all parts of the city. This is an indication not just of peace, but of the confidence that people have in the government."

When Uganda gained independence from Great Britain in 1962, it had a thriving export economy that seemed to justify the hopes of Ugandans for their country's future.

Beginning with the advent of President Idi Amin in 1971, however, tribal rivalries erupted into widespread violence and suffering, including the murder of thousands, many of whom were the country's leading professionals, destruction of institutions and infrastructure, skyrocketing inflation and continuing civil strife. The nation that once set the standards for Africa in education,

health and agriculture was brought to its knees by its own leadership.

Uganda's turbulent history since independence has caused several interruptions in USAID assistance to the country. After Amin seized power, the United States broke off diplomatic relations and halted all economic aid. U.S. assistance, in the form of emergency relief supplies channeled primarily through nongovernmental organizations and international agencies, resumed after Amin was overthrown in 1979, but the USAID staff was evacuated from the country during the 1985 coup that deposed Milton Obote, Amin's successor. The program reopened in April 1986 after President Yoweri Museveni assumed control.

Because USAID is not a major donor to Uganda, Podol says, "We want to maximize our effectiveness by being very careful where we put our money. We look for critical gaps that are not being filled by other donor programs and yet are essential to the development of the country today and in the future."

One such area is export promotion, which Podol thinks is essential if countries are to overcome reliance on external assistance. "By channeling our thinking and financial resources into trade, we are filling a critical gap in Uganda's development efforts," says Podol. "As exports increase, so will imports of industrial goods from countries like the United States."

An important part of the mission's efforts to develop the nation's export potential is assisting the Ugandan government undertake policy reforms.

Last year, the government accepted reforms recommended by the World Bank and the International Monetary Fund, which included currency devaluation, budget deficit ceilings and liberalization of imports.

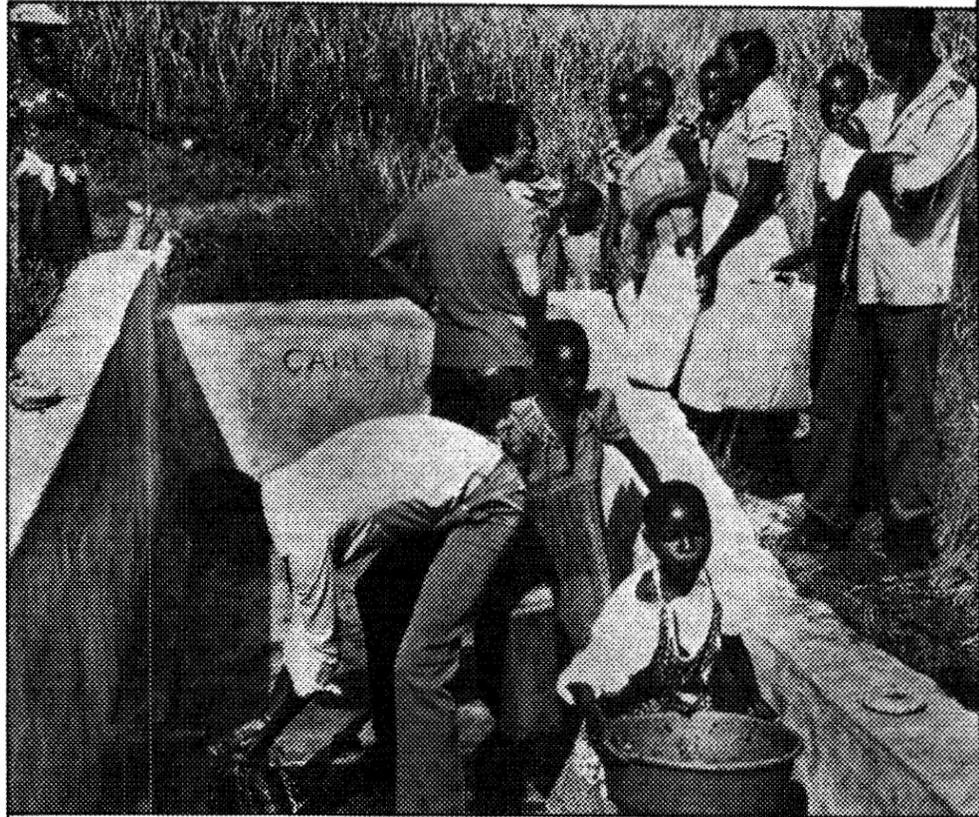
"This meant radical changes in Ugandan thinking and policies," Podol says. "There was a bitter and lengthy debate within the government over the reforms. President Museveni directed that the reform package be accepted. He put his personal political prestige on the line."

Donors greeted the reforms with enthusiasm and pledged \$304 million in assistance.

To assist the Uganda government in carrying out the reforms, USAID is making available \$10 million in a special Africa Economic Policy Reform Program, which stresses trade and exports.

"We focus on removing key constraints to increasing external trade and diversifying Uganda's export earnings," Podol says.

Trade is not the only area in which USAID is involved in policy dialogue. "We held discussions



Al Ayard (standing, center), manager of the mission's \$4.3 million West Nile Agricultural Rehabilitation project, talks with residents of the former war-torn area about repairs to housing, roads and water supplies.

with several ministers on macro-economic reform before the announcement of the government's reform program," says Podol. "Also, we have influenced price policy under our commodity import programs and with our P.L. 480 program.

"Economic ministers welcome the opportunity to discuss economic issues with us. We expect to continue to have an important seat at the policy dialogue table."

Uganda once had diversified exports, including coffee, cotton, tea, tobacco, hides and skins, copper and food crops. But today coffee alone accounts for 90% of Uganda's formal export earnings.

"Agriculturally, Uganda is endowed with some of the best 'real estate' in Africa," says Fred Winch, assistant mission director. "Because of this, Uganda has a unique opportunity. With a notable natural resource base to produce a range of agricultural commodities and surrounded by countries unable to produce enough to feed themselves, Uganda has potentially large, nearby export markets."

While Uganda is self-sufficient in food production, the African continent continues to experience food and hunger crises. Almost 40% of the countries in sub-Saharan Africa no longer can produce enough food to feed their people.

"If production can be restored to what it was 15 years ago when Uganda had many agricultural exports," Podol says, "the country will be able to play a significant role in ending hunger in Africa."

Agricultural rehabilitation is a major factor in the mission's strategy to restore prosperity in Uganda. More than 90% of Ugandans make their living through farming. Ugandan farmers can produce two good harvests each year in the most populated areas.

USAID has a package of inter-related projects that work to in-

crease agricultural production and improve processing and marketing, all underpinned by support for appropriate economic policies.

"Agriculture research is one of the keys to getting a much greater return for USAID dollars," Podol says. "The U.S. government is the only donor providing funds for research on food crops. We believe agricultural research and training will be major factors in Uganda's economic growth through agricultural exports."

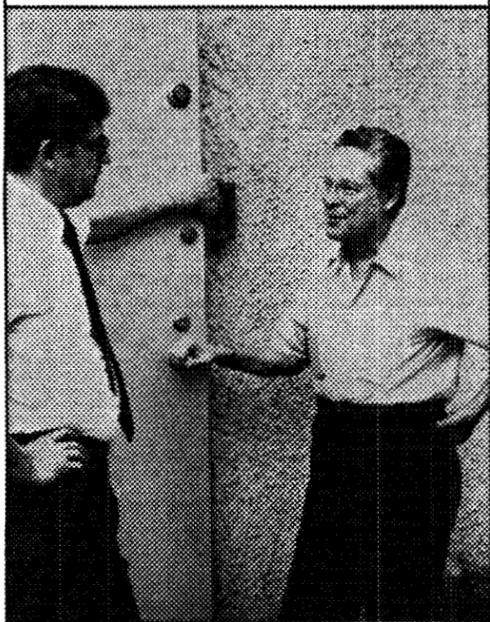
In 1983, USAID began funding the Manpower for Agriculture Development (MFAD) Project to assist the Ministry of Agriculture and Makerere University in strengthening their agricultural research and training capabilities. Almost \$10 million has been provided over a five-year period for technical assistance and short-term training and for commodities such as vehicles, farm machinery and laboratory equipment.

USAID will extend the MFAD project to mid-1993 with an additional \$14.5 million. The project focuses on the Makerere University faculty of agriculture and forestry, the university farm at Kabanyolo, the Ministry of Agriculture headquarters at Entebbe and two research stations at Namulonge and Kawanda.

"In the past, research was one of the major functions of the faculty of agriculture and forestry at Makerere University," says John Mugerwa, dean of agriculture.

The university's 500-acre research farm at Kabanyolo, 10 miles outside Kampala, was established in 1957 with assistance from USAID's predecessor agencies, the Rockefeller and Ford foundations and other donors.

The farm was once the pride of the university, Africa's oldest institution of higher learning in agriculture. During the crisis years, donor agencies moved out, buildings deteriorated, electric



Mission Director Richard Podol (right) and Assistant Director Fred Winch discuss USAID strategy to assist Uganda increase external trade and diversify export earnings.



# USAID Seeks \$5.48 Billion for Fiscal '89

Administrator Alan Woods, in his first appearance before the House Appropriations Subcommittee on Foreign Operations March 17, presented a funding request of \$5.48 billion for bilateral economic assistance programs in fiscal 1989.

Representing a slight increase over the 1988 appropriation, the 1989 request is consistent with the levels established by the Administration and Congress in the bipartisan budget summit accord last December, said Woods.

The 1989 budget reflects slight increases in the Education and Human Resources account (Section 105), Private Sector, Environment and Energy account (Section 106) and Economic Support Funds (ESF).

"The education and 106 accounts are particularly important to our ability to continue certain priorities that Congress shares," said the administrator, who noted

that basic education efforts and participant and regional training provide the building blocks for individual development and national growth.

"The second area in which we have requested an increase is in favor of activities that support policy reform and the expansion of private sector development.

"Without sound economic policies, developing countries will not grow. The 106 account supports programs that provide the foundation required to sustain and expand the output of goods and services in all economic and social sectors.

"It is the activities undertaken with 106 funds that tie our mission programs together," he noted, "and provide them with economic development logic and coherence."

Woods also requested a modest increase in Economic Support Funds to restore assistance that was reduced in the 1988 funding

legislation. Among the beneficiaries in the request would be Caribbean countries such as Jamaica and the Dominican Republic where ESF has in the past funded economic reform, expansion of the private sector and continued participation in the Caribbean Basin Initiative.

The administrator cited the Development Fund for Africa as the USAID activity that is "truly suggestive of where we want to be, the emphasis of what we believe we should have in the USAID program." The special fund approved by Congress in 1988 for sub-Saharan Africa replaces the traditional functional account divisions and provides for greater funding flexibility.

"We're able to make decisions as they should be made," said Woods of the fund, "looking at what countries need and what they are doing economically to foster their own development, shifting our support

for the countries that are making sound economic policy choices so our resources will be effective, and blending project and nonproject resources into a coherent program that links policy reform to project activity.

"The Development Fund for Africa is in its infancy, but already it is lighting the way for new thinking about how to manage the foreign assistance program. And that's a healthy development.

"The fund is an achievement for which this subcommittee deserves a lot of credit," Woods added. "You made it a reality."

The House Foreign Operations Subcommittee is expected to mark up the fiscal 1989 appropriations request and report it to the full committee early next month. A freestanding foreign aid 1989 appropriations bill likely will be on the House floor by the end of May.

—Ellen C. Irving

## CFC

From page 3, column 4

USAID/Ouagadougou, USAID/Bujumbura, USAID/N'Djamena, USAID/Banjul, USAID/Accra, USAID/Guinea-Bissau, USAID/Abidjan, USAID/Nairobi, USAID/Maseru, USAID/Monrovia, USAID/Lilongwe, USAID/Bamako, USAID/Nouakchott, USAID/Kigali, USAID/Mogadishu, USAID/Pretoria, USAID/Mbabane, USAID/Dar es Salaam, USAID/Lome, USAID/Kampala, USAID/Kinshasa, USAID/Lusaka, USAID/Harare. *Asia and the Near East:* USAID/Dhaka, USAID/New Delhi, USAID/Jakarta, USAID/Kathmandu, USAID/Islamabad, USAID/Suva, USAID/Colombo, USAID/Afghanistan, USAID/Amman, USAID/Beirut, USAID/Rabat, USAID/Lisbon, USAID/Tunis. *Latin America and the Caribbean:* USAID/Belize City, USAID/La Paz, USAID/Brazilia, USAID/Bogota, USAID/Santo Domingo, USAID/Quito, USAID/San Salvador, USAID/Guatemala City, USAID/Port-au-Prince, USAID/Lima, USAID/Montevideo.

The **Special Service Award** for outstanding individual campaign leaders was presented to: *Washington, D.C.:* Gwendolyn Joe, Betty Williams, Leonard Rogers, Kathleen Stone, Sandra Winston, Barbara Blackwell, Barbara Thompkins, Joseph Vere, Maria Mamleuk, Janet McConnell, Jeane Burroughs, Dennis Lauer, Frank Alejandro, Theresa Rauch, Diana Lopez, Michael Karbeling, Barry Knauf, Mona Harris, Oliver Davidson, Harold Gray, Douglas Trussell, Vickie Jones, Loren Schulze, Roger Leonard, Susan Grinder. *Overseas:* *Africa:* Mark Anderson, USAID/Gaborone; Michael Sullivan, USAID/Burkina; Donald Miller, USAID/Bujumbura; Nona Oliver, USAID/Yaounde; Myron Tomasi, USAID/N'Djamena; Jimmie Stone, USAID/Banjul; Jeremiah Parson, USAID/Accra; Felicia Baker, USAID/Bissau; Mary Anne Maffett, USAID/Nairobi; Lassie Ferguson, USAID/Maseru; Robert Ritchie, USAID/Monrovia; Marva Wroten, USAID/Lilongwe; Audrey Kizziar, USAID/Bamako; Donna Vandenbroucke, USAID/Nouakchott; Anita Ouedraogo, USAID/Niamey; Linda Crawford, USAID/Kigali; Rosa Nelson, USAID/Dakar; Emily McPhie, USAID/Mogadishu; Wendy Stickel, USAID/Pretoria; John Martin, USAID/Khartoum; Teresa Mayisela, USAID/Mbabane; Michael Trott, USAID/Mbabane; Lynn Ommanney,

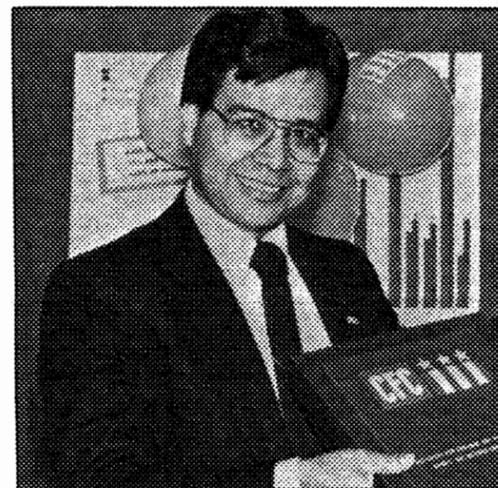
USAID/Dar es Salaam; Karen Spears, USAID/Lome; Floyd Spears, USAID/Kampala; Darrell Dolley, USAID/Kinshasa; Juanita Eylands, USAID/Lusaka; Elisabeth Miles-Neeley, USAID/Harare; Thomas Jefferson, USAID/Abidjan. *Asia and the Near East:* Robert Sears, USAID/Dhaka; Douglas Pickett, USAID/Rangoon; Joyce Becker, USAID/New Delhi; Vivian Gallas, USAID/Jakarta; Carolyn Redman, USAID/Jakarta; Patricia Willey, USAID/Kathmandu; Leland Hunsaker, USAID/Islamabad; Beverly Lincoln, USAID/Manila; James Widdows, USAID/Singapore; Louis Kuhn, USAID/Suva; Stephanie Squera, USAID/Colombo; Clark Gregory, Jr., USAID/Bangkok; Theresa Stephan, USAID/Cairo; Hugh Dwellley, USAID/Naples; Richard Johnson, USAID/Amman; Gary Mansavage, USAID/Beirut; Patricia Chaplin, USAID/Rabat; Lorraine Jacobs, USAID/Muscat; David Leibson; USAID/Lisbon Anne Mehu, USAID/Tunis; Mary Cross, USAID/Sanas; Lori Geylin, USAID/FODAG/Rome. *Latin America and the Caribbean:* Claude Reece, USAID/Bridgetown; Joy Dellinger, USAID/Belize City; Timothy Bertetti, USAID/La Paz; Howard Helman, USAID/Brasilia; Vivian Gillespie, USAID/Bogota; Luke Malabad, USAID/San Jose; Joseph Trout, USAID/San Domingo; Neal Meriwether, USAID/Quito; Beverly Brown, USAID/San Salvador; Audon Trujillo, USAID/Guatemala City; Kent Hickman, USAID/Port-au-Prince; Elisabeth Kvitashvili, USAID/Tegucigalpa; Dorothy McClellan, USAID/Kingston; Stephen



**Jeane Burroughs, coordinator for the Office of Financial Management, accepts the Honor Award.**

Pulaski, USAID/Panama City; Keith Romwall, USAID/Lima; Paul Fritz, USAID/Asuncion/Montevideo.

**Certificates of Appreciation** in recognition of outstanding support as a keyworker were presented to: *Washington, D.C.:* A/ES: Susan Brunner; AFR: Angela Shivers, Betty Williams, Mary Coleman, Linda Brown, Alan Van Egmond, Gary Bricker, Bernard Lane, Jose Riviera, Nancy Bowman, Grace Mayberry, James Procopis; ANE: Bill White, Richard Whitaker, Bill Adorno, Marlies Backhaus, Rosalind Gadsen, Peter Dienken; FVA: Dana Doo-Soghoian, Eric Sanson, Robert Hechtman, Alice Wheeler; GC: Lorraine Johnson; IG: Thomas H. McDonnell, Francis K. Buige, Louise E. Pierce, Howard Rolf Hong; LAC: Dorothy Slott, Kenneth Corbett, Joanne Karppi, Melanie Millhauser, Peter Romano, Gary Adams, Allison Farwell, Carol Becker, Calista Downey; M/FM: Harry Dorcus, Margaret Boone, Dorothy Shirley, Kathy Bennett, Patricia Cousar, Donald S. Roads, Florence Roach, Regina Deadwyler; M/PM: Carolyn Carroll, Sandra Sozio, Winnie Dowd, Jane Black, Evelyn Rumph, Zandra Perlinn, Angel Mason, Sandra Chandler, Marie Usher, Carla Montemeyer, Victoria Halsted, Conchita Spriggs, Lynn Mason; M/SER: Paulette Lester, Selma Jackson, Celia Garcia, Shirley Shaffer, David Osinski, Lyn Dunn, William Garrity, Fernando Devoto, Prem Sethi, Bertha Lewis, Evelyn Hogue, Patricia Allen, Mary McWhirter, Diane Young, Marinda Vinson, Pauline Hildebrandt, Kathy Lewis, Consuelo Luckett, Paul Harley, Estelle Rice, Susan Wallis, Ida Singleton, Nancy Hess; PPC: Yvonne Gaines, Nancy Gallup, Beverly Farrell, Anna Quandt, Jack Welty, Mike Unger, Doris Leonberger, Margaret Pope, Frank Kenefick, Mary Herbert, Ted Lee, Herbert McDevitt; PRE: Tajuana Dorsey; S&T: Deborah M. Currie, David Rakes, Gary W. Bittner, Shirley Totb, Gary Theison, Yvonne Hunt, Delores Armstead, John Dumm, Victoria Ose, Roberto Castro, Jocelyn Pridgen, Pat Bowen, Aldona Affleck, Ardrea Hamilton-White. *Overseas:* *Africa:* Ida Bankamwabo, USAID/Bujumbura; Diane Kirk, USAID/N'Djamena; Robert Henrich, USAID/Nairobi; Robert McColaugh, USAID/Nairobi, Ben Severn, USAID/Nairobi; Roosevelt Holt, USAID/Nairobi; Stephen Haykin, USAID/Nairobi; Stephen Klaus, USAID/Nairobi; David Ott, USAID/Nairobi; Eugene Chiavaroli, USAID/Bamako; Wilbur Thomas, USAID/Bamako; Tracy Atwood, USAID/Bamako; Sherry Suggs, USAID/Bamako; Douglas Arnold, USAID/Bamako; John Lee, USAID/Pretoria; M. Ellis, USAID/Lusaka. *Asia and the Near East*



**Frank Alejandro, coordinator for the Directorate for Program and Management Services, accepts the CFC Merit Award.**

Howard Miner, USAID/Jakarta; Jean DuRette, USAID/Manila; Rae Bourquein, USAID/Manila; Charles Rheingans, USAID/Manila; Karla Williams, USAID/Manila; May Lee, USAID/Manila; James Redder, USAID/Manila; Douglas Clark, USAID/Bangkok; Terrence Tiffany, USAID/Cairo; Eleanor Elser, USAID/Cairo; James Dzierwa, USAID/Cairo; Thomas Johnstone, USAID/Cairo; Stephen Haynes, USAID/Cairo; Margaret Miller, USAID/Cairo; Mike Nicholas, USAID/Cairo. *Latin America and the Caribbean:* Nancy La Turner, USAID/Santo Domingo; Delbert McCluskey, USAID/Santo Domingo; Anne Weeks, USAID/Santo Domingo; Debra McFarland, USAID/Santo Domingo; Anne Snelling, USAID/Guatemala City; Richard Burke, USAID/Guatemala City; Ruben Mejia-Robledo, USAID/Guatemala City; Joseph Kelly, USAID/Guatemala City; Israel Negron, USAID/Guatemala City; John Airhart, USAID/Port-au-Prince; Ron Ruybal, USAID/Port-au-Prince; David Noble, USAID/Tegucigalpa; Randall Peterson, USAID/Tegucigalpa; Richard Martin, USAID/Tegucigalpa; Rebecca Cohn, USAID/Kingston; Walter Coles, USAID/Kingston; Timothy O'Connor, USAID/Kingston; Cheryl Wong, USAID/Kingston; Paul Crowe, USAID/Kingston; Alan Reed, USAID/Lima. **Recognition Certificates** for contributions of time and talent to the campaign were presented to: Fern Finley, Linda Handon-Davidson, Nancy Hess, Henry Merrill, Roger Mieras, Mary Power Ryan, Daniel Shea, Constance Smith, Mary Valentino.

# Women Benefit from Leadership Program

by Ellen C. Irving

Neither Minnie Sebsibe Wright nor Charline Reeves thought of themselves as pioneers when they applied for the 1987 Women's Executive Leadership Program (WEL). But as USAID's first participants in the government-wide program conducted by the U.S. Office of Personnel Management (OPM), their successful completion of the year-long program has helped ensure the Agency's continued participation in the course aimed at women in civil service grades 9 through 12.

Although WEL was instituted three years ago to provide the federal government with a talent pool trained in management and leadership techniques, 1987 marked the Agency's first attempt to recruit program participants.

"In addition to a general notice and memos to the administrative officers," says Dennis Diamond,

***"WEL provides an excellent opportunity for the Agency's civil service women to get on the management track."***

acting director of the Office of Equal Opportunity Programs and WEL program director for the Agency, "we talked with the senior staff, asking that supervisors nominate candidates and that they be supportive if employees expressed an interest in applying for the program."

Wright and Reeves had risen steadily through the ranks to their positions in the Africa Bureau, Wright as a program analyst in technical resources and Reeves as a program analyst in development planning.

Wright, who was recruited by USAID out of a small junior college in Tennessee, joined the Agency in 1969 as a GS-4 secretary. Reeves, also from Tennessee, joined the Agency 20 years ago as a foreign service secretary following a two-year stint in the Peace Corps. Both believed that continued professional growth would be difficult without further training and an opportunity to develop managerial skills. Their supervisors agreed and encouraged them to apply for the program.

"I had just received my 20-year service certificate when I was accepted into WEL," notes Reeves. "I had some reluctance to commit 12 months to managerial training until I discovered that rather than a heavy reliance on textbooks and

classroom lectures, we would learn by doing."

While Wright was appreciative of her supervisor's support, she was initially apprehensive about participating in the program. "I was afraid it might demand something of me that I couldn't accomplish," she says. "But WEL is not designed like that. It is designed to broaden your perspective, strengthen the skills you have and provide the opportunity to learn new ones."

Diamond emphasizes that supervisory experience is not necessary to participate in the program. "We are looking for individuals who have the capability to move up. We don't expect them to actually have managerial experience, although they often have. The bottom line is to find people who have demonstrated potential and who are team players."

The curriculum of the part-time, 12-month program is based on a detailed questionnaire completed by the participants and their supervisors to assess potential managerial assets and limitations. The resulting "Individual Development Plan" is tailored to meet the needs of each participant and includes five weeks of workshops interspersed throughout the year, 30-day rotations (temporary tours of duty) that may include assignments overseas, on Capitol Hill, at other government agencies or the private sector, and interviewing senior Agency officials.

The five weeks of formal training encompass conflict management, stress management, time management, personal sensitivity, supervisory and equal employment opportunity issues, and public manager skills.

"I found the personal sensitivity training particularly useful," notes Wright. "It basically showed how to get the best out of your colleagues—to get them working with you as a team. It helped me step back and look at how you can get the work done and still have time for people, too."

Reeves found that the public manager workshop helped broaden her perspective beyond the Africa Bureau. "I realized that the higher up you go, the more you need to be aware of events outside the immediate environment and the impact they can have on your office," she says.

"In addition, our written and oral communications skills were honed throughout the year through written reports and interviews."

The week-long "shadowing" portion of the program provided the participants with an opportunity to observe the various managerial styles of senior-level executives and interaction between bureaus, as did Wright's rotation in USAID's Office of Financial Management and the Lesotho Desk



***(From left) Dennis Diamond, acting director of the Office of Equal Opportunity Programs, discusses the Women's Executive Leadership Program with participants Charline Reeves and Minnie Sebsibe Wright.***

and Reeves' details to the offices of Personnel and Procurement.

Both participants found their "in-house" rotations helpful in preparing project documentation in their regular jobs. "We learned how to make the system work for us," notes Wright.

Specific managerial techniques were explored during interviews with senior staff members, who also stressed the importance of communication and awareness of the evolving role of the Agency in development.

Although the Agency does not guarantee WEL participants overseas details, Wright and Reeves each spent time in USAID missions in Africa.

Reeves, who had been desk-bound in Washington since returning from her first USAID post in Vietnam more than 15 years ago, traveled to Malawi and assisted the program officer in pulling together background information for the annual Congressional Presentation.

"The mission staff also made sure I spent time in the field," says Reeves. "Seeing firsthand the results of all the necessary paper-pushing that happens back in Washington gives you an added surge of commitment and energy."

"Kenya was a fantastic learning experience for me," notes Wright of her 30-day rotation through the Regional Economic Development Services Office for East and Southern Africa (REDSO/ESA) in Nairobi. "The first two weeks, I attended three regional workshops where mission personnel from eastern and southern Africa met to develop projects and plans for the following year. I sought out people who worked with our office in Washington and got the field perspective of how projects were progressing. The workshops gave me the opportunity to look at the big picture and have a greater

understanding of the needs and problems in the field.

"Working in the field also encourages you to use initiative to make the most out of the experience," she notes. For the balance of the rotation, Wright worked independently out of the REDSO deputy director's office gathering project information, an exercise, she says, that also sharpened her "people" skills. "I talked with foreign nationals, field staff and local authorities and quickly adapted to the local customs and protocol," says Wright.

Although Wright's rotation to the Lesotho mission was canceled because of illness, she served on the Lesotho desk for two months. "Working on the day-to-day operations of a country desk assignment pointed out the varied areas of expertise needed to assume the broader responsibilities of a desk officer and provided some insight into future career possibilities," she says.

"Much of the responsibility for the success of the WEL program is on the participants' shoulders," says Diamond. "They must learn to function independently and to operate within the system." But Diamond's office also works closely with supervisors to ensure cooperation and a support structure that will help the participants attain the objectives of their Individual Development Plan.

Agency support of those in the program also continues after their formal participation ends. A recently appointed career counselor will work with program "graduates" as well as the current participants on career development.

Although WEL makes no claims to ensure promotion, Wright and Reeves think that their participation in the program was a positive

*(continued on page 12)*

**NATIONAL VOLUNTEER WEEK**  
April 17-23, 1988

In a message of tribute to America's volunteers, President Reagan noted, "Throughout our history Americans have reached out in service to others, near and far, and thereby strengthened their communities, our country and the entire world. . . . National Volunteer Week is a time . . . to challenge ourselves to add powerful new chapters to the story of this cherished national tradition." In recognition of the many USAID employees who contribute their time and energy to benefit others, Front Lines profiles a few in the volunteer community.

## Dorothy Cunningham

### Academic Reinforcement Enrichment Program

Those who fear that the "three R's" are getting short shrift in American education today can be reassured by the efforts of Dorothy Cunningham and other volunteers at the Johnson Memorial Baptist Church in southeast Washington, D.C.

On the second and fourth Saturday of every month during the school year, Cunningham can be found in the basement of her church, teaching reading, writing and arithmetic to a group of ram-bunctious second-graders.

An administrative operations assistant in the Bureau for Management's Office of Personnel Training Division, Cunningham has been a volunteer teacher for the last year in the Academic Reinforcement Enrichment Program sponsored by the church.

"I first learned about the program through flyers describing the program as a way to add to what children were learning in school and also to provide cultural enrichment," she says. "I was very impressed that the church was sponsoring this type of outreach program that gave kids a productive way to use their time.

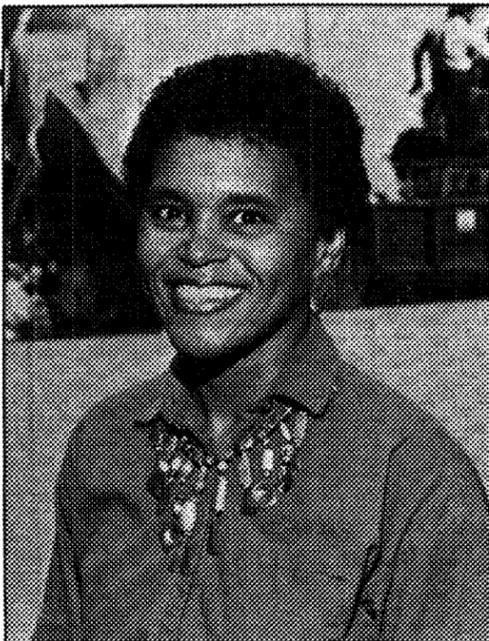
"I joined the church because I saw how it helped so many people in the community," she says. For example, every man in the church is required to "adopt" a son of a single mother to provide a role model for the child.

Cunningham, who had served as a volunteer for three years on the board of the National Child Day Care Association in Washington, saw the academic program as a way to contribute to her new community, having just moved from another area of the city.

A teacher by training, she also saw it as a way of putting her educational background to use helping others. Although a sudden loss of hearing a few years ago has now been largely corrected, the impairment was enough to preclude her from a teaching career, a goal when she received a degree in elementary education from George Washington University.

The church program is designed for children in pre-school through 7th grade. Although Cunningham requested to teach a grade other than second because her 7-year-old daughter, Marrika, is in that age group, she ended up with that assignment.

Cunningham's class varies from



five to seven children each session. "For this age group, we concentrate on math and English to reinforce basic skills," she says. Cunningham tries to make the learning experience fun by incorporating artwork and games that pertain to math and English.

Such basic skills as letter-writing are also part of the class. "We start with postcards and go step-by-step," Cunningham says. "First, they learn to write an address correctly, then a salutation and closing, and then a paragraph. When they put it all together, they are thrilled to have a letter to mail!"

Some of the children come from underprivileged backgrounds and read far below their grade level, says Cunningham. "I try to work with each child on his or her own level," she says, "and get the more advanced children to help the others. Often, children will respond better to their own peers." Marrika, who was just accepted into the gifted and talented program at her elementary school, is one of her mother's best "assistants."

Cunningham keeps a notebook for each child, which contains all the work done during the semester. For the last class in May, a program is held for parents and friends to see what the children have accomplished.

The program is well-structured, with the volunteer teachers required to study the public school district guide, which outlines skills to be mastered at each grade level, and to submit lesson plans to the program coordinator.

"Some of the children make remarkable progress," she says. "It doesn't seem like much time at all out of my own schedule, especially when the rewards are so great. That's what makes me feel good—doing something to help others."

—Suzanne Chase

# Volunteers Reach Out

## Russell Anderson

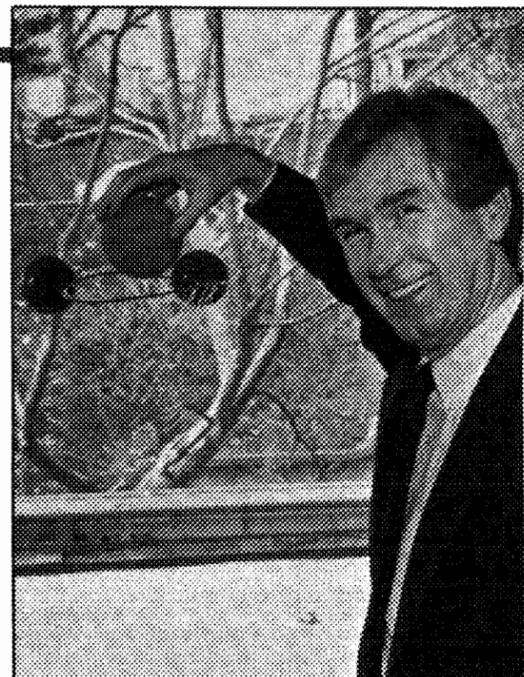
### Annandale Boys Club Basketball

Around Foggy Bottom, Russell Anderson is known as the director of the Bureau for Private Enterprise's Office of Project Development. But to the team members of the Columbia Elementary School Tigers, he is known simply as "Coach."

Anderson began coaching the Annandale Boys Club basketball league team three years ago, an involvement that grew out of his long-standing devotion to a Wednesday night pickup league.

"I've never played organized basketball," says Anderson. "But I've played every week for 15 years with a full-court informal league. It's well-known in the community that I love the game"—a knowledge encouraged, perhaps, by four signs leading up the driveway to his home during the team's annual awards banquet: "Wednesday Night. . . Heed the Call. . . Leave Your Wife. . . Play Basketball."

Since his 2-year-old son is still some years away from slam dunks and free throws, Anderson jokes that it must have been the spirit of public service that moved him to



accept an invitation on election day 1984 to coach the first-grade team from Columbia Elementary. Today, the majority of his 10-member team are alumni from that group.

"We've built a relationship of mutual respect over the years," notes Anderson.

There are no tryouts in the Boys Club league, he explains. Anyone can join, and everyone plays. "I work with them individually to see what their strong points are and focus on the contribution they each

## Sharon Isralow

### The Washington Home

It's a toss-up who lights up first when Sharon Isralow enters the room of 96-year-old Ruth Barnes at the Washington Home on Saturdays to begin her weekly art lesson.

"Miss Barnes says that Saturday always has been her favorite day. She makes Saturdays pretty special for me, too," says Isralow. A writer/editor for the Bureau for External Affairs, Isralow admits to being an artist at heart and, as an outlet, shares her talent and enthusiasm by volunteering at the nursing home.

Although Isralow had volunteered for other activities prior to this, it wasn't until the death of her elderly aunt that she realized there was more she could do. "I thought I was a caring individual, but I realized it was one thing to be empathetic and another to act on it. It breaks my heart to see old people so sad and alone when they deserve so much more," she says.

The resolve to work with chronically ill and aged people led her to the Washington Home. "After that decision was made, it was simply a matter of determining how I could contribute best," she explains. "I decided to use the skills I gained as a graduate



teaching assistant in fine arts."

Isralow initially worked with three residents but now devotes her time solely to Barnes. Isralow helps Barnes paint by laying out and holding the palette, mixing colors, loading the brushes with paint and steadying the canvas. Barnes designs and does the actual painting. Together, they discuss solutions to the spatial problems that need to be resolved within the painting.

"Painting is a complex, ongoing process," Isralow explains. "Our work together is important because it calls into play skills that may

# to Serve Community

can make to the team.

"Seeing them one hour at practice on Tuesday evenings and one hour during the Saturday games, you pick up on how the kids feel about themselves. Some have a natural self-confidence. Others need support and encouragement. You do what you can to help. It's quite a challenge."

His own playing technique was recently honored at the annual awards banquet of his Wednesday adult league. "This year each of us received a toy replica of the prehistoric animal we most resembled on the court. I was awarded the Loch Ness Monster—he swims slowly along with flippers instead of hands," Anderson relates. "It's a leveling experience to play with these guys. No egos are allowed."

Ego could indeed be a justifiable problem for Coach Anderson. The Tigers were 9-1 this season and the unofficial league champs. "We've blown away every other team but only because the kids have been eager to learn," he says. "I'm a very active game coach, following the kids up and down the court. To see them develop the concept of working as a team and pick up some of the finer points of the game over the years has been a real thrill. "It's two hours a week that gives me a lifetime of satisfaction."

—Ellen C. Irving

## Leticia Peoples

### Special Olympics

*Let me win,  
But if I cannot,  
Let me be brave in the attempt.*

That is the motto of participants in Special Olympics, a program that gives thousands of mentally and physically handicapped children and adults the opportunity to compete in a spirit of fun and togetherness.

It is just those feelings that motivate Leticia Peoples, equal opportunity manager in the Office of Equal Opportunity Programs, to donate her time and effort to the program.

"I've been working with Special Olympics for about three years now," she says. "It has provided me with a great deal of satisfaction, and it is sure a lot of fun."

Peoples' sister worked for the Special Olympics program in Washington, D.C. "A few years ago, Joanne told me the group needed some volunteers and asked me to help," she says. "I began doing some work for the D.C. chapter and have continued on with it."

The Special Olympics program, which has chapters in every state



and in a number of countries around the world, conducts winter and summer games each year in which mentally and physically impaired athletes from around the country and the world compete in a variety of sports.

The D.C. chapter sponsors a game night every Wednesday in which adults participate in sports and games at a local high school. The chapter also sponsors a similar program on Saturday in which vans transport women to the Georgetown University gymnasium for aerobics classes.

In addition to her involvement with both of those programs, Peoples helps with several fundraisers that the Special Olympics program conducts each year in the

Washington, D.C., area.

"One of our biggest is the Mayflower Night of Trees," she says. "Different stores and companies donate money to decorate Christmas trees at the Mayflower Hotel, which are then auctioned off." Peoples coordinated the volunteer activity last December.

Another fund-raiser is the annual D.C. Corporate Sports Battle, in which companies pay \$3,500 each to field teams of their employees that compete in various sports. The competition will be held at American University on July 9-10.

A third event is the annual Dance Marathon, in which dancers obtain pledges from companies and individuals for their participation in a 30-hour long dance.

"I am part of the volunteer staff handling food services for all participants in the Corporate Sports Battle, and I was on the prize committee for the Dance Marathon," she says. "I find a way to get involved and then do it."

Peoples, who spent 10 years at the Interior Department before joining USAID four years ago, says she particularly likes the fact that Special Olympics stresses the joys of participation.

"The key is taking part, not winning," says Peoples. "Everyone gets a medal, and everyone gets recognized. It's not a feeling of 'I'm the best.' Rather, it's a feeling of accomplishment."

—Jim Pinkelman



relationship, says Isralow. During their sessions, Barnes talks freely about death, loneliness and other issues that are often difficult to discuss. "I provide an emotional outlet for her and act as sort of a sounding board," Isralow says.

As a result of Isralow's work, art has been incorporated into Barnes' therapeutic treatment program. Two years ago, the Washington Home arranged an art show featuring Barnes' work. Friends, relatives and other residents were invited to attend the show's opening.

"All of Miss Barnes' friends who came to the show wanted to buy something, but I think she gave away more than she sold!"

Another project Isralow initiated was to help a group of local high school students stencil along the wall near the level of the handrail. The designs provide therapeutic benefits and recognition tools, particularly for Alzheimer's patients, Isralow says. "Besides," she adds, "it gives people in wheelchairs decorations at eye level to look at."

While the work is gratifying, Isralow finds that volunteering can be emotionally demanding. "It's a big commitment, which I don't take lightly," she says. "But, as a music teacher I know tells her students, 'I didn't say it would be easy. I said it would be worth it!'"

—Doug Eldred

## Steve Abrams

### Rockville Community

Steve Abrams doesn't look like he belongs behind bars, but part of his volunteer work landed him in an old-style, western jail donning black and white stripes.

Positioned in the middle of Cabin John Mall, Abrams and other "bad guys" remained in the makeshift jail making phone calls to raise funds for the National Cancer Society. When the prisoners raised the set amount of money in pledges, they were freed.

Abrams, who serves as the Agency's congressional liaison for the Food for Peace program in the Office of Legislative Affairs, jokes that he raised more money by allowing people the option to pay to keep him imprisoned. "Eventually," he says, "one of the donor newspapers sprung me."

This is just one example of the many volunteer activities Abrams has participated in over the last nine years in conjunction with his role as a Rockville city councilman, a nonpartisan, elected position.

Abrams also serves on the board of directors of the Montgomery Child Day Care Association, which represents a half-dozen, not-for-profit day care centers. In that capacity, Abrams offers his counsel on proposed activities and keeps



the center's operators aware of legal problems arising in the day care field.

Another organization to which he gave his support and time was the Police Boys and Girls Club in Montgomery County. "The group raised \$15,000 through a good old-fashioned carnival last year in Rockville," he says. The club, located in an old school, is manned by the police of Rockville and Montgomery counties on a volunteer basis.

Abrams also works on a task force that organizes a sensitivity symposium each year to promote dialogue and understanding as a way to eliminate hate and violence in the county. "The symposiums,

(continued on page 10)

otherwise lapse, such as manual dexterity and control, memory recall, decisionmaking and intensive observation of a subject. It gives Miss Barnes something special to look forward to, but it also forces her to set and meet goals and deal with the gamut of emotions inherent in any creative process."

Barnes meets the challenge head-on, not allowing any of the constraints associated with aging to dampen her enthusiasm. "One of the most beautiful experiences I've ever had is watching this frail 96-year-old woman absorbed by the pure love of painting," Isralow adds.

We work in a relaxed atmosphere and have developed a comfortable rela-

## Volunteers

From page 9

### John Elgin



#### Virginia Game Commission's Hunter Education Course

About 30 years ago when Northern Virginia's Sterling Park was quail and rabbit territory and Route 7 a one-lane roadway, John Elgin, who grew up in Leesburg, Va., spent much of his youth learning the skills of hunting.

Today, Elgin, a management analyst in the Bureau for Management, shares his expertise in the sport at the Isaac Walton facility in Loudoun County as a volunteer hunter education instructor and county coordinator for the Virginia Game Commission.

"Last year in Virginia, five people died as a result of hunting accidents; 58 people were injured," Elgin says. "All five of the persons who died and 49 of those injured had not attended the Hunter Education Course."

Elgin, who is primarily a deer hunter, notes that hunters do not destroy game but rather help manage the game population. In fact, he reports, there are more deer in Virginia now than when the Old World settlers arrived. "Since the Robertson-Pittman Act of 1937, hunters have contributed billions of dollars for conservation and game management purposes through excise taxes on hunting

supplies and hunting license fees."

Beginning with this season July 1, anyone applying for a Virginia state hunting license will be required to attend the 10-hour safety course and pass a safety examination unless they possess a license from last year.

An instructor of the course since last May, Elgin says that the course is designed to make people more aware of the dangers of hunting and the responsibilities of the hunter. Hunter education covers much more than the safe and proper use of firearms, he says. "Game laws, hunting ethics and first aid are part of the safety instruction. The course exposes people to the bow and arrow and

antique, black powder arms as well.

"The program is important because most of the injuries and fatalities are caused by inexperience and carelessness," Elgin says. "Our goal is to eliminate accidents through more careful hunting practices."

During the coming year the course will be offered every month, but Elgin predicts that as the hunting season date nears, it will be offered every other week at no cost to the hunter.

Informal polls of participants ranging in age from 8 to 80, male and female, or experienced and nonexperienced indicate that the course is appreciated and helpful, he says. "The experienced hunters say that the course serves as a review of practices they have become lax on, and the nonexperienced say they learn a great deal about safety and responsibility."

To qualify as an instructor, Elgin, who is proficient in each of the 10 major areas covered by the course, had to pass the safety class and then attend a weekend course put on by the state's game commission in Richmond, Va. In addition, he regularly takes supplementary courses, which vary in length from four hours to an entire weekend.

But the effort is worth it, he says, with the growing urbanization of Virginia. Hunting land is shrinking, and the hunting population needs to practice safe weapon-handling and know the ethics and laws governing the sport.

—Nancy Long

## Mike Harvey

### Martha's Table

Five days a week, Mike Harvey, action officer for the Horn of Africa in USAID's Office of U.S. Foreign Disaster Assistance, helps coordinate the Agency's efforts to aid drought-ridden Ethiopia and the Sudan. But on Friday evenings, Harvey's work to feed the hungry becomes much more personal—and immediate—as he dispenses food to the homeless and destitute of Washington, D.C.

Harvey works with McKenna's Wagon, a project of Martha's Table—a multid denominational organization run by volunteers that provides a variety of food programs throughout the city.

Local churches, fast food restaurants and hotels donate the food that Harvey distributes from one of the project's three food trucks.

Up to 300 people may be fed at the three scheduled stops his truck makes every other Friday, yet Harvey manages to see many of the recipients as individuals.

"After a while you get to know one another and a certain trust and mutual respect grows, which makes it easier for them to accept our help. It's not judgmental," Harvey points out, "and you're not doing them a favor.

"Many of the people I see are working through hard times, people down on their luck who are doing this because they have to.

(continued on page 11)

## Abrams

From page 9, column 4

an outgrowth of cross burnings and swastika drawings that were occurring in the area a few years ago, bring community and church leaders together, using education as a way to curtail these activities," he says.

Abrams' volunteer efforts also take him into area schools where he gives presentations for the county's "Just Say No" to drugs campaign. "As a municipality, Rockville has one of the largest campaigns nationwide," he notes. "We've enlisted the support of Bullets and Caps players in our promotion activities, including Wes Unsel, coach of the Bullets.

"People who are involved in the campaign help create an awareness about the dangers of drug use," Abrams says. "It's satisfying to think we're reaching these kids, but it is clear much more needs to be done."

Explaining why he makes time for volunteer community service, Abrams says, "A lot of us who work in government came to Washington, D.C., calling another place home. My volunteer work sets my roots in Montgomery County and makes me and my family feel like we belong here."

—Nancy Long

## Shirley Bellfield

### Volunteers With Visually Handicapped

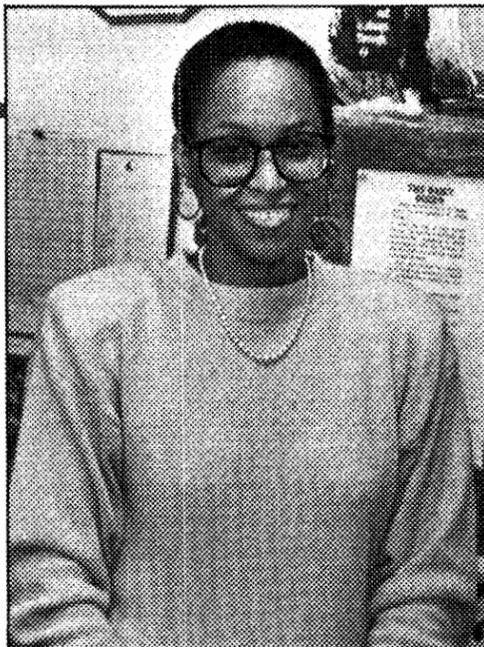
It pays to advertise.

At least one advertisement on a district bus paid off big for Shirley Bellfield, personnel staffing assistant in the Office of Civil Service Personnel. While riding a bus in 1980, she noticed an advertisement asking for volunteers. Since then, Bellfield has actively given her time to help others and says she has "got back a lot more than I've given."

Bellfield, who loves working with children, started as a "big sister" in Fairfax County.

She then volunteered to be a caring listener for the Montgomery County Hotline, a 24-hour service that is available to people with any kind of problem. That was in 1984. She still works for the hotline as a substitute volunteer and gets satisfaction from providing a sounding board for persons needing to talk and helping some people work through ways to change.

Now Bellfield's main volunteer activity is helping the visually handicapped. Each week she visits with a man who is blind and helps him with a variety of activities, such as writing bills, reading sub-



ject matter not available in braille and identifying colors of his clothing, which he then marks in braille for later identification. They also attend social functions, visit museums and go bowling.

Pointing out that the Maryland organization, Volunteers With Visually Handicapped, matches volunteers with persons who have similar interests and who live nearby, Bellfield says, "I've learned a lot from our visits to libraries and from his love of music. We would still be friends even if I wasn't a volunteer."

One day several months ago, a co-worker was talking about an

elderly woman who was afraid of falling, afraid to go outside her apartment and paid people to run errands for her. Bellfield visited the woman and started another volunteer relationship.

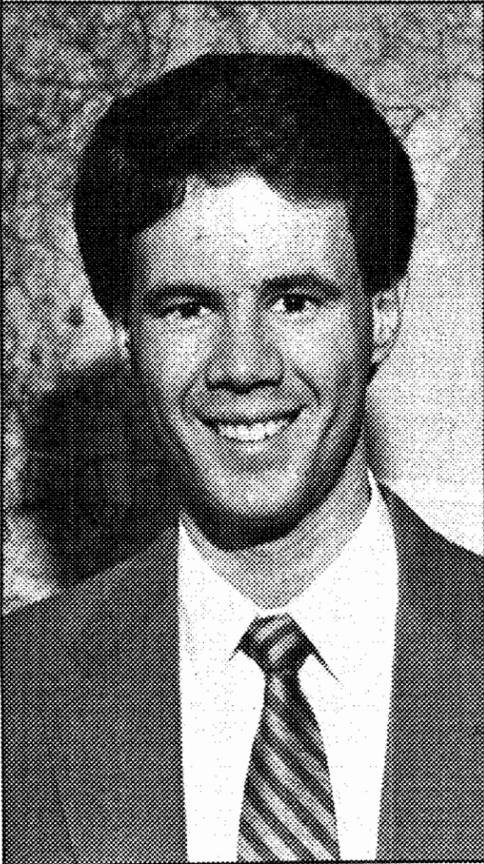
"I now help her with errands, get things from stores and just sit and talk," she says. "She used to be very active, and I've learned a great deal about the Washington area through our talks and her directions to particular shops."

Asked why she volunteers so much of her time, Bellfield recalls sitting back and thinking, "Why doesn't the government do more to help people? But I realized I'm part of the government, and the problems are so humongous. I decided I can do things to help."

She says she enjoys the time she volunteers, finds volunteering very rewarding and gains experience from her efforts. For example, Bellfield has discovered that she likes working with small children and the elderly, and she has acquired a real interest in health and nutrition. With that in mind, she recently visited the American Red Cross to apply as a volunteer in their programs.

"Volunteering is one way to make a contribution," she enthuses, "to help others and to learn at the same time."

—Dolores Weiss



They're not too happy to be there." Harvey's work with Martha's Table is an extension of the values he learned growing up in rural

Texas, where people looked after one another.

"I feel very strongly that the responsibility for dealing with problems in society lies with individuals—primarily the citizens of the community. It's only when they cannot meet the need that the government should step in.

"I think we sometimes have that backward," he adds, "and that people have forgotten that helping others is an obligation of citizenship."

Harvey, who has worked with private voluntary organizations since coming to Washington four years ago, also volunteers at Christ House on Columbia Road, N.W., a medical clinic and shelter for the homeless. The clinic, like many such efforts, is in need of volunteers, he advises. "But don't volunteer out of a sense of obligation, volunteer because of what you'll get out of it.

"Mother Teresa, who works with the homeless of Calcutta, says you can see the face of Christ in the faces of the poor, and I think she's right."

—Ellen C. Irving

## Dana Lund

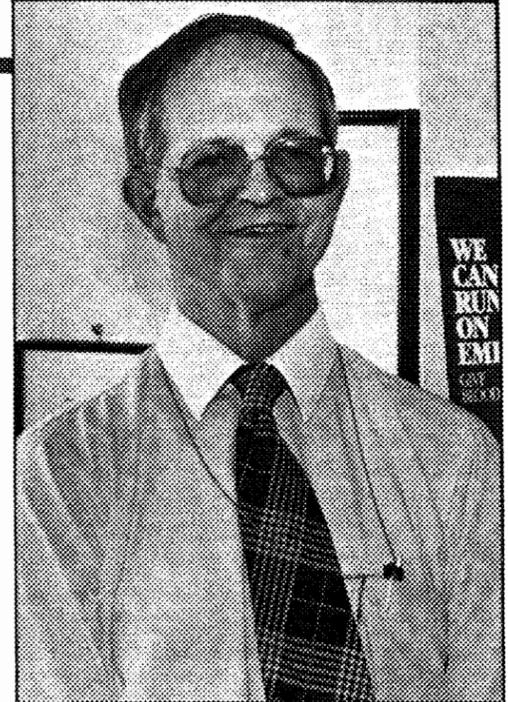
### Red Cross

Dana Lund and the Red Cross bloodmobile, which appears every other month at State and the Rosslyn annexes, have become practically synonymous to Agency employees.

Although Lund, special assistant to the director of the Office of Personnel Management, first coordinated the Agency's blood drives in 1980 as director of employee relations, his involvement as a blood donor and as a volunteer for other causes extends far beyond Agency connections.

"I first began donating blood when I was in the military—because they gave donors a three-day weekend pass," he says jokingly. Now, in addition to being a regular blood donor in Agency drives (along with 192 other employees, he is quick to point out), Lund also is a "pheresis" donor.

Pheresis donors volunteer to give blood for a specific purpose—such



as to extract white or red blood cells or platelets—a procedure that can take up to 3½ to 3 hours.

"The products taken from your blood have been matched to a specific recipient," he says, "such as a burn victim, a hemophiliac or a patient undergoing chemotherapy. Although you generally do not know the person's name, you do know that a young child or adult will benefit immediately from the blood you are giving."

Pheresis donors are "on call" essentially 24-hours a day and are sometimes called upon to undergo the lengthy donation procedure on weekends if the need arises for their particular blood type.

"I do it because I feel it's a way of giving something back to the community," Lund says.

Lund and his wife, Patricia, had a more personal reason to become community activists when their son entered—and successfully completed—a drug treatment program for teenagers at Straight, Inc., in Springfield.

"Drug addiction in your own family is a very difficult thing and something many people are reluctant to talk about," says Lund. The problem extends beyond the individual involved and can have a disastrous effect on the entire family.

During their son's therapy, in which they participated as a family, Lund and his wife went out into the community to address audiences at schools, clubs and churches in hopes that their experience might benefit others attempting to cope with similar problems. In recognition of his extensive involvement in the fight against drugs, he was nominated for the national GEICO Public Service Award.

Lund plans to remain active in the volunteer community when he retires. "I'll continue to work in some capacity with the Red Cross—perhaps with the crew of a bloodmobile," he says. And, having recently reached the fifth-gallon mark as a blood donor, he will continue to be on call to help replenish the nation's blood bank.

—Suzanne Chase

## Hal Gray

### Cub Scout Cubmaster

For Hal Gray, scouting is a family affair.

Gray, a program analyst in the Planning and Budget Office of the Bureau for Program and Policy Coordination, has worked with the Cub Scouts for a number of years and is now cubmaster of Pack 465 in Bethesda, Md.

"One of the scouting concepts is that activities should be done with the family," he says. "That is particularly true with Cub Scouts."

His wife, B.J., is a den leader (several dens make up a pack), and both his sons have been Cub Scouts. Andrew, 11, is now a Boy Scout, while Kyle, 9, is in his next to last year of Cub Scouts.

Gray's own involvement with scouting extends to his childhood. He was a Cub Scout, a Boy Scout and an Explorer Scout as a boy, experiences that left him with an appreciation for the sense of fun and accomplishment that scouting can provide to boys and girls.

"One of our sayings in Cub Scouts is KISMIF," he says. "That means Keep It Simple, Make It Fun. We try to make the program fun and interesting for the boys, as well as responsive to what the parents expect of scouting, such as character development."

With his sons' involvement in scouting, Gray decided to become more active himself. "I got hooked by a training program for scout leaders," he says. "I decided to stick with it and really make our local pack work."

His training included meetings, seminars and campouts in which volunteers are exposed to all aspects of scouting leadership. In



1985, he became assistant cubmaster and in 1986 cubmaster.

As cubmaster, Gray's duties include planning and preparing for the monthly pack meetings (weekly den meetings include preparation for the pack meeting), as well as for the many other activities in which the Cub Scouts are involved.

His efforts have helped Pack 465 win the National Quality Unit Award, which is based on criteria that include the number of activities and the level of training.

"We have service-related projects in which, for example, the boys work at school beautification and church maintenance projects," he notes.

"This year, we also had a Fire Prevention Month, an indoor olympics and model car races. The Scouts have fund-raising activities as well, including selling popcorn and selling tickets to the annual

Scout Show."

Although strong leadership from the cubmaster is important, Gray emphasizes the importance of parental involvement. "Cub Scouts is really parent-driven," he says. "The three weekly den meetings, for example, are run by parents. With all the meetings and activities to prepare for and conduct, the cubmaster needs a lot of help from the den leaders and other parents with boys in the program."

Although the duties of a cubmaster require a great deal of time, Gray says he enjoys the work.

"Cub Scouts are what I have chosen, just as other people have become involved in other community activities," he says. "I have always found scouting very rewarding."

—Jim Pinkelman

# SCI Grantees Earn Prizes for Research

 Two grantees of a National Academy of Sciences (NAS) program funded by the Office of the Science Advisor (SCI) have received international recognition for their research.

Luis Herrera-Estrella was awarded the Javed Husain Prize from UNESCO for his scientific contributions on the transfer of genetic information into plants. The prize, accompanied by a \$10,000 award, is given every two years to a scientist under 40 who contributes to Third World development.

Kausar Malik was presented the Award for Distinction by the president of Pakistan for his research in soil microbiology.

Herrera-Estrella is involved in an NAS program dealing with grain amaranth, an underdeveloped crop that may help in the production of grain in arid lands. He and colleagues at the National Polytechnical Institute of Mexico are developing techniques necessary to apply genetic engineering to the improvement of amaranth and are working to characterize the genes that control production of amaranth's high food-value proteins.

Malik has been studying the association of soil bacteria and Kallar grass (*Diplachne fusca*) in

highly saline soils. Kallar grass appears to offer a potential to reclaim agricultural lands that have been ruined by salt buildup and restore them to productivity.

Malik has demonstrated that these grasses actually use nitrogen fixed from the air by bacteria associated with the root systems in these highly saline soils. The potential for using bacterial nitrogen fixation for grasses is important because nitrogen fertilizers for the production of grass crops such as wheat, rice, barley, rye and sugarcane are expensive.

## NITROGEN FIXATION RESEARCH PRESENTED

Research results in the field of biological nitrogen fixation were presented at an international meeting held recently in Indonesia.

Johanna Dobereiner of EMBRAPA in Brazil reported on a study, funded by the National Academy of Sciences (NAS), of associative nitrogen fixation with sugarcane. She and her colleagues have demonstrated varieties of cane that obtain up to 40% of their nitrogen from bacterial fixation.

In the process, they have discovered a new nitrogen-fixing bacteria, named *Saccarobacter nitrocaptan*, which is so different from previously known organisms

that it has been placed in a genus of its own. The organism is important in that it appears to continue to live and fix nitrogen in very acid soils, offering the potential to improve fertility in some of the acid tropical soils of the developing world.

The meeting also covered nitrogen fixation through legume-rhizobium symbiosis. Legumes, because of their cooperation with nitrogen-fixing soil bacteria, are especially rich in nitrogen and protein and can produce considerable quantities of protein-rich food per acre even in areas with nitrogen-poor soils.

With the recent introduction of measurement methods based on use of the <sup>15</sup>N isotope of nitrogen, a number of researchers were able to demonstrate the fixation of atmospheric nitrogen and its use in legumes inoculated with cultures of appropriate rhizobium.

Results showed consistent savings over a wide variety of grain legumes.

Moreover, NAS-supported researchers are beginning to quantify the fertility improvements available through alley cropping, in which leguminous trees are interspersed with grain crops. In these systems, nitrogen fixed by the tree-rhizobium combination, in part, becomes available to the grain.

Tree legumes, which are among the most important species for fuelwood plantations and reforestation efforts in developing countries, also were the subject of a number

of papers.

Rafael Palacios of the National University of Mexico, an NAS subgrantee, has succeeded in transferring genes from rhizobium to another soil bacterium, *Argobacterium tumifaciens*, in such a way that the recombinant agrobacterium forms nodules on the roots of legumes and even fixes some nitrogen.

Although his work is still in the laboratory stage, it demonstrates the novel approaches to nitrogen fixation that may be possible and that agrobacteria provide the major vehicle for genetic engineering of a variety of plants.

Several observers at the Indonesia meeting mentioned the improvement in biological nitrogen-fixation research in developing countries since those programs were initiated in 1981. The use of inoculants of nitrogen-fixed microorganisms to reduce the need for chemical fertilizers is a major goal as developed and developing countries seek to find low-cost, environmentally benign agricultural technology.

The conference was sponsored by the National Academy of Sciences, with SCI funding, the Canadian International Development Research Center and the Australian Center for International Agricultural Research. A special issue of *Plant and Soil*, the primary journal in this scientific field, will be devoted to the papers presented.

—John A. Daly

## Uganda

From page 5, column 4

of the packets in country. The project also provides \$350,000 in medicines.

AIDS (Acquired Immune Deficiency Syndrome) is also a significant concern in Uganda, which is reporting the highest number of cases in Africa. Out of Uganda's population of approximately 15 million, 2,400 cases of the disease have been reported.

"Uganda was the first African country to recognize AIDS as a serious health problem," Podol says. In late 1986 and early 1987, the Ministry of Health developed a three-year program to combat the disease. The World Health Organization (WHO) helped Uganda rework the plan and expand it to a five-year program. At a 1986 meeting, a number of donors, including the United States, made pledges toward the budget for that program, which WHO is helping Uganda to implement.

"The United States was the first donor to make funds available after the pledging session, and we have provided to date \$500,000 as general budget support," Podol says. "The funds were turned over to WHO, which will manage the money.

"This is a joint activity with the government of Uganda taking the

lead, getting strong support from WHO in terms of technical assistance and management help, and the United States and other donors putting up the foreign exchange needed to keep the program going.

"In addition to the dollar budget support, we have put up shillings (local currency) to cover local costs," says Podol. The mission is putting together a set of key activities, primarily with the private sector, not included in the current program.

Uganda, which is roughly the size of Oregon, is famous for being the source of the Nile River. The river begins its journey to the Mediterranean near the town of Jinja on Lake Victoria, about 50 miles from Kampala.

Housing for American staff probably rates among the best. Most houses have ample lawns and gardens.

Children at post attend the Lincoln International School, a private co-educational institution, assisted by the Department of State's overseas schools program. The school has classes from preschool through grade 10.

Americans enjoy several sports clubs in Kampala. There also are two sailing clubs and a variety of sailing, boating and fishing activities on Lake Victoria.

The national theater of Uganda offers drama, dance and song in

English every weekend.

Fenton Sands, mission agricultural economist, calls Uganda "a true Garden of Eden when it comes to climate, availability of fruits and vegetables and beautiful countryside."

Lawrence Odle Jr., project development officer, and Ken Lyvers, supervisory agriculture development officer, agree that a major reward at post is working with their Ugandan counterparts. "Ugandans are excellent people to work with," says Lyvers. "They have an intense desire to see their country develop again to the level they experienced in the late 1960s

and early 1970s. I would recommend the country highly for those who welcome a challenge."

All agree that Uganda not only offers challenges but has the potential of becoming once again the "pearl of Africa."

"While significant economic and political progress has been made, the main issue is still a political one," Podol says. "Can full peace be restored to Uganda? That is the unknown and will be over time a determining factor for the social and economic growth of the country."

*Snead is a public information specialist in the Bureau for External Affairs.*

## WEL

From page 7, column 4

indicator when they were considered for their recent promotions.

Wright and Reeves recently talked with the 1988 WEL participants: Charlotte Ureksoy, Bureau for Science and Technology; Lena Goodman, Bureau for Management; Sandra Malone-Gilmer, Bureau for Program and Policy Coordination; and, Susan Bugg, Bureau for Asia and Near East.

"USAID's first participants in the WEL program took on a lot,"

says Diamond. "Their personal and professional growth as a result of this program has been significant.

"WEL provides an excellent opportunity for the Agency's GS women to get on the management track, and we hope that the successful record established by Minnie Sebsibe Wright and Charline Reeves will generate more applications for the program."

For further information on the Women's Executive Leadership Program, call: Dennis Diamond, EOP, (202)663-1333 or Cary Kauffman, M/PM/TD, (202)653-8611.

# Vocational Training Boosts Income in Africa

 Opportunities Industrialization Centers (OIC), which have proved successful in the United States, are beginning to show positive results in Africa, too.

OICs, developed through the initiative of Philadelphia minister Leon Sullivan, are community-based centers designed to provide vocational-skills training in a variety of technical, occupational and administrative areas. The first U.S. center opened in Philadelphia in 1964 and was followed by dozens throughout the country.

OIC International, a private voluntary organization (PVO), was founded six years later in response to Africans who had asked Sullivan to duplicate the U.S. model in their countries. The first African OIC opened in Nigeria in 1970.

Today, 15 OIC training centers operate in 11 African countries. Of the 13 centers initially funded by USAID, 10 have continued to operate after the Agency ended its financial assistance, receiving funding from their own government and other donors.

To further the goal of institutional development, the Office of Private and Voluntary Cooperation in the Bureau for Food for Peace and Voluntary Assistance (FVA/PVC) has continued its support of OICI's work in Africa for the last 17 years. In addition to financial assistance, USAID has contributed significantly to the organization through joint project design, evaluation activities and oversight cooperative agreements, which support OICI's field programs and headquarters.

"Our partnership with USAID has greatly advanced the self-help philosophy and has resulted in skills, jobs and a better life for thousands of people in Africa," says Sullivan.

The organization's mission is to establish and institutionalize self-help training programs adapted to the needs of the countries in which it is active, says Gary Robinson,

OICI executive director. "Its target group is unskilled Third World youths who, for the most part, have never had a job and face a life of unemployment or casual labor," he says.

By teaching marketable skills through an informal training model, OICI can help those youths become self-reliant and productively involved in the development of their countries.

Excluding the newly established centers in Cameroon, Cote d'Ivoire and Guinea, OICs in Africa have trained more than 14,000 young men and women. Of these, 8,300 vocational trainees from six centers have been placed in jobs, 3,400 young farmers and agriculture-related workers have completed training, and 2,300 people at two centers have completed management development, entrepreneurial training and skills-upgrading courses.

Women represent 40% of the vocational training graduates, and most of those enrolled in entrepreneurial and management development courses.

OICI's reputation as an effective training establishment and its record of job placement generate long lists of applicants who must wait, in many cases, three to five years before gaining admission. For example, at the end of fiscal 1986, Ghana's three OICs reported a waiting list of 3,268 applicants, compared with the program's capacity of 236 trainees that year.

In institutional development, independent observers have judged OICI's record in Africa to be superior. Between April and June 1987, OICI headquarters and six of the training centers in Africa underwent an external evaluation conducted by three consulting firms: International Science and Technology Institute (ISTI), Robert R. Nathan Associates, and Stanley A. Barnett & Associates.

"OICI has been highly successful in developing independent institutions that continue to operate after the termination of financial support from the U.S. government," said Richard Huntington, an evaluator for ISTI.

"This success can be attributed to several factors, including the OIC philosophy of self-help, the strategy and quality of OICI's technical assistance, and the diverse yet appropriate ways in which the OICs of Africa have developed and responded to particular conditions in each country program."

The evaluation showed that starting wages of OIC vocational graduates generally ranged from 16-66% above minimum wage and that graduates usually received further increases within four to six months.

Agricultural graduates found that the skills and knowledge they acquired enabled them to increase their income, often significantly, after their training at OIC.



**An auto mechanic trainee in Cameroon practices new skills learned at the USAID-sponsored community-based Opportunities Industrialization Center.**

Further, the evaluation showed that the cost per trainee decreased between fiscal 1985 and fiscal 1986 for most of the centers that were assessed. The real cost per trainee has declined or remained constant over the last three fiscal years, and the OIC cost per beneficiary is usually less than the per-beneficiary cost of other training

institutions in their countries.

"Initiatives are under way to enlist the assistance of several bilateral, multilateral and nongovernmental organizations," says Robinson. Meanwhile, host governments continue to support OICI's work in their countries. The independent evaluators observed that OICI may have received more accolades from African chiefs of state and high government officials than any other PVO.

PVC's support and guidance of the cooperative agreement has enabled OICI to undertake several activities that could not have been successful under other kinds of funding arrangements. Examples include developing interest groups, planning and delivery of technical support to mature or "graduate" programs, and conducting regional conferences and workshops as an integral part of field program support.

From its beginning almost two decades ago, OICI has developed into a multicountry effort in which thousands have been trained. "Its success provides a solid example of institutional development that yields concrete results and is cost-effective," says Tom McKay, deputy assistant administrator for FVA/PVC. "In addition, it illustrates the outstanding success of a partnership between USAID and a PVO."

—Lenora Watlington



## HEALTH WORKSHOP OFFERED

Health information providers and users will have the opportunity to participate in a health information awareness workshop at the Sheraton Washington Hotel, Washington, D.C., May 18.

The workshop conference is devoted to the information needs of health practitioners, managers and officials involved in health programs in developing countries.

Panel discussions will focus on health project management information systems, health statistics and health information services.

The Center for Development Information and Evaluation (CDIE) will present an overview of health information services followed by a discussion of information resources.

Information resources include the Pritech Information Center, the Water and Sanitation for Health Information Center, John Snow, Inc. Health Projects Resource Center, the American Public Health Association's Clearinghouse on Maternal and Infant Nutrition, Columbia University's Population

and Family Health Resource Center, Johns Hopkins University's Population Information Program, the Academy for Educational Development's Clearinghouse on Development Communication, and the Board on Science and Technology for International Development's Information Center. The board is part of the National Academy of Sciences.

Topics dealing with health data and management information systems will be conducted by the International Science and Technology Institute (in conjunction with the Agency's Office of Health), the Westinghouse Institute for Resource Development and the Census Bureau's International Statistical Programs Center.

The workshop is sponsored by CDIE's Office of Development Information and the Agency's Offices of Health and Private Voluntary Cooperation.

The workshop is free, but registration is requested by April 30. For more information or to register, call Karen Christopherson, PPC/CDIE/DI, (703)875-4960.



**An instructor teaches carpentry at the vocational training center in Ghana.**

**MOVED ON**

**Dana Andrea Alexander**, ANE/TR/ARD/APNE

**Mark Bisnow**, A/AID

**Margaret Campbell Boeker**, Jordan

**Loverna Branch**, COMP/CS/R

**Stephanie Cummings**, PRE/I

**Bree Fary**, SDB/OD

**Anna Fierro**, ANE/DP/E

**Mark Gallagher**, ANE/DP/PA

**Josephine Jackson**, M/FM/

WAOD/FS

**Avemaria Ladson**, COMP/CS/R

**Rhett Lucas**, COMP/CS/R

**Lenore Fitzgerald Mayo**,

ANE/EE

**Linda Pavich**, Ghana

**Dora Plavetic**, M/SER/IRM/MPS

**Jocelyn Andrea Pridgen**, S&T/

N/OP

**V. Sue Shepard**, M/FM/

WAOD/FS

**Mary Helen Smith**, ANE/SA/

Afghanistan

**Charlene Tracy Taylor**,

COMP/CS/R

**Corey Winder**, COMP/CS/R

**REASSIGNED**

**Gerrit Argento**, COMP/FS/R/AIDW, supervisory private enterprise officer, to program officer, PPC/MFI

**Renata Cameron**, SDB/OD, general business specialist, to international trade specialist, M/SER/OP/COMS/O

**Victoria Carethers**, OFDA/ASP, secretary stenographer, to secretary typist, M/PM/TD

**Leslie Curtin**, Haiti, population development officer, to IDI (health/population/nutrition), COMP/FS

**Robin Yvette Galery**, AFR/MGT, secretary typist, to personnel staffing specialist, M/PM/FSP/A

**Paul Guld**, COMP/FS/R/AIDW, special projects officer, to general services officer, Kenya

**James Hampton**, M/PM/CSP/SER, personnel staffing/employee relations specialist, to employee relations specialist, M/PM/CSP/EAS

**Larry Harms**, ANE/TR/ARD/APNE, agricultural development officer, to supervisory agricultural development officer, Haiti

**William Montoney**, IG/PSA, auditor, to supervisory auditor, RIG/A/II

**Wendell Morse Jr.**, FVA/PPM/PAD, project economics officer, to agricultural economics officer, COMP/FS/DS

**L.M. Smith**, AFR/MGT/MISR, supervisory management analyst, to support services supervisor, M/SER/MO/RM

**PROMOTED**

**Carolyn Alestock**, AFR/MGT/HRM, clerk typist

**Phillip Amos**, Costa Rica, controller

**James Anderson**, Indonesia, deputy mission director

**Robert Asselin Jr.**, Dominican Republic, supervisory private enterprise officer

**Vonda Vermell Bailey**,

# WHERE? IN THE WORLD ARE USAID EMPLOYEES

ANE/EMS, clerk typist

**Peter Benedict**, ANE/DP, director

**Danille Lashaun Benjamin**,

M/PM/FSP/RSS, clerk typist

**Margaret Bonner**, Indonesia,

supervisory program officer

**Richard Burke**, Guatemala,

supervisory program officer

**George Carner**, Senegal, deputy

mission director

**Ghytana Carr**, M/PM/FSP/A, per-

sonnel assistant (typing)

**Ross Coggins**, AFR/EP,

coordinator

**David Cohen**, Panama, COMP/FS

**Brenda Colwell**, S&T/POP/OCS,

program analyst

**John Competello**, RIG/All, super-

visory auditor

**John Davison**, Bolivia, controller

**Laneta Jane Dorflinger**,

S&T/POP/R, biologist

**Edward Dragon**, Senegal, legal

officer

**John Dumm**, S&T/POP, deputy

director

**William Erdahl**, PPC, develop-

ment coordination officer

**David Fields**, M/FM/PAFD/PA,

operating accountant

**Jodie Flakowicz**, S&T/MGT, ad-

ministrative officer

**Irene Ford**, M/SER/MO/RM/AP,

purchasing agent

**Douglas Franklin**, ANE/DP/F,

controller

**Stephen French**, Jamaica, super-

visory agricultural development

officer

**William Patrick Garrity**, M/SER/

OP/W/FA, contract specialist

**Margarette Goldstein**,

M/PM/FSP/RSS, personnel staffing

specialist recruitment

**Joseph Goodwin**, Zaire, deputy

mission director

**Donna Gray**, PPC/WID, secretary

typist

**Helen Grier**, OFDA/OD, ad-

ministrative operations assistant

**Sherrie Hailstorks**,

M/PM/PCF/PP, management analyst

**George Edwin Harley**,

M/SER/IRM/AS, computer specialist

**Lee Hougen**, Dominican

Republic, supervisory health

development officer

**Claretta Jenkins**, M/FM/CAD/FA,

operating accountant

**Vickie Jones**, SDB/OD, program

operations assistant

**Helene Kaufman**, ANE/EA/ISP,

program officer

**Sharon Kellam**, LAC/CAR, clerk

typist

**Marjorie Kelley**, M/PM/FSP/A,

personnel assistant (typing)

**Herman Lee Jr.**,

M/SER/MO/CPM, secretary typing

**James Leo**, India, supervisory

executive officer

**Robert Michael Lester**, GC/LP,

legal officer

**Michael Lukomski**, Yemen Arab

Republic, deputy mission director

**María Mamlouk**, LAC/SAM, inter-

national cooperation specialist

**Stephanie Lee McFadden**,

M/PM/FSP/EE, personnel assistant

(typing)

**Carlton McGowan**, XA/PI, ad-

ministrative operations assistant,

typing

**Carla Montemayor**, M/PM/CSP/

SER, personnel staffing/employee

relations specialist

**Richard Nelson**, LAC/CEN, pro-

gram officer

**Paul O'Farrell**, Egypt, super-

visory project development officer

**John Patterson**, Egypt, associate

mission director

**Edward Ploch**, Thailand, super-

visory program officer

**Deborah Price**, FVA/PVC/CSS,

program operations assistant

**Marcus Edward Pridgen**, M/SER/

OP/W/CO, clerk typist

**Kenneth Prussner**, AFR/TR/ARD,

supervisory agricultural develop-

ment officer

**Robert Richardson**, Egypt,

supervisory commodity manage-

ment officer

**Barbara Rogers**, S&T/MGT, ad-

ministrative officer

**John Sanbrailo**, Honduras, mis-

sion director

**Christina Schoux**, Guatemala,

supervisory project development

officer

**Paul Scott**, Indonesia, legal

officer

**Steven Sinding**, Kenya, mission

director

**Jeanette Smith**, S&T/PO/AE,

secretary typing

**Edward Spriggs**, Swaziland,

legal officer

**Roy Stacy**, COMP/FS/DS, mis-

sion director

**J.C. Stanford**, REDSO/W&C,

controller

**Wilbur Thomas**, Mali, deputy

mission director

**Furman Towery**, Ghana, USAID

representative

**Hue Thi Tran**, M/FM/PAFD/PA,

operating accountant

**George Wachtenheim**, Bolivia,

deputy mission director

**John Richard Westley**, AFR/DP,

director

**Stephen Wingert**, LAC/DR/RD,

supervisory agricultural develop-

ment officer

**Joseph Wright**, LAC/CAR, clerk

typist

**Neal Zank**, PPC/PDPR/RP,

senior policy adviser

**RETIRED**

**Harold Collamer**, M/FM/CONT,

deputy controller, after 20 years

**Ernest Hardy**, M/FM/ASD,

systems accountant, after 21 years

**Ioanna Jackson**, M/SER/OP/

TRANS, traffic management

specialist, after 21 years

**Grace Mayberry**, AFR/CCWA,

secretary, after 24 years

**Sylvia Mitchell**, PPC/PB/RPA,

program analyst, after 18 years

**Barnabas Mosley**, AFR/TR/ENG,

engineering officer, after 25 years

**James Riley**, ROCAP/GD, special

projects officer, after 24 years

**Melvin VanDoren**, M/FM/CONT,

executive officer, after 27 years

**Eleonore White**, M/SER/IRM/AS,

computer equipment analyst, after

20 years

*Years indicate USAID service only.*

## OFDA Grant Helps Brazilians Recover From Recent Floods

The Office of U.S. Foreign Disaster Assistance (OFDA) has provided \$125,000 to Brazil in the aftermath of flooding throughout the country in February that killed more than 300 people and left 25,000 homeless.

OFDA provided a grant of \$100,000 to a private voluntary organization, Partners of the Americas, for the purchase and distribution of emergency relief supplies such as clothes, blankets and tents. OFDA also provided U.S. Ambassador Harry Schlaudeman \$25,000 for disaster relief assistance, which was granted directly to the Brazilian government.

Torrential rains over a 10-day span in February caused flooding throughout the country. Hardest hit were Rio de Janeiro and areas north of the city, particularly the resort city of Petropolis and the

lowlands of Baixada Fluminense. Another area in the state of Acre near the border with Peru also was affected.

In addition to the deaths and the number of homeless, more than 900 people have been injured, said Barry Heyman, assistant director for OFDA's Latin America and Caribbean section. As many as 150,000 others are endangered because their homes are on hillsides near Rio and may be destroyed by mudslides. Damage estimates from the flooding have reached \$200 million.

"The rains that fell in February were the heaviest in Brazil in the last 20 years," said Heyman.

The Brazilian government responded well to the disaster, Heyman noted. "There's been a lot of rescue work going on, and the Brazilians are coping well," he said.

## SID to Look at 'Grassroots'

**L**earning from the Grassroots" is the theme of the 1988 annual conference of the Washington, D.C., chapter of the Society for International Development.

More than 300 international development professionals are expected to attend the April 22 meeting at the Washington Marriott Hotel.

In the opening address, Muhammad Yunus, managing director of the Grameen Bank in Dhaka, Bangladesh, will discuss how, over a 10-year period, the bank has provided \$40 million in loans ranging from \$1 to \$200 to primarily women microentrepreneurs in Bangladesh, with a default rate of less than 1%.

Moeen Qureshi, senior vice president for operations at the World Bank, will present new approaches for the bank in collaborative efforts with nongovernmental organizations in a luncheon address.

The afternoon program features "Exchanges with the Grassroots," a new format that includes discussions, audiovisuals, exhibits and resources of model grassroots development projects.

The conference will close with the traditional "Marketplace," where development organizations exhibit and sell resource materials.

For information regarding registration, exhibits and fees, call the Conference Hotline, (202)347-1800.

## IN MEMORIAM

### MARGARET SHAW

**M**argaret Shaw, an Agency employee, died of cancer at her home in Washington, D.C., March 13. She was 73.

Shaw joined the Agency as an international relations officer from 1966-1968. She left the Agency and rejoined in 1979, serving as an education development specialist in the Bureau for Africa.

She is survived by her husband, Brackley Shaw, one son and one daughter. Condolences may be sent to Mr. Shaw, 3512 Malcolm St. N.W., Washington, D.C. 22016.

### EDWARD MEAGHER, JR.

**E**dward J. Meagher, Jr., an Agency retiree, died of cancer at the Hospice of Northern Virginia Feb. 23. He was 67.

Meagher joined the Agency in 1964. He served as a regional inspector at posts in Pakistan, Panama, South Korea and Vietnam. Meagher retired in 1985.

He is survived by his wife, Anne, a daughter and a son. Condolences may be sent to Mrs. Meagher, 4618 N. 27th St., Arlington, Va. 22207.

# USAID BRIEFS



At a March 8 reception at the State Department, (from left) Steve Hanke, Jerry Jenkins, Administrator Alan Woods and Kenneth Adelman celebrate the publication of *Privatization and Development*. The book grew out of a USAID-sponsored conference on privatization that attracted 500 delegates from more than 40 countries. Hanke, professor of applied economics at Johns Hopkins University, edited the book, the preparation of which was funded by the Bureau for Program and Policy Coordination and the Bureau for Private Enterprise. Woods, noting that the book reflects the latest thoughts on privatization, said that the book shows that "significant economic growth can be achieved only with market-oriented principles, which include privatization." Adelman, former director of the Arms Control and Disarmament Agency, is Washington representative for the Institute for Contemporary Studies (ICS), which published the book. Jenkins is executive director of the Sequoia Institute, a public policy research center that worked with ICS on the book.



Participating in a recent USAID workshop on "Policy Reform and Sustainable Development" are (from left) Bob Halligan, director of the Office of Personnel Management; Peter Askin, chief of the Executive Personnel Management Staff; John Westley, associate assistant administrator for the Bureau for Africa; Mary Huntington, director of the Agency's Training Division; and Duane Acker, assistant to the administrator for Food and Agriculture. The weeklong workshop, conducted by the Training Division with the Development Studies Program contractors, the Institute for International Research and the American University, focused on ways in which foreign assistance can be used most effectively to bring about policy reform needed for sustainable development. In addition to senior USAID officials, representatives from private voluntary organizations, Congress, the World Bank and the International Monetary Fund took part in the discussions. Administrator Alan Woods, who joined the group at the concluding session, told the participants, "We need to think about the issues and try to build a consensus, which is what you are doing. That is what's important."

## OFDA to Give Seized Clothing

**I**n a first-of-its-kind agreement, the U.S. Customs Service on March 17 gave the Office of U.S. Foreign Disaster Assistance (OFDA) \$20 million in seized clothing for donation to humanitarian relief efforts overseas.

The clothing will be distributed in refugee camps in Mozambique, Malawi and Zimbabwe by two private voluntary organizations, World Vision Relief and the Adventist Development and Relief Agency.

The clothing, made in the People's Republic of China, was seized after officials from the People's Republic notified U.S. customs inspectors that counterfeit visas were being used to bring the goods into the United States. Such forfeited commodities cannot be used or re-sold in the United States but can be donated for humanitarian purposes overseas.

Noting that the action marked the first time that USAID and the Customs Service have worked together to use forfeited goods for U.S. disaster or humanitarian relief efforts, Administrator Alan Woods said the clothing was "an innovative way in which the United States can provide assistance to people in desperate need."

## Agency Grant to Help Niger

**T**ulane University has received a \$2 million USAID grant to assist the government of Niger in reforming its public health system.

Administrator Alan Woods awarded the grant March 23 to Tulane President Dr. Eamon Kelly in the Capitol Hill office of Rep. Bob Livingston (R-La.). Also attending the ceremony were Rep. Lindy Boggs (D-La.) and Dr. Joseph Hamrick, dean of Tulane's School of Public Health and Tropical Medicine.

Under the 27-month contract, Tulane will support policy and institutional reforms by improving the management information system of Niger's Ministry of Health, carrying out health plans for resource development and training, and providing analyses of health care financing.

"The end result of this program should be a Health Ministry that is better able to manage its own programs and resources—and a population that receives improved health care," said Woods.

The contract with Tulane is part of the Agency's \$15 million Niger Health Sector Support Grant, which provides assistance in health, nutrition and population programs emphasizing child survival activities. Tulane has worked in Niger since 1985 to organize management systems through USAID's Rural Health Improvement project.