

USAID REPORTS: ENVIRONMENTAL PROTECTION

Presented below are abstracts of recent USAID reports on environmental protection. 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.

Environment and natural resources: strategies for sustainable agriculture—a task force report of the Board for International Food and Agricultural Development

Thomas, Gerald W.; Ables, Ernest D.; et al.
U.S. Agency for International Development.
Board for International Food and Agricultural Development, Washington, D.C.
Feb. 1988, v, 46p., En
Document Number: PN-AAZ-324

Degradation of the natural resource base threatens the sustainability of the agricultural systems on which much of the developing world's food supply depends. This critical issue is addressed by a task force formed by the Board for International Food and Agricultural Development to examine the role Title XII institutions can play in promoting sustainable agricultural development. An initial section analyzes some of the key problems and obstacles to agricultural sustainability. These include the environmental degradation caused by developing countries' efforts to meet basic needs for food, fiber, fuelwood, and forest products; the complexity of agro-ecological systems; and the lack of environmental protection policies in many developing countries. The report discusses 10 strategies for environmental improvement.

Environment and natural resources

U.S. Agency for International Development.
Bureau for Program and Policy Coordination, Washington, D.C.
A.I.D. policy paper, April 1988, 12p., En
Document Number: PN-AAV-464

USAID policy on natural resources and the environment focuses on promoting environmentally sound, long-term economic growth by helping developing countries conserve and protect the environment and manage their exploited resources for sustained yields. Assistance focuses on three broad program areas: ensuring sustainable production, maintaining natural ecosystems, and meeting human needs by improving environmental quality. Within these

areas, the Agency will support forestry, soil conservation and watershed management, resource inventories, environmental planning and education, land use planning, rangeland management, water and wastewater treatment systems, improved industrial and urban pollution control, and coastal resources management. Efforts to protect tropical forests and preserve biological diversity will be emphasized.

Environmental assessments of development projects: a preliminary review of A.I.D.'s experience

Chew, Siew Tuan
U.S. Agency for International Development.
Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, D.C.
A.I.D. evaluation occasional paper, no.17, June 1988, vi, 15p., En
References, p.15
Document Number: PN-ABA-143

Since the late 1970s, donors and host country governments have become concerned with reversing the environmental degradation taking place in many developing countries and limiting the adverse impact of development projects on the environment. This study describes and reviews the effectiveness of the Agency's system for assessing the potential environmental impacts of proposed projects. Using examples of projects that were revised after environmental review, the study discusses USAID's methods for classifying the environmental risks of development projects (the so-called black, grey and white lists) and the impact of the assessment process on revising project designs and implementation. Experience indicates that in many cases the assessments have helped project designers to identify and address significant environmental issues and that they provide a forum for host country officials to voice their concerns about project impacts. While the system is less effective in screening indirectly funded activities it provides a generally useful tool for increasing the environmental sensitivity of USAID projects.

FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

NOVEMBER 1988

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

PN-ACZ-558



Agency Honors Efforts to End Hunger

Sudan Relief Aid Continues

A Salute to FSNs: USAID/Thailand

End Hunger Awardees Honored by Agency

by Ellen C. Irving

As the spectre of famine looms in east Africa once again and the faces of the poor in developing countries reflect the ravages of hunger and malnutrition, it is often difficult to remember the power of the individual in the fight against a foe that to many seems apocalyptic in its dimension.

Nine U.S. citizens and institutions that have worked to end world hunger and to bring its complex social and economic issues to the forefront of the American consciousness recently were honored by the Agency at the sixth annual presentation of the Presidential End Hunger Awards.

The Oct. 13 ceremony, sponsored

in part by the End Hunger Network, was held in conjunction with the international observance of

World Food Day.

Deputy Administrator Jay F. Morris, speaking of the far-

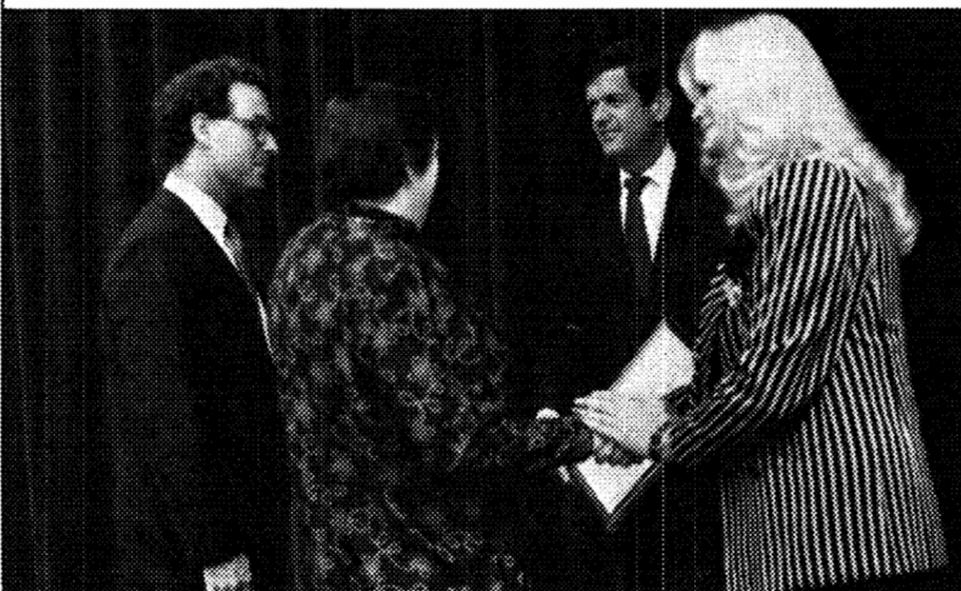
reaching impact of the award recipients' work, said, "Food is not just fuel for the body. It's fuel for long-term economic growth as well. And that's a very important point to remember, because it's the key to the solution.

"Economic growth requires people healthy enough to work productively. And it requires minds healthy enough to deliver the skilled labor that the future will demand. Just feeding the hungry is a short-term solution that will always keep them with us.

"Economic growth—the kind of growth that gives people money in their pockets to buy food from wherever it may be available—is the best way to create a world that is food secure and to replace misery with dignity.

"The award recipients are as much experts about bestowing dignity on people as they are experts on solving the world's hunger problem," said Morris.

"Their accomplishments are worth
(continued on page 3)



Deputy Administrator Jay F. Morris and actress Linda Day George (right) present a posthumous award in the Special Recognition category to agricultural consultant Constantine Gregory, who was slain by terrorists in Peru while working on a USAID-funded project. Accepting the award are his mother, Alice Gregory, and brother Paul.

Conferees Focus on Urban Policy

by Bill Outlaw

Developing countries need to build a new foundation in their policy approach toward shelter and infrastructure development by promoting new relationships between the public and private sectors to deal with rapidly increasing urbanization problems, top Agency officials said during a USAID-sponsored Washington Policy Conference.

More than 60 participants from 30 developing countries attended the conference, which was held Nov. 6-8 to provide an opportunity for urban sector leaders to share experiences and ideas about effective approaches to forming and carrying out improved urbanization policies, with an emphasis on housing. Examples using case studies from countries such as Jamaica, Sri Lanka, Indonesia and Cote d'Ivoire were presented at the conference.

Richard Bissell, assistant administrator for the Bureau for Program and Policy Coordination, told conferees that the donor community can help bring about constructive changes in developing countries by supporting new policy initiatives with flexible approaches.

"This Agency has made tremendous strides in policy reform over the last eight years," Bissell said. "It is time to show the same results in urban sectors in future years."

The Agency is promoting this policy-based approach now through projects such as the Development Fund for Africa and a loan to Indonesia under the Housing Guaranty Program that is geared to policy-based lending in the

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Relief Operations Assist Sudanese

Emergency Food Reaches Thousands

by Scott Dueweke

During the last few months, more than 25,000 emaciated displaced persons, often diseased, have gathered to look for food and refuge in Abyei, a small town on the edge of the war zone in the Sudan. Few small children are among them; many have died as a result of the long journey from their villages, often without food, and an outbreak of measles last summer.

USAID, under an agreement with the Sudanese government, is funding emergency relief operations to assist the thousands of Sudanese fleeing the war and famine in the south.

The emergency relief included an airlift of 90 tons of food and medicine into Abyei. Ninety sorties flew out of Kadugli, 135 miles northeast of Abyei, over a 10-day period. The food was part of a stockpile that USAID prepositioned in Sudan in anticipation of needs that might result from locust infestations, drought, an influx of Ethiopian refugees and civil strife.

Using a C-130 owned by the International Committee of the Red Cross (ICRC), 20 tons of U.S. food a day are now being airlifted into Abyei. By the end of the airlift, 200-300 tons will arrive including several tons of UNICEF's UNIMIX, a high-protein food blend.

In addition to the Abyei airlift, 1,500 tons from the stockpile will be trucked from Kadugli to Muglad and Babanusa to feed concentrations of displaced persons as

well as to preposition food closer to people fleeing the south.

The operation is based on a plan drawn up by a team from the Office of U.S. Foreign Disaster Assistance (OFDA) in cooperation with the government of Sudan and other donor organizations, with assistance from several private groups.

On a recent visit to Sudan, USAID Deputy Assistant Administrator for Africa Walter Bollinger said, "The plan reflects a joint effort on the part of the

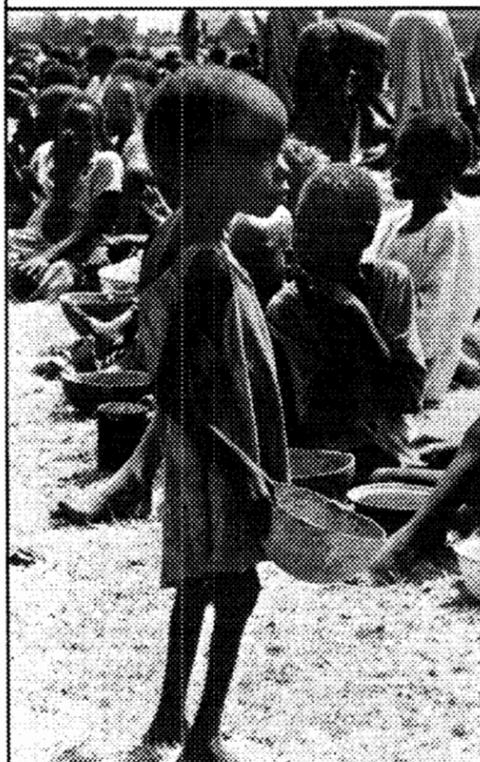
United States and the Sudan to provide essential food and medicines to people who face death from hunger and disease. The United States is pleased to be able to join others in the donor community in assisting the government of Sudan in its efforts to support the men, women and children who are at risk.

"Critical food shortages brought on by civil strife in the south, heavy rains and other problems have driven the people from the countryside into towns, where resources have been stretched beyond limit."

The relief team, headed by OFDA operations officer Joe Gettier, included Food for Peace officer Larry Meserve and experts from the Centers for Disease Control, the Army's Central Command and Labot Anderson International. The OFDA team was sent to the Sudan from Washington to help formulate a plan to carry out a \$1.5 million U.S. grant to Sudan's Relief and Rehabilitation Commission (RRC). The grant supports the RRC's efforts to meet the crisis. The relief plan is based on assessments by Sudanese officials and members of the OFDA team who visited sites of displaced persons.

Immediate airlifts were undertaken for Abyei because food stocks were insufficient to feed the people gathered there. The government of Sudan and various donors prepositioned enough food there before the rainy season to feed about 15,000 people. When the

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A Sudanese child waits for his portion of U.S.-supplied emergency food at Abyei, a town on the edge of the war zone.

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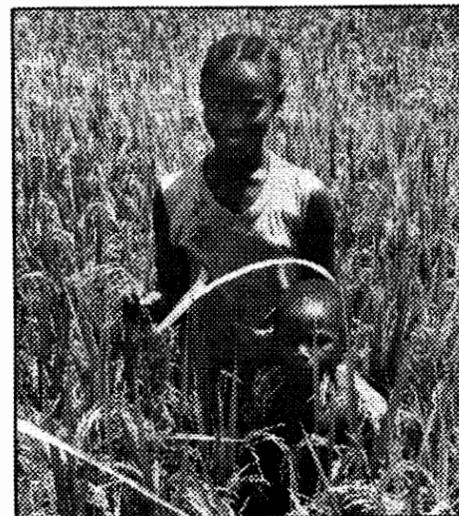
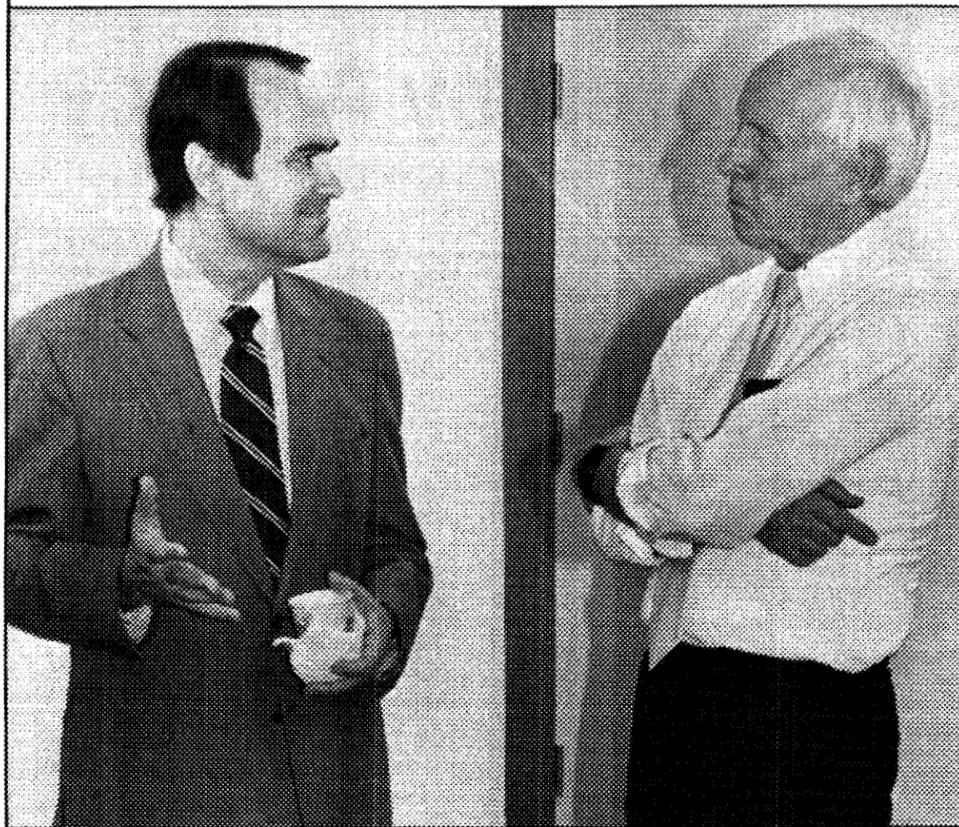


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Cover Photo: Fields of grain offer hope that ending hunger everywhere will soon be a reality. At the sixth annual Presidential End Hunger Awards, the Agency honors individuals and organizations whose efforts are helping to attain that goal. See story on page 1.



Administrator Alan Woods (left) and Housing Director Peter Kimm converse Nov. 15 during an "office warming" celebrating the Office of Housing's new location in SA-2. The office's move from Rosslyn is part of the Bureau for Management's effort to consolidate Agency personnel in fewer buildings. Plans also are being made to renovate offices within SA-1 and the State Department.

Ethics Group Calls for Papers

"Economic Crisis, Ethics and Development Alternatives" will be the theme of the Second International Conference on Ethics and Development. Sponsored by the International Development Ethics Association (IDEA), the conference is set for July 2-8, 1989, at the Autonomous University of the Yucatan in Merida, Mexico.

Established in Costa Rica in 1987 to examine issues of ethics and values in Third World development, IDEA is a cross-cultural organization of philosophers and development theorists, policy-makers and practitioners who apply ethical considerations to development goals and strategies

and to the relations between rich and poor countries. IDEA's first conference took place at the University of Costa Rica in June 1987.

The conference committee has issued a call for papers and suggested that themes include the Latin American debt crisis, democracy and developing societies, human rights vs. basic needs, and development ethics and ethnocentrism.

Inquiries, abstracts and papers should be sent to David Crocker, IDEA, Department of Philosophy, Colorado State University, Fort Collins, Colo. 80523. The deadline for abstracts is Feb. 28 and for papers, April 30.

Sudan

From page 1

unusually severe rainy season trapped more than 25,000 displaced persons in Abyei, these stocks were depleted. The plan also calls for procuring spare parts and communications equipment for barges to transport food shipments. "Decisive and concerted action by the United States has saved thousands of lives," Gettier said, "and this result more than justified operational risks."

Further to the south, the United Nations is airlifting 1,600 tons of maize into the besieged town of Juba, near Sudan's southern border. The airlift is the first shipment of supplies to reach the town since an aircraft landing there was fired upon late last month. The

rebels have twice in the last two months threatened to shoot down any plane flying over rebel-held areas.

To date, U.S. government contributions to emergency relief efforts in the Sudan have totalled \$26 million. The contributions were used for emergency food aid throughout Sudan, flood relief, locust eradication and logistical support to Sudan's Relief and Rehabilitation Commission.

Commenting on the U.S. effort, Sudanese Prime Minister Sadiq El Mahdi said, "I have followed the work of the team that is helping us deal with some of our problems. We appreciate that good work and feel it enhances the friendly relations between our people and the people of the United States."

Dueweke is a press officer in the Bureau for External Affairs.

Awards

From page 1

knowing; their insights are worth hearing; and their concern for those in need is worth applauding."

The awards were presented by television and movie actress Linda Day George, who has supported the End Hunger Network as a volunteer since its start.

In the Educator/Scientist category, Ralph Waldo Cummings, professor emeritus of soil science at North Carolina State University, was honored for devoting more than three decades to leading the Green Revolution throughout the world.

Beginning in 1957 as field director of the Indian Agricultural Program of the Rockefeller Foundation, Cummings played a major role in developing India's agricultural research, extension and higher education institutions into today's world-class system.

During the 1960s, Cummings arranged the first import of the high-yielding wheat varieties that

"Food is not just fuel for the body. It's fuel for long-term economic growth as well."

transformed India's agriculture and whose impact, combined with the research and extension base that he helped to build, was a key factor in India's Green Revolution.

Cummings continued to pioneer the process of bringing appropriate technology to the developing world during the 1970s as director of the International Rice Research Institute in the Philippines, as director general of the International Crops Research Institute for the Semi-Arid Tropics and as chairman of the Technical Advisory Committee of the Consultative Group on International Agricultural Research.

Most recently, Cummings has led a broad effort by the World Bank to assess the state of food and agricultural research in west Africa. He also serves as chairman of the Board of Trustees of the International Livestock Center for Africa and is a member of the Board of Trustees of the International Center for Research on Agroforestry.

In accepting the award, Cummings paid special tribute to his Indian colleagues, calling them "imaginative, visionary, dedicated and hard-working," as well as to the "small band of expatriots who found common cause with the aspiration of these people to a better life and relief from hunger."

Noting that he would shortly travel to Ethiopia, Cummings expressed the hope that "we will be able to apply whatever lessons we have learned elsewhere and work with the people of Africa to find the solutions to at least alleviate,



Rep. Marge Roukema (R-N.J.) (left) accepts her award in the Government/Legislative category from actress Linda Day George, active member of the End Hunger Network. Also honored in this category was Rep. Tony Hall (D-Ohio).

if not completely end, the threat of hunger in the future."

Two members of Congress, Rep. Marge Roukema (R-N.J.) and Rep. Tony Hall (D-Ohio), were honored in the Government/Legislative category.

Roukema was cited for fighting hunger through both congressional action and the private sector. As vice-chairperson of the House of Representative's Select Committee on Hunger, Roukema has worked with other members of Congress, the Administration and private voluntary organizations to ensure unity of purpose in the U.S. approach to the problems of hunger and economic development.

During the 1984-85 famine, Roukema led the effort to approve the emergency supplemental appropriation that provided additional assistance to Ethiopia and was instrumental in diverting a grain shipment, originally bound for a destination without a food crisis, to the starving in Ethiopia.

In addition to her efforts in Congress, she also assists in organizing the private sector in the fight against world hunger. Through her initiative, several pharmaceutical manufacturers donated significant quantities of critical medical supplies to the Ethiopian relief effort.

Roukema also has focused on the long-term problems of hunger, working to expedite funding for the immunization of the world's children by 1990 and supporting efforts to reduce blindness in developing countries by improving nutrition through vitamin A supplement programs.

"Looking forward to the enormous problems ahead, I feel that perhaps we've done too little," said Roukema. "But we should be grateful for the progress that we have made."

Rep. Tony Hall, the other recipient in the Government/Legislative category, was cited for his contributions in the fight to end

hunger on the domestic and international fronts.

Current chairman of the International Task Force of the Select Committee on Hunger, Hall introduced the Food and Development Enhancement Act of 1985 to improve the effect of U.S. food assistance programs for developing countries and has focused his efforts on methods for heading off repeat famine in Africa. He also introduced the Global Education Enhancement Act of 1981 to earmark additional funds for primary education and adult literacy programs, recognizing that improved education can contribute to the alleviation of hunger.

Hall has heightened awareness of world hunger in his district through the "Stop Hunger...Fast" program through which thousands of Dayton-area citizens participated in a 40-hour fast or made monetary pledges to those who did, raising more than \$300,000 for African famine relief efforts and the Dayton Emergency Resource Bank.

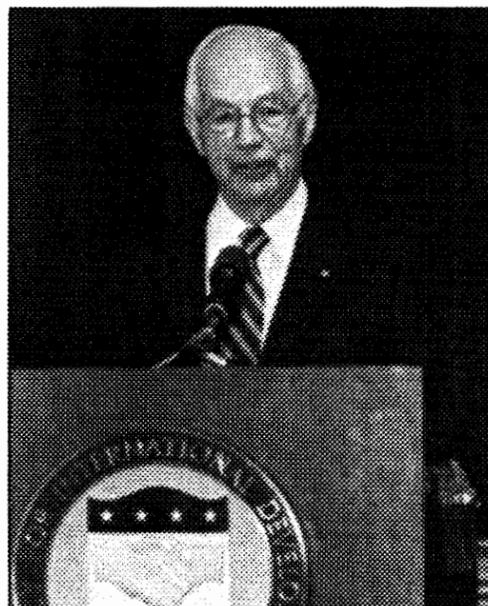
"I think of those people whom all of us have seen in places like Bangladesh, Ethiopia and the Sudan who go unrecognized," said Hall. "You never know their names, but they are the people who immunize, teach and help dig wells. They, themselves, live in poverty, but day by day, week after week, month after month," they work in their communities to make a better life.

"It's exciting to be considered among those who help in that effort," he said.

The General Foods Fund, Inc., a tax-exempt foundation supported exclusively by General Foods Corp., was the award recipient in the Corporate category for establishing the World Food Prize. The annual award, which consists of a \$200,000 prize, honors individuals whose work has made an important difference in the process of providing food for the world's



Robert Helander (left), president of the board of directors of Accion International, accepts the Private Voluntary Organization award from Tom McKay, deputy assistant administrator in the Bureau for Food for Peace and Voluntary Assistance.



Ralph Waldo Cummings addresses the audience after receiving his award in the Education/Scientist category. He was cited for devoting more than 30 years to leading the Green Revolution throughout the world.

hungry through such areas as policy development, research, production, processing, distribution and nutrition.

"The prize, established in 1987, was designed to increase public awareness of the underlying problems of world hunger and to serve as a beacon to young men and women to seek careers in some link of the food chain," said James Ferguson, chairman of the General Foods Executive Committee.

"There is no experience during my years at General Foods that gives me greater personal pleasure than to have been involved in the evolution of this prize."

Tom McKay, deputy assistant administrator of the Bureau for Food for Peace and Voluntary Assistance, presented the award in the Private Voluntary Organization/Cooperative category.

"What we call the American Dream—a house, a job and a chance to participate in the social, political and economic life of one's country—is not just a dream for citizens of the United States," said McKay. "It's a dream shared by many people throughout the world. Accion International has been helping make that dream a reality for small entrepreneurs in 60 cities in 12 countries throughout Latin America."

Since its founding in 1961, Accion has worked to secure multinational corporate funds to aid the poor in Latin American cities where the corporations operate. Accion's program of credit and training for small-scale entrepreneurs has assisted more than 75,000 men and women throughout the Americas. The employment and family income it generates help to alleviate hunger and poverty and stabilize economic and political conditions.

"The thrust of Accion's program boils down to one word—dignity," said Robert Helander, president of the board of directors. He noted that it is estimated that the informal sector represents three-fourths

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Housing

From page 1

urban sector.

Bissell said the approach is designed to help developing countries meet the needs of urban populations, which are growing at twice the rate of urban populations in developed countries. Projections are that nearly 2 billion people—including half of all poverty level households—will be living in cities of developing countries by the year 2000.

The increased urbanization will result in problems such as how to provide low-income shelter and other needed services.

Bissell said USAID is preparing a report to Congress on programming and organizational changes needed to strengthen the response to the urbanization phenomenon.

Peter Kimm, director of USAID's Office of Housing and Urban Programs, outlined the Agency's evolving approach. Initially focused

"If the private shelter market is to work for low-income families, it will take new thinking and new strategies."

on organizing a national housing finance system in Latin America, today the program addresses a much broader range of concerns.

USAID's policy helps developing countries put together effective and efficient national shelter and urban policies. It also provides assistance intended to help strengthen the institutions critical to the planning, financing, development and management of low-cost shelter and urban services.

"The tools for our work include technical assistance, training and loans," Kimm said.

USAID's principal loan resource is the Housing Guaranty Program in which U.S. private sector loans at attractive terms are made to developing countries for shelter and urban development activities.

USAID makes about \$150 million available annually for new loans and about \$10 million for technical assistance. In all, the Agency has authorized more than \$2 billion in capital funds for shelter, urban services and development projects.

Kimm said the appropriate role of the governments of developing countries is to focus on shelter problems that individuals cannot solve for themselves—such as the availability of land with secure tenure, the provision of infrastructure and the availability of credit.

A related part of USAID's policy agenda is to work with national governments interested in decentralization to increase the authority and responsibility of municipalities to deal with local problems. Countries such as Colombia, Indonesia and Cote d'Ivoire



To help deal with increased urbanization, USAID helps developing countries put together effective and efficient national shelter and urban policies.

are delegating more authority to local governments, according to Kimm.

Many countries already have instituted changes, including new approaches designed to enable the private sector to work for low-income families and to decentralize government.

"If the private shelter market is to work for low-income families, it will take some new thinking and new strategies on the part of both the government and the private sector," he said.

Those new strategies include:

- The government must create a climate that permits other players to function, which means reducing development and construction standards to levels that low-income families can afford.
- The government should facilitate land ownership. Land titling and registry systems need to be simplified and organized so that low-income families have security of tenure. This will encourage them to invest in their homes, enable them to borrow against their investment and allow them to sell their property if they desire.
- The government needs to increase the efficiency of the credit system. Regulations that place unrealistic ceilings on mortgage interest and on savings deposit earnings can impede the accumulation of capital and ration the limited supply.

Kimm said the private sector needs to adjust its approach to low-income shelter as well by developing ways to serve the new demand for low-cost plots and still earn a fair return.

He pointed out that mechanisms need to be found to structure mortgages and servicing procedures so that small loans are profitable.

The Agency's strategy is to place those goals at the heart of USAID's capital assistance agreements through a "Sector Lending Approach" based on the idea that significant increases in

shelter affordable to the poor can be realized only if the entire delivery system is made more efficient.

Under a sector-lending approach, USAID works with the country to analyze the shelter delivery system, the infrastructure and the availability of credit and finance.

"These agreements become the basis for our disbursing capital assistance," Kimm said, adding that USAID reviews with the government the degree to which sectoral changes have been accomplished and the extent to which adjustments in the priorities and strategies are required.

He said the minimum condition is that at least the amount loaned has been converted to shelter and urban services for low-income people.

He said the Agency has worked closely with the National Association of Realtors in the United States, the U.S. League of Savings Institutions and others to advance the ideas of private initiative in providing low-cost shelter in developing countries.

USAID is cooperating with those groups to prepare for the "Third International Shelter Conference," which will be held in Washington in 1990. A major emphasis will be to create national shelter coalitions, with the idea that private developers, building societies and others organize public-private partnerships that will link all essential actors into a coordinated effort to enhance shelter production.

"Their most important role will be to influence the way nations think about housing and set their priorities," he said.

Estimates are that from \$100 billion to \$150 billion per year will be needed in urban areas for the next several decades. The donor community will need to provide from \$3 billion to \$4 billion of this amount.

"And so the donors have concluded that the real focus of their

activities has to be on policies and institutions," Kimm said.

Peter McPherson, former USAID administrator who now is deputy secretary of the Treasury Department, addressed the conference and also talked about the need for increased private sector involvement in addressing urbanization problems.

McPherson said the government cannot be expected to provide a house for every family that needs one, or even for every family in need, because governments do not have the resources and their people cannot absorb the burden of taxation to pay for such a program without great damage to the economy.

He said house-building on the scale needed can occur only if the private sector takes the lead. The formal private sector can build some housing and the informal sector can build houses on their own or add to their houses over time if the government provides the proper incentive.

"Governments have the job of supporting this process of household saving and informal home construction," McPherson said. "That means helping to find land on which housing can be built and strengthening the housing finance system so that family savings can be matched with mortgages. It also means finding ways to protect the health and safety of the poor in housing settlements, without imposing development standards that are beyond the capacity of families to afford."

Government's responsibility should focus on providing essentials such as safe drinking water, sanitary waste removal and rudimentary transportation, McPherson said.

"We know many of the specific investments that are needed, and between the private sector and government investment planners, most nations have in place a system for setting economic investment priorities."

—TV Specials—

The Public Broadcasting Service will present programs in December that may interest development professionals.

As part of the series South American Journey, "Heaven, Hell, and Eldorado," a program highlighting the jungles of the Amazon, airs Dec. 1 at 10 p.m.; "A Continent Crucified," which explores the role of the church in South America, airs Dec. 15 at 10 p.m.; and "A Better Manana," which looks at poverty, hunger and corruption in Colombia with a view toward solutions in the future, airs Dec. 29 at 10 p.m.

"Turkey: Beyond the Veil," which airs Dec. 19 at 10 p.m., examines an ancient culture confronting modern changes and the country's role as a strategic ally in the Middle East.

Land Market Approach Opens Opportunities

by Michael Yates

In Guatemala, a nation historically torn by land ownership strife, 1,647 formerly landless or land-poor *campesinos* now peacefully till their own fields, thanks to an Agency-supported project initiated by a local private voluntary organization, the Penny Foundation.

New fields of coffee, pineapple, cacao and vegetables planted by participating farmers now flourish where lands were underused or lay idle. Yet land tenure remains a politically explosive issue in many parts of the world. Lack of access to land is often considered an important constraint to agricultural

"The program's market-oriented approach to resolving long-standing land tenure issues in Guatemala is promising."

and rural development and a major source of social unrest.

How was this important social and economic transformation achieved in a country like Guatemala, where traditional attempts at improving access to land, including expropriation, have ended often in violence and failure? The answer is through an experimental mechanism for resolving problems of land access, one that brings together willing sellers and buyers in a free land market. The positive results are plain to see in the Guatemalan countryside.

The Penny Foundation project, funded by a series of grants totaling \$10.5 million from USAID/Guatemala since 1984, is the first successful land purchase and sale program of its kind supported by the Agency and one of the few ever attempted in Latin America. It also is supported by the Bureau for Latin America and the Caribbean's (LAC) Tenure Security and Land Markets Research effort, a subproject of the Bureau for Science and Technology's (S&T) Office of Rural and Institutional Development's Access to Land, Water and Natural Resources project (ACCESS) with the University of Wisconsin Land Tenure Center (LTC).

With support from the LAC project, the LTC began close collaboration with USAID/Guatemala and the Penny Foundation during the project design stage.

"The project's success has led to quick growth and widespread local and international attention," observes Mission Director Anthony

Cauterucci. "Today it is being looked at as a potential model for other parts of the world."

In a country where land reform is a sensitive issue, Cauterucci notes that "the Penny Foundation voluntary land sale/purchase program is providing an effective mechanism through the private sector for dealing with one of the most serious problems confronting Guatemala."

As broker and facilitator for the land sales, the foundation acts as a single trustworthy buyer that sellers can deal with, rather than negotiating with a large number of individual small farmers who are inexperienced in legal and financial matters. Sellers receive up to 50% cash and the balance in promissory notes with terms up to five years for their land. Buyers put down 10% and pay the foundation the balance over a 10-year period, paying market rates of interest. Titles are issued at purchase, rather than waiting until the entire mortgage is paid off (as with government land sale programs). To date, 23 farms totaling 6,157 hectares have been purchased on the open market to be subdivided for sale to program beneficiaries. The foundation expects to use its revolving fund to purchase on the average 1,350 hectares each year in the foreseeable future.

The Penny Foundation program is an effort to respond to economic, agronomic and political realities. Because beneficiaries must grow commercial crops in order to meet their annual land payments and increase their standard of living, good markets for new production are essential. A grace period of three to four years is provided before loan repayment begins in order to allow for establishment of tree crops with delayed returns, such as coffee, cacao and mango.

Foundation agronomists provide direct technical assistance to participating farmers during the initial five-year period. The foundation also provides selected inputs through USAID project-funded production credit and other essential services such as housing, schools and water using donations from the Guatemalan private sector, which started the Penny Foundation 25 years ago.

By foundation requirements, all farm units must be large enough to ensure a potential income that compares favorably with what the farmer might earn in the city. This is substantially more than the \$1.50 per day that the typical beneficiary could make as a day laborer.

These income gains are achieved through higher productivity with more labor-intensive production practices. In fact, the large farm units actually become more productive when they are divided into smaller farms. Rural-urban migra-



Don Jose, a Guatemalan farmer, signs the mortgage to land he bought through a USAID-funded voluntary land sale and purchase program.

tion is reduced as a result, and family and social stability is encouraged in the newly settled areas. This also curtails increased pressure on the already overburdened infrastructure of the neighboring villages and towns.

As the success of the foundation's initial efforts makes clear, however, simply providing access to land may not be enough. The foundation's approach takes into account the full context that surrounds the issue of small farmer access to land and enhanced rural and agricultural development.

Antonio Gayoso, director of S&T's Directorate for Human Resources, recently visited a three-year-old project site in full operation. "The new owners had already started small vegetable and fruit gardens for additional market income while their young tree crops develop," Gayoso says.

"Morale among the settlers seemed high, and the farmers showed a clear understanding of the mechanisms and implications of the loan transactions," he notes. "As one farmer explained, 'Yes, I understand that I have to pay the mortgage in order to keep the land, but for me this is a wonderful opportunity. It is my only way to acquire my own land.'"

The Ministry of Education has assigned a schoolteacher to the project site to assist the Penny Foundation teacher, and an owners association has already begun operations.

However, some difficulties remain, including those associated with marketing farm produce. These problems suggest that even more careful attention should be given to key support services, such as identifying marketing opportunities and making them more effective.

Since the program is still relatively new, it may be too early

to draw firm conclusions about its potential value as a model for other parts of the world. The costs associated with this kind of comprehensive approach are high, for example, and could be an important constraint to continued, rapid expansion.

A secondary mortgage market has yet to develop, and this, too, may limit the program's ability to expand as rapidly as may be desirable. In addition, sustainable development of the project sites, and of the program in general, will take several years and will only succeed if political stability continues.

But the key point is that there now exists a strong sense of new possibilities and opportunities. The government of Guatemala is now implementing a similar land purchase/land sale program (but with a cooperative production model, rather than with individually titled fields). Other private and non-governmental organizations could eventually become involved.

Meanwhile, the foundation continues to work through the land market, tapping dormant human and agricultural production potential and promoting an entrepreneurial attitude that will enrich the development of the country as a whole.

While not a panacea for all land tenure problems, the Penny Foundation's straightforward and unthreatening market-oriented approach to resolving longstanding land tenure issues in Guatemala is certainly promising.

USAID's support of this effort has attracted the attention of the Senate Committee on Appropriations (in an addendum to the Foreign Assistance and Related Programs Appropriation Bill, 1988, Calendar No. 463, Report 100-236, page 99). In that report, the

(continued on page 6)

Awards

From page 3

of the economically active population in cities of more than one million in Latin America. "The task is enormous, but it is amazing how a small amount of credit can help bestow the opportunity to achieve dignity," he said.

Eliza Carney, director of the World Hunger Ecumenical Arizona Task Force (WHEAT), was honored in the Individual Achievement category for her work as an educator and advocate of hunger issues.

Through WHEAT, Carney appointed a contact person in each church congregation in metropolitan Phoenix, creating a network to alleviate hunger. She established similar networks and programs with Arizona agencies, including a "Global Pot Luck" on World Food Day. She also initiated an annual statewide hunger conference. In addition, Carney's efforts have made WHEAT's annual CROP walk for the hungry one of the largest in the nation, with more than 12,000 walkers raising more than \$50,000.

To increase knowledge about hunger and life in developing countries, Carney also worked to incorporate the Global Education Resources Center into WHEAT's operations in 1986. Among other activities, the center runs a speakers bureau to promote cultural understanding of developing countries.

In accepting the award, Carney noted that while more people are beginning to view the world as a global village, it is "not a very equal village.

"There is no dearth of solutions to hunger. We just need to get more people involved and help them see their place as citizens in the global village," she said.

Three-time Academy Award nominee Jeff Bridges was honored in the Celebrity category. Since 1980, Bridges has participated in

both local and international hunger events to raise funds and increase media and public awareness of world hunger. He serves on the governing boards of several organizations dedicated to ending hunger and is the chairman of the End Hunger Network's Celebrity Council. A participant in past Presidential End Hunger Awards programs, Bridges was unable to attend due to family commitments. Monte Factor, chairman of the End Hunger Network, accepted the award on his behalf.

For its "sustained, comprehensive and objective coverage" of development issues, National Public Radio (NPR) received the award in the Media/Communications category. NPR's recent series on the efforts to avert future famine in Ethiopia was cited in particular.

Scott Simon, host of "Weekend Edition, Saturday" and the correspondent for the Ethiopia series, and Cindy Carpien, the series producer, accepted the award on behalf of NPR.

Referring to the fight against hunger, Simon pointed out that "it is a cause more noble than any war. It is a cause worth believing in more than any other principle that has been advanced in human thought—the idea that we can heal ourselves of this terrible affliction of want."

This year the Agency honored one individual in the Special Recognition category with a posthumous award. Constantine Gregory, an agricultural consultant with Winrock International in Peru, was killed by terrorists while working on a USAID-funded project.

The project sought to evaluate meat and fiber production in rural villages by working with Peruvian farmers to improve the production of sheep and small farm animals. Gregory's approach to his work was unique because he attempted to improve textbook methods of assessing agricultural technologies by including local farmers' input in evaluating their methods of production.

The award was accepted by his mother, Alice Gregory, and brother Paul.

"On behalf of the Gregory family, I want to thank you for bestowing this honor on our son, for he was indeed an honorable young man," said Mrs. Gregory. "And if Gus were here today, I'm sure he would tell each and every one of us to really live every day of our life and extend our hand in friendship, love and especially peace to those less fortunate. And always do it with a smile on your face, because he always did. That was his life."

The ceremony also included a 15-minute videotape on hunger issues produced by the End Hunger Network to capture the interest of young Americans.

"Young people today are immersed in an environment of MTV and instant entertainment on television," said McKay in his in-



Reporter Scott Simon and producer Cindy Carpien accept the Media/Communications award from Deputy Administrator Morris (left) on behalf of National Public Radio. NPR was cited for its comprehensive coverage of development issues and a recent series on the Ethiopian famine. At far right is actress Linda Day George.

roduction of "What Else Is On?" "Educators are faced with the challenge of presenting values and important information in a way that gets their students' attention. This short video takes on that challenge—not to explain long-term development issues or to give in-depth information—but to set the stage for more reflection on the problem and to hopefully inspire committed action."

That each individual commit himself or herself to ending world hunger was the challenge issued by Deputy Administrator Morris at the conclusion of the ceremony.

"What we are doing today is helping to keep alive the hope of ending hunger," said Morris. "And there is every reason to believe that that hope can be turned into a reality within our lifetime.

"We have come far, not only technically and in our agricultural development and institution building programs, but in raising public awareness of the implications of world hunger in an interconnected world," he continued.

"It is up to each of us to make sure that we dedicate ourselves to a goal that is so readily within our grasp."

Land Market

From page 5

members write, "The Committee commends AID for expanding its pilot open market land purchase project in Guatemala into a full-scale effort, even if modest in size. Evidence to date for this small land distribution program, through the Penny Foundation, indicates dramatic increases in incomes, productivity and job creation for the small farmer purchasers who are the beneficiaries."

"It is clear that the impact of the Penny Foundation project on landlessness in Guatemala is primarily a demonstration of the potential of the land market approach," says Eric Chetwynd, acting director of the Office of Rural and Institutional Development. "While no small achievement, successful establishment of 1,647 *campesino* families on their own plots of land is just a modest beginning in a country like Guatemala, where land distribution is among the most skewed in the world."

Alleviating land pressures on a significant scale, Chetwynd explains, would require wide expansion of this program.

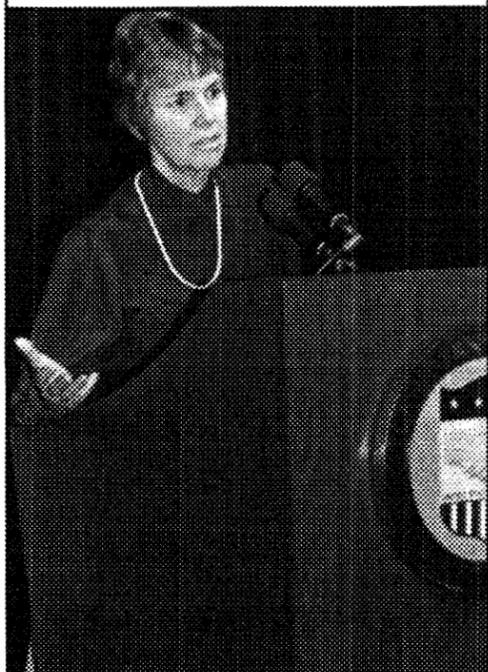
But the foundation project does show how land markets can peacefully and effectively increase the access of landless and land-poor farmers to productive lands, stimulate agricultural production and increase regional income.

Meanwhile, S&T/RD's ACCESS Project with the Land Tenure Center continues to advise and analyze this pioneering effort and to help provide guidance for other countries that are planning or proceeding with similar land reform programs.

"The Guatemalan *campesinos* appear convinced that the foundation's approach is a good one, and they are working hard so they can own their own land and improve their standard of living," says Cauterucci. "The opportunities offered by the foundation and the Agency can help them realize these important goals, underlining again that 'opportunity' is what economic growth is all about."

For more information on this or other promising approaches to land tenure issues in USAID-assisted countries, contact Tom King in LAC/DR or Michael Yates in S&T/RD/RRD.

Yates is an agricultural systems analyst in S&T/RD.



Hunger educator and advocate Eliza Carney receives the Individual Achievement Award for her work as director of the World Hunger Ecumenical Arizona Task Force.

HBCU Researcher Develops Natural Fish Feed



After 18 months of laboratory and field work sponsored by the Agency's Historically Black College and University (HBCU) Research Program, Dr. Judith Bender of Morehouse College has successfully developed an inexpensive, all-natural fish feed that contains protein levels comparable to commercial fish feeds.

Bender's work answers a critical need of commercial fish farmers throughout the developing world. Commercial feed is the single most costly item in fish culture and often deters efforts to start up or expand such projects.

The silage-microbe mat system is a relatively inexpensive combination of water, air, microbes, sun, silaged grass and basic minerals generally found in soil. When the silaged grass is added to a pond's surface, a large bacterial bloom occurs. The microbes anneal to the silage, trapping gas bubbles and forming a floating mat that contains 25% protein and 43% carbohydrate, creating an acceptable alternative to commercial feed.

Building on Bender's initial success, other benefits have accrued under the \$100,000 research project that will strengthen HBCU's

research capabilities, such as cooperative research arrangements with several developing countries. Two professors from Catholic University (UCMM) in the Dominican Republic are now working with Morehouse to develop an International Environmental Education Program. Bender has received a one-year fellowship from the United Negro College Fund in support of the program.

Participation by Morehouse undergraduates also has increased project links with developing countries. Each semester, four undergraduates are selected to work on the project. Two of the current participants are from the Caribbean and are studying under USAID scholarships.

Monica DeCastro, a student from UCMM who participated in project field research, enhanced her research skills at the Morehouse research laboratory last year. She recently completed her studies at UCMM and plans to undertake graduate work in the United States.

Another Morehouse undergraduate from St. Vincent's Island recently studied pond projects at Rio Limpio, an area of the Dominican Republic that suffers from poor nutrition. The summer

study program was planned and facilitated by the Dominican staff at UCMM.

In addition, the work of two Nigerian Morehouse graduate students has been accepted for publication. Imo Ekpo, who completed a doctoral dissertation based on Bender's research, will publish a paper on the digestibility of commercial fish feed in *Progressive Fisheries*. Ekpo, Bender and two colleagues presented a paper on "Microbial Production of Nutritional Protein for Aquaculture Systems" at the Worldwide Aquaculture Conference last winter.

V. Ibeanusi, also of Nigeria, is continuing his doctoral research at Morehouse in the metals extraction potential of the silage-microbe system. Ibeanusi, Bender and two other colleagues gave a presentation on "Lead Removal from Contaminated Water by a Mixed Microbial Ecosystem" at the 1988 International Association of Water Pollution Research and Control

Conference in England.

Collaboration with the Peace Corps is another outcome of the HBCU program. A Morehouse student-technician trained a Peace Corps volunteer in silage-microbe mat system production methods. The volunteer now is developing aquaculture ponds at Rio Limpio and will use the resulting data as the basis for her master's thesis.

In addition, as a result of Bender's efforts, the U.S. Department of the Interior's Bureau of Mines is supporting further research in the use of the silage-microbe mat for water decontamination and purification. Bacteria efficiently transport heavy metals from the water and soil to the surface mat where they are stored. The metals then can be removed and reclaimed by raking the pond and hydrolyzing the sample—yet another example of the far-reaching implications of Bender's work.

—Sharon L. Scott

Nutrition Director Named

Norge Jerome, an internationally prominent nutritionist, has been named director of the Agency's Office of Nutrition.

Jerome will direct programs to reduce malnutrition, monitor child growth, promote breastfeeding and support the advancement of food technologies.

In welcoming Jerome to her new post, Nyle Brady, senior assistant

will not be able to participate in the social and economic development of their countries unless they are nourished adequately.

"Nutrition programs should be tailored to the specific needs of people in the developing countries," she said.

"The nutrition office will develop a menu of services within each program area, such as infant and child nutrition, adolescent and

"The story of nutrition's full value in development has not been told. One of my goals is to make its importance fully understood."

—Norge Jerome

administrator for science and technology, said, "She is a respected scientist who served for years as a member of a team working on international nutrition problems, and she has obvious concern for the nutrition of poor people around the world."

Before coming to the Agency, Jerome was professor of nutritional anthropology in the Department of Preventive Medicine for the University of Kansas School of Medicine. She also was director of the Division of Community Nutrition for the medical school.

In her new position Jerome plans to take the lead in demonstrating nutrition's unique role in development, confirming that individuals

adult nutrition, food safety, food and nutrition technology, macro and micronutrient deficiencies and women's issues.

"Service providers can then make selections and tailor them to the local situation.

"The story of nutrition's full value in development has not been told," Jerome said. "One of my goals is to make its importance fully understood."

A native of Grenada, Jerome has a doctorate in human nutrition and anthropology and a master's degree in experimental foods from the University of Wisconsin. She also has a bachelor's degree in nutrition and dietetics from Howard University.

Adelman to Administer \$3.5 Billion ANE Program

Carol Adelman was sworn in as assistant administrator for Asia and the Near East in an Oct. 21 ceremony at the State Department.

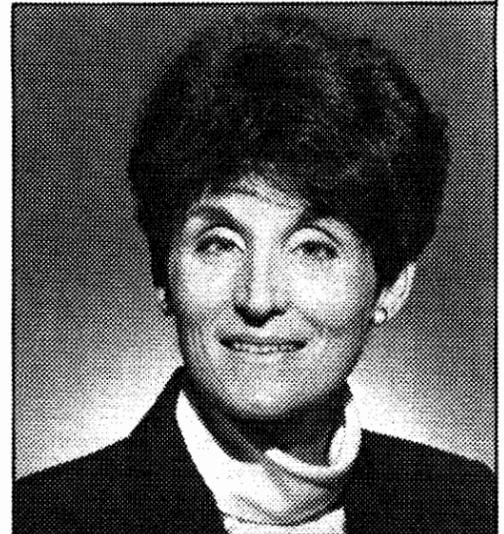
Adelman will oversee USAID's activities from North Africa to Micronesia, with a budget totaling over \$3.5 billion. The region includes many important U.S. foreign policy priorities, including Middle East peace efforts, the economic stability of NATO's southern front, support for the people of Afghanistan, as well as the economic growth and development of more than 25 countries.

"I am happy to be returning to the Agency and to so many friends and colleagues to work on programs affecting two exciting regions in the foreign development assistance arena and that are crucial for U.S. political and security interests," Adelman said.

As a career foreign service officer and consultant with USAID from 1971 to 1983, Adelman developed and evaluated projects in Egypt, Morocco, Tunisia, Yemen and Jordan. She also lived and worked in Africa, administering several USAID programs there, and managed numerous research grants throughout the developing world.

As director of a seminar series with the Lehrman Institute in New York, Adelman conceived and organized a series of papers on international regulation and its effect on business and economic growth.

For the American Red Cross, she undertook a worldwide assessment



New ANE Assistant Administrator Carol Adelman is a former career foreign service officer and consultant with USAID.

of international relief and development programs.

In another endeavor, she studied health and nutrition problems in China and met with officials to discuss the potential for U.S. and Chinese business development in the areas of agribusiness and food technology.

Adelman has written on domestic and international issues. Her book, *The New International Regulatory Order: New Rules in a Changing World Order*, was published in September.

Adelman holds a master's degree from the Georgetown School of Foreign Service and both a master's and a doctorate in public health from the Johns Hopkins University School of Hygiene and Public Health.

Focus: USAID/Thailand

A Salute to FSNs

Thongkorn Hiranraks

Thongkorn Hiranraks remembers when local employees served only as assistant project officers under American direct-hires. Now a 16-year USAID veteran and program specialist in the Office of Technical Resources, Thongkorn manages a portfolio of five projects totaling more than \$20 million.

"Thongkorn is a very professional project officer for USAID," says Doug Clark, office director. "Her multiple project responsibilities have been managed extremely effectively, saving U.S. taxpayers a significant amount of money while at the same time meeting project goals."

It was that outstanding record of performance that earned Thongkorn the mission's nomination for this year's Foreign Service National of the Year Award. Noting that she manages the largest number of projects of any FSN at the mission, her letter of nomination singled out one project in particular as an example of her skill and accomplishments.

"In one seriously troubled project, the Rural Development Monitoring and Evaluation Project, she spearheaded sensitive negotiations of project modifications and brought about a new climate of trust and understanding among the implementing agencies and the technical assistance team," the nomination stated.

The project, once recommended for early termination, is now considered by USAID's senior-most counterparts as instrumental in the implementation and planning of the national rural development program. In addition, the new spirit of cooperation in the project resulted in savings of \$1 million from the original \$5 million budgeted for the project.

"I think the mission trusts me a lot," Thongkorn says with a smile. "They give me all the troubled projects."

Thongkorn joined USAID in 1972 after earning a master's degree in economics from Texas Tech University and working for a brief time at the U.N.'s Asian Institute of Economic and Social Development doing statistical analyses.



This article is the first in a series featuring Foreign Service Nationals serving in USAID missions worldwide.

by Suzanne Chase

Thirty-eight years ago when the USAID program in Thailand began, the country was a much different place than it is today. In that relatively short time span, Thailand has advanced from a country lacking in basic infrastructure and trained manpower where health and sanitation problems were rampant to one that has joined the select ranks of the rapidly growing and modernizing middle-income nations of the world.

"Just as Thailand's remarkable progress could not have occurred without its enlightened leadership, the programs of this mission in support of the country's development could not have succeeded without the skill, diplomacy, hard work and dedication of our Foreign Service National (FSN) staff," says Mission Director John Eriksson.

In recent years, the USAID strategy has shifted from traditional development activities to launch major new programs in policy studies, science and technology, natural resources and environmental management, and rural enterprises and employment generation to act as a catalyst in sustaining the growth that Thailand has achieved.

As USAID's program has evolved to meet changing Royal Thai Government (RTG) priorities, so too have the number and responsibilities of the mis-

She started in the economic analysis branch of the mission's program office.

Following the RIF of the '70s, Thongkorn was one of two remaining FSN economists working with Edgar Harrell in the program office. Her primary function was to provide information and statistical analysis for Harrell's frequent briefings of the U.S. ambassador on problems Thailand was experiencing with rice exports.

But Thongkorn herself was soon briefing the U.S. ambassador when in the mid-70s she was among the first FSNs to be named acting project officer.

Thongkorn gives much of the credit for her advancement to Harrell. "He encouraged me and pushed me up, saying 'You can do it,'" she recalls.

But her own attitude also explains why she is held in high regard by her colleagues. "When I am assigned a job, I start working on it right away," she says. "I just can't stand still. I am always working."

"I think I have been very lucky in my career. I get a lot of support from the mission in training opportunities and improving my management skills," she says.

In addition to a two-week project implementation course she attended in the early-80s, Thongkorn has attended a one-month program at Syracuse University's Maxwell Training and Development program, an IRRRI orientation program designed for senior-level USAID personnel and the three-week Development Studies Program in the United States.

"In terms of my career responsibilities, I have had many rewards," she says. "There is a good work atmosphere in this mission. We have a very competent, quality staff, and there is very good teamwork." ■

Dr. Jaroon Kumnuanta

Four years ago when Dr. Jaroon Kumnuanta was hired as the scientific affairs specialist in the Office of Technical Resources (O/TR), the mission's new \$35 million science and technology program—one of the major thrusts of USAID's program in Thailand—was just getting off the ground. The centrally funded Program of Scientific and Technological Cooperation (PSTC) sponsored by the Office of the Science Advisor (SCI) to support research by developing country scientists had begun just the year before.

Today, thanks to a significant degree to Jaroon's efforts, Thai researchers have been awarded more than 60 grants from the worldwide competition, by far the largest percentage for any USAID-assisted country.

"Dr. Jaroon singlehandedly put the SCI grant program together for this mission and made it the success it is," says Doug Clark, TR office director. "This truly remarkable accomplishment has played a critical role in our new strategy to assist Thailand at this advanced stage of its growth."

Jaroon, who received his Ph.D. in microbiology from the Agricultural College of Athens, was deputy director of the Research and Development Institute at Kasetsart University and a professor of microbiology when he first heard of the mission's new science and technology program.



"Since I had worked in research and development," Jaroon says, "I thought it would be challenging to work on a collaborative program between Thai and U.S. scientists."

Because the program was new, Jaroon's first task was to explain its purpose to the Thai research community and to encourage them to participate.

"The program is highly competitive," says Jaroon. "Proposals must be prepared to compete at the international level. We provide assistance throughout the process, from initiating the idea for a research proposal through developing the work plan to completing the final proposal."

Cross-cultural programs have inherent difficulties that are often compounded when the subject matter is extremely technical. "The most basic problem we face is the language difficulty," says Jaroon. "A scientist may have a good idea but cannot express it appropriately in a foreign language. I work with them to put the proposal in the proper form." Most of the first Thai proposals were not competitive, he says. Shortly after taking over the program, however, Jaroon initiated a series of proposal-writing workshops for research faculty held once a year at universities throughout the country. As a result, he says, "the quality of proposals has improved 10 times."

The program has an excellent reputation among Thai scientists, Jaroon says. "Most of the outstanding scientists in Thailand have received grants through this program. Without USAID assistance, they would not be able to do the world-class research that is conducted here."

At first, the centrally-funded PSTC grant program was the major program of the office. In the last few years, the new bilateral \$35 million Science and Technology for Development program designed to support applied research for industrial development has gotten under way. The program now includes 28 projects, 14 of which are managed by Jaroon.

Jaroon remains an active member of the Thai academic community. Since coming to work at USAID, he has continued to teach as a part-time professor of microbiology at Chulalongkorn and Kasetsart universities.

"I enjoy my job of working 'behind' others," says Jaroon, "especially because I feel this collaborative research between the United States and Thailand will eventually benefit people worldwide." ■

mission's FSN staff. During the 1960s and early-70s when major rural development and infrastructure programs were being carried out, professional and support FSN staff made up 600-1,000 of the mission's 800-1,400 employees. The present FSN staff of 89, who work with the 25 U.S. direct-hires at the mission, represent a 50% reduction in FSN employees in the last decade.

Though the number of FSNs has declined, the mission's recognition of the skills and talent of the FSN staff is evidenced by its history of training and promoting local staff to increasingly responsible positions.

Many FSNs have more than 20 years of service with USAID. Their long history of working together in support of the USAID program in Thailand has produced a dedication and loyalty that are seen not only on the job but also in their interpersonal relationships.

Previous FSN employees return to join their former colleagues at the mission's annual Christmas party, and 500 of them—past and present employees—gathered for a reunion to celebrate USAID completing its "Third Cycle" in 1986.

Pit thong lang phra is an old Thai proverb meaning, literally, "Put gold leaf on the back of the Buddha," or, in its American translation, "Do good deeds without attracting attention to yourself." Though this has long characterized the FSN staff in Thailand, by drawing attention to the contributions of a representative few the Agency recognizes the many FSNs whose "good deeds" have played a major role in the success of the U.S. foreign assistance program in Thailand.

Mintara Silawatshananai

Whether the problem involves a multimillion-dollar irrigation project or the installation of new security doors for the mission, Mintara Silawatshananai, USAID/Thailand's chief engineer, is the person everyone turns to.

"We rely on him for everything," says Willy Baum, director of the Office of Project Development and Support, which includes the Engineering Division headed by Min. "In his review of construction work, Min has made recommendations that have resulted in substantial savings of USAID money."

Now the highest-ranking FSN at the mission, Min began his career with the Agency 21



years ago as a field engineer after earning a degree in civil engineering at the National Taiwan University on scholarship. As a college student, he worked part-time as an interpreter for USAID/Taiwan and got to know a number of USAID officials.

Min's early years with USAID coincided with the mission's huge field program to assist Thailand construct essential infrastructure, improve agricultural production and manage its water resources. Like most of the FSN and American engineering staff, which totaled 40 at that time, he spent almost all his time in the poverty-stricken rural areas of the country in the Northeast and the North.

"My boss always said, 'If you're not in the field, how do you know the problems?'" Min says. "I've worked in the field from the beginning."

After serving a year in the Northeast, he spent three years as regional water resources engineer in the North, where he was responsible for 12 provinces.

"I worked seven days a week," Min says. "I taught government engineers how to survey, design and construct irrigation systems and domestic and rural water supply systems."

In fact, he says, the job kept him a bachelor for a long time. "Most Thais get married in their mid-20s," Min says. "I was traveling all over the North then, staying in villagers' homes. I never had time to think about getting married."

"I was 37 by the time I was stationed in Bangkok again—then I got married!"

Following the RIF in the early-70s, Min was the only engineer in the mission. "We went from 14 FSN engineers to just one," he says.

When the oil crisis of the late-70s occurred, the engineering staff was built back up with the start-up of a renewable non-conventional energy program. Min served as project officer for the energy program as well as engineer for a regional remote sensing training center project and a silviculture project, where he designed buildings for the breeding of silkworms.

"I learned from a Japanese engineer a long time ago not to stick strictly to engineering skills in my work, but to apply a whole range of knowledge," he notes.

That approach earned Min the position of mission chief engineer and a promotion to chief of the engineering division a year ago.

In addition to his administrative duties, Min serves as environmental and energy officer as well as project officer for the \$8.1 million Micro/Mini Hydroelectric project. He also provides engineering support to three other major projects involving irrigation, watershed development and agricultural technology transfer.

Somehow in the midst of his busy career, Min found time to earn a law degree. "If it's true, as the saying goes, that life begins at 40, I wanted to prove that my brain still works," he says jokingly.

"Actually, I studied law because my job requires that I be familiar with many legal regulations. A number of the subjects I took, such as a course on laws relating to conservation of the environment and natural resources, are of direct benefit to the mission in its new natural resources management program."

"Some people feel that if you work too long in one place, you become bored. This has not been the case for me," Min says. "My career with USAID has always been challenging because my job has been constantly changing." ■



USAID Secretaries

Providing essential skills and continuity to USAID/Thailand's program through the years are senior secretaries (from left) Sopit Chitravimol, Sarapee Thavisunthorn, Rarintip Smittipong, Chiraphan Chulakasem, Rawiwan Sribhibhadh and Prabha Devahastin Na Aythya.

At USAID/Thailand, perhaps no group symbolizes the "institutional memory" of the Agency's program more than the mission's FSN secretaries. Among the senior secretaries featured here, the length of service ranges from 18 to 28 years.

The mission relies on their skills and knowledge for everything from project history to protocol.

"After 23 years, it's just all in my head," explains Rarintip Smittipong in the Office of Technical Resources. "You just know how to do things—what

file to go to or who to contact to get whatever information is needed."

Like many of the secretaries, Prabha Devahastin Na Aythya of the Private Enterprise and Rural Employment Division has worked in almost all the major program areas during her 27 years with the mission. "USAID is like my second home," Prabha says, a sentiment echoed by several others.

That sense of loyalty was apparent in 18-year employee Sopit Chitravimol of the Engineering Division even during a three-year break in service following the RIF of the 1970s. "During that time, I came back to the mission every day to have breakfast with my friends at USAID," says Sopit, who remembers the exact day and even the hour 15 years ago that she was called to come back to work for USAID. "We have a good staff and good colleagues here," she says.

Charunee Bejrakashem has been associated with health, population and nutrition projects for the last 21 years, first as a translator/interpreter with lots of in-country travel and later as a secretary, when marriage and children made such travel difficult. However, she explains with a smile, "My loyalty to USAID's programs remains. My husband and I decided to follow family planning guidance and have only two children."

Rawiwan "Jang" Sribhibhadh of the Project Support Division, who has worked for USAID for 18 years, points out that she especially enjoys the public relations aspect of her job. "People have wanted to move me up, but I really like what I'm doing," Jang says. "I get to meet and work with a lot of interesting people."

Chiraphan Chulakasem, a 27-year veteran, agrees that her job is very stimulating. "I like it because I know what's going on everywhere. The Office of Finance is the 'heart of the mission.' Anyone who needs money has to come through us," she explains.

While the knowledge that their work is essential to the smooth operation of the mission provides a personal sense of satisfaction, Sarapee Thavisunthorn of the Office of the Director explains that it is something more that has caused her to remain with USAID for 28 years.

"Although I am not a project officer, I am very interested in the economic and social development of my country," Sarapee says. "I have traveled a lot at my own expense around Thailand and can see the progress that has resulted from the USAID program, particularly in the poorest areas of the Northeast. This is the principal reason that I have stayed with USAID for so long." ■

(continued)

Thai FSNs

From page 9

Apha Hotaravatana

Apha Hotaravatana finds herself in a rather unusual, although probably not unique, professional FSN situation. Having joined USAID 15 years ago as a secretary, Apha was recently promoted to the position of contract management specialist. The problem is that her new position does not exist in the FSN classification series, something that Washington is now working to remedy.

"Apha represents a new breed of specialist within USAID," says Neil Edin, director of the Regional Procurement Office at the mission. "The Agency is beginning to use FSNs in the field of service contracting, a specialty now recognized as distinct from commodity procurement."

The office, which consists of Edin, Apha and one secretary, does all service contracting for the region. Apha's responsibilities range from overseeing from start to finish purchase orders for services under \$25,000 to multimillion-dollar contracts for project technical assistance that might take nine months to complete.

"The job requires knowledge of a very legalistic and complex set of U.S. government regulations," explains Edin. "Apha took the initiative to learn all she could about contracting and has shown great skill in negotiating with host country counterparts so that the contracting process runs smoothly."

"I love the challenges of contracting because it's so different from my past experience," says Apha, who earned a bachelor's degree in business administration while working full-time at the mission.

Apha started at USAID/Thailand in 1973 as a clerk in the travel office. After working as a secretary in the capital development office and then in the education and training office, she was reassigned in 1983 as a secretary in the Regional Procurement Office.

"That was my first experience with major, complex contracting," Apha says.

"At first, it was difficult because I was trying to acquire a new skill and become familiar with all the FARs (Federal Acquisition Regulations) and USAID handbooks.

"I didn't have any formal training so I taught myself by reading all the incoming information on contracting regulations before filing it. I brought any changes to the attention of my supervisor," she says.

Now a trainee in her new position, Apha attended the three-week FAR course in Washington, D.C., last month.

"What is most important to me about my career with the mission is that I have enjoyed each job I've had," Apha says. "I'm now very enthusiastic about my contracting responsibilities and feel that I'm making a valuable contribution to the work of the mission." ■



Amara Charoenphol

USAID/Thailand's recognition of the capabilities of its FSN staff is perhaps best illustrated by the career path of Amara Charoenphol. In the span of 30 years, Amara has risen from secretary to become the recently appointed deputy executive officer of the mission.

"Amara may be the first FSN to be assigned to this position in the Agency's history," says John Greenough, former mission executive officer who recommended her for the position. "In terms of capability, experience, continuity of viewpoint and certainly technical command of the regulations governing administration, she is very well-qualified and deserves this opportunity."

As deputy executive officer, Amara is the senior FSN in the general operation of the mission, supervising a staff of 32 FSNs with responsibility for personnel, housing and household furniture, procurement, office equipment, building maintenance, data processing, travel and shipment, the motor pool, the reference library, translation/interpretive services, and communications and records.

"These are the people who make this place work," says current Executive Officer Karl Mahler. "Operations management professionals are sorely lacking in the developing world. Amara and this staff represent skills that most countries need very badly."

Amara joined USAID in 1958 as a translator/secretary, after returning to Thailand from study in India and England.

Amara has stayed with the general services operation of the mission throughout her career, rising through the ranks from secretary to administrative assistant to office services coordinator to general services supervisor to her present position.

In 1983 as office services coordinator, she received a Meritorious Honor Award for overseeing the successful installation and use of a word processing system at the mission. Her efforts laid the foundation for the mission's present computerized system, now recognized as one of the best in the field.

But Amara's position requires skills other than management. "It's important to be diplomatic and have a good rapport with the rest of the mission. Sometimes things get very hectic, and everyone wants everything done 'right now.' At times like those, I've learned just to count from one to 10 and take things in stride," she says with a smile.

"I deal with so many different areas in my job that the work is never monotonous," she says. Her ability to coordinate the work of her own office as well as provide services to all other offices to keep the mission functioning smoothly is the result of "on-the-job training," she says.

"I have had very good bosses who gave me good advice and a lot of support. Whenever I saw something that I could do, I took the initiative without someone having to ask me to do it," Amara says.

"And, in my work, I aim for efficiency. I think that is why I have been given the honor of being named deputy executive officer." ■

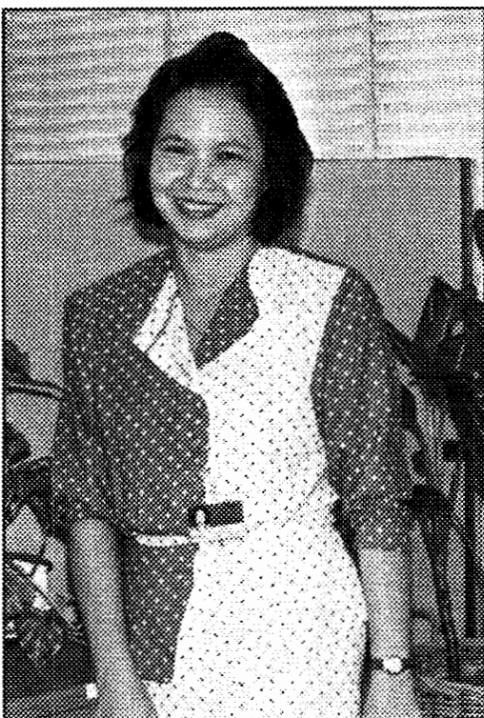


Patchrie Atchyanonkit

One of the most popular words in the Thai language—and one that captures the special quality of the Thai people—is *sanuk*, which means "enjoyable." Although few people would associate a technical profession such as accounting with the connotations of *sanuk*, Patchrie Atchyanonkit in the Office of Finance has managed to make the two synonymous.

An 18-year USAID employee, Patchrie, who was promoted a year ago to the position of chief accountant for USAID/Thailand, oversees a staff of six professional accountants whose enthusiasm for their work matches their off-hours camaraderie.

"The mission's Finance Office has historically relied on the skills of FSNs," says Doug Franklin, mission controller. "Our entire Thai staff has excellent credentials. All but



a few have at least a bachelor's degree and many have advanced degrees in accounting and business, including a number of U.S. university graduates. Patchrie's position is one of the most important in the mission."

"It's fun," says Patchrie, who is responsible for all project accounting and reporting for the mission as well as for TDP in Hong Kong, RIG in Singapore, RHUDO, Burma and the Agency's new ASEAN office based in Bangkok. "In this office, we get to participate in every annual project plan and go out for site visits to projects to assist in financial matters."

Patchrie, who has a bachelor's degree in commerce with an accounting major from Chulalongkorn University, joined USAID in 1970 as a voucher examiner after having worked for a few years for an insurance company where her clients were primarily Americans.

She was later promoted to financial specialist with responsibility for all grant and loan-funded projects and also was the FSN MACS (Mission Accounting Control System) site coordinator.

During this time, she attended a number of training courses, including a two-month Financial Management Training Course in Washington, a Project Design and Evaluation Workshop in the Philippines and on-the-job training on MACS in Indonesia.

"The training courses have been a great benefit to me in my job," she says. "The regional workshops are an especially good chance to discuss common problems in our work and try to find solutions."

"I like to work with Americans," Patchrie says. "They are very frank, and I feel I can speak up when I am happy or unhappy about something and discuss it openly. That has made my job very enjoyable." ■

Sunthorn Srinagar



Many USAID employees who have traveled to or through Bangkok in the last three decades can attest to the welcome sight of Sunthorn Srinagar at the end of a long journey. Sunthorn, shipment and travel assistant in the Executive Office, is the mission's one-man "travel agency," making often complicated travel arrangements and meeting Agency personnel and other officials at the airport to expedite their arrival.

Sunthorn joined USAID in 1958 as a typist. After two years, he moved to the travel section where he was the junior staff member 28 years ago.

"I've spent half my life with the mission," he says. "I didn't speak much English when I first started, but I've had a lot of time to practice."

Today, in addition to being responsible for all international and in-country travel for mission-related activities, Sunthorn has for the last five

years overseen shipping of household effects for the mission staff.

"Many things have changed during my career," Sunthorn says. "When the mission was much larger, shipping and travel were separate sections with four staff members in each section. Now, I'm the only staff member handling both areas."

"I've learned to adjust the workload—I take care of the emergencies first and then worry about the rest," he says with a smile.

And during his long career he has had plenty of experience with crises, ranging from the evacuation of thousands following the U.S. withdrawal from Vietnam to September's evacuation of U.S. staff and dependents from Burma.

In addition to emergency travel, Sunthorn's responsibilities include arrangements for home leave, transfers, return-to-post orders, educational travel and invitational travel involving USAID-sponsored training visits for Royal Thai Government staff.

"I have to do the travel authorizations and prepare all the paperwork myself—including the typing," he adds with a laugh. "In addition, to keep abreast of travel regulations—both U.S. and Thai—I have to read a lot and attend training courses sponsored by the airlines to learn about new routes and new fares."

One of the main pleasures of his job and what makes it an interesting one, he says, is the variety of people he gets to meet and know. In addition to his long-time acquaintances with many American staff, Sunthorn's everyday dealings with RTG officials, immigration officers, customs officials and airline staff have resulted in lifelong friendships.

For all his expertise in international travel, however, Sunthorn prefers a more sedate lifestyle. "I hardly ever travel on vacation," he says. "I spend all my time at work and at home." ■

Chanchai Prompinit

It has been only in recent years that the U.S. Foreign Service has become a high-risk occupation in the professional sense. Yet, any USAID employee who has worked overseas can vouch for the fact that traveling in a developing country can be risky business in itself.

Whether coping with rutted and washed-out or flooded roads in the rural countryside or maneuvering through traffic congestion in overcrowded cities, USAID chauffeurs such as Chanchai Prompinit have earned the appreciation of mission staff by enabling them to conduct

"business as usual" in often the most unusual circumstances.

Chanchai joined USAID 25 years ago, after being employed as the driver for the chief of staff for the Joint U.S.-Thai military unit JUSMAG in Bangkok.

"I wanted to work for USAID because I knew of their work all over the country," he says.

Though a Bangkok native, Chanchai now has a roadmap of some of the most remote areas in the country imprinted in his head.

"When I was assigned to drive for a trip to the villages, I would study the maps to find the best way to get there," he says.

"I enjoy driving up-country and getting the chance to see how the USAID projects are helping Thailand."

The mission recently presented Chanchai with an award in recognition of more than 20 years of safe driving.

"I love my job," he says. "The American people have been very nice to work with. It makes me very happy to be part of USAID, and I would like to stay here much longer." ■



300 Years of USAID Experience

Members of USAID/Thailand's FSN staff with 30 or more years of service are (from left) Somchitr Whangthara, supply supervisor, Executive Office; Vinle Sunthanarangsun, secretary, Office of Program; Sunthorn Srinagar, shipment/travel assistant, Executive Office; Chalong Chootacha, mail clerk, Executive Office; Wantana Chanta, accounting technician, Office of Finance; Kamoi Chantanumate, program specialist, Office of Technical Resources; Saiphon Chitprasert, clerk, Executive Office; Praempri Sudhikam, financial specialist, Office of Finance; Theera Thavornratana, supply supervisor, Executive Office; and Amara Charoenphoi, deputy executive officer, Executive Office.



Tandem couples are found among USAID's FSN staff as well as the U.S. Foreign Service. Supavadee "Susie" Sullivan, communications and records assistant and 21-year USAID employee, met her husband, James Sullivan, dispatcher and schedule coordinator for motor pool transportation, when he joined the FSN staff in 1982. They were married the following year.



MICRODIS PROVIDES SOLUTIONS FOR MANAGING INFORMATION RESOURCES

How can I catalog my mission's Development Information Center holdings? Once I have on-line access to my development information collection, how will I manage access to the source document collection to respond efficiently to my client's needs? What mechanism can I use to share access to these resources with my in-country counterpart institutions? How can I share this information with other mission centers, Washington offices and a broader international development information network?

These questions explain why the Center for Development Information and Evaluation (PPC/CDIE) has developed the Microcomputer-based Development Information System, or MicroDIS: an integrated library management system.

MicroDIS is a microcomputer

solution for managing development information resources. The primary purpose of MicroDIS is to provide Agency missions and offices with a standard information management tool for automating access to their development information collections.

Library workers and information center managers use this system to catalog, maintain, organize, search, retrieve and manage development resource materials. The system's simple-to-use, menu-driven design provides these functions while requiring a minimum amount of training and technical assistance support to establish an automated library catalog. The system also incorporates all of the database management utilities needed to maintain data integrity.

The library management program supports acquisitions tracking, cataloging, indexing, search and retrieval, standard bibliographic reports, circulation, reference desk, library management statistics and reporting, and

authority file maintenance functions. It is available in three menu interface languages (English, French and Spanish), with an accompanying manual.

MicroDIS operates on any IBM PC-compatible with a hard disk and DOS 2.1 or higher operating system. Larger databases of 2,000 or more bibliographic records require a tape cartridge system for efficient database back up and restore operations. A UPS system (uninterruptible power supply) is also recommended for missions with large database applications and unreliable electrical power.

Its import/export feature permits specific bibliographic information to be transferred between MicroDIS installations. Entire copies of MicroDIS databases also can be transferred to counterpart institutions having the same minimum microcomputer configuration to operate the system (no additional special software or hardware is required).

The MicroDIS system also is designed to support information transfer with CDIE's Development Information System (DIS) in Washington. For example, records of mission-generated documents and reports cataloged on DIS can be copied to MicroDIS.

CDIE's original cataloging of mission reports can facilitate the cataloging process of mission libraries and can be used as a training and reference tool for cataloging other materials. Similarly, by copying mission-generated MicroDIS catalog databases into DIS, CDIE is building a common catalog of mission-held development information resources that will be accessible to USAID missions and offices.

MicroDIS is available to all Agency missions and offices, contractors, private voluntary organizations and developing country organizations. It is now installed at 25 sites in 10 countries.

An additional 15 MicroDIS installations will be carried out this month with the release of

MicroDIS version 2.2.

Additional information can be obtained by writing to PPC/CDIE/DI, MicroDIS Services, room 209, SA-18, Washington, D.C. 20523-1802.

—Mary Power Ryan

Film Series Highlights Constitution

The President of the United States traditionally proclaims a week in September as "Constitution Week" to encourage Americans to take time to focus on the historic document that has shaped the nation.

To observe "Constitution Week," Sept. 17-23, and encourage employee involvement, USAID and the State Department presented a video series entitled "Equal Justice Under Law."

The six-part series dramatized the role played by then Chief Justice John Marshall and the Supreme Court in settling early disputes on the meaning of the Constitution.

The series was designed to promote thinking about the U.S. Constitution and the role of the courts in enforcing the separation of powers at the federal level, the division of powers between state and federal government and the specific constitutional prohibitions and limitations on the exercise of official authority.

Louis Fisher, an authority on the Constitution and a senior specialist in American national government with the Congressional Research Service of the Library of Congress, introduced the first two films. The subject of the first was *Marbury vs. Madison*, the case that decided which branch of the government had the right to determine the constitutionality of law. The second film explained *McCulloch vs. Maryland*, which settled the issue of the supremacy of federal law.

Robert Sonenthal of the Agency's Office of the General Counsel introduced the film on *Gibbons vs. Ogden*, which upheld the pre-eminent right of Congress to regulate interstate commerce. The case also reconfirmed the supremacy of federal law over conflicting state law and limited state monopolies, building the basis for a unified common market.

The film series also included a three-part dramatization on the *Trial of Aaron Burr*, the case that limited executive privilege and ensured every American the right to due process under law.

For further information about the Bicentennial Celebration of the U.S. Constitution, call Eric Sanson, Agency coordinator, at 647-8149.

—Eric Sanson

Test Your Ethics IQ

The following is a hypothetical question on ethics in government. Jan Miller, assistant general counsel, provides the answer.

Q: T. Hanks Giving, a USAID employee, is project officer for a small poultry research project in Turkey.

The grantee needs him to visit the project site. Knowing that USAID travel funds are tight, the grantee offers to pay his travel expenses.

Can T. Hanks say "Thanks"?

A: He must say "No thanks." Employees may not accept travel expenses for official or personal travel from persons or firms doing or seeking business with USAID. The Agency has authority to accept gifts of travel expenses. All acceptances must be approved by the Office of the General Counsel. Acceptance would not be approved in this case because T. Hanks has duties involving the entity offering to pay for his travel. The procedures are in Handbook 22, Chapter 12.

Structural Adjustment Impact Examined

Q: How women and the very poor will be affected when needed macro-economic reforms are made in developing countries was one of the questions addressed during a conference on "Making Adjustment Work: A Gender Perspective" held Oct. 27 in Washington, D.C.

Jointly sponsored by the Women in Development Office in the Bureau for Program and Policy Coordination (PPC/WID) and the International Center for Research on Women (ICRW), the conference included about 50 participants who discussed the influence of economic reforms and other structural adjustments on women.

Although the poor and other vulnerable groups can suffer in the

short run, "in the long run restructured economies will produce renewed growth with equity," said Deputy Administrator Jay F. Morris in the introductory speech.

"Women are an important part of the economic systems of developing countries—in ways we are beginning to appreciate as never before—and they will be playing key roles in the structural transformation of these economies."

He added that while it is important to cushion the impact of adjustment measures on the poor and on the growing numbers of female-headed households in particular, "it is also important to look at the impact on various groups or populations to improve the efficiency of the economic adjustment process."

Representatives from the Agency, the World Bank, the Canadian International Development Agency and other groups interested in development discussed papers presented by Lisa McGowan of ICRW, Beatrice Rogers of Tufts University, Eileen Kennedy of the International Food Policy Research Institute and Doug Hellinger of the Development Group for Alternative Policies. Philip Boyle also spoke about current activities within the PPC/WID office and how they relate to policy reform and structural adjustment.

Following the presentations, groups worked to generate specific policy recommendations concerning participation in the adjustment process, which will be presented to the Agency's senior staff.

EEO Counselor Selection, Role Explained



At a recent Equal Employment Opportunity (EEO) training session, Agency managers and supervisors asked questions about how EEO counselors are selected and the role they play in ensuring equal opportunity.

Counselors are critical to the success of the EEO program, and the selection process for counselors seeks people with a personal commitment to promote equal opportunity for all. In addition, employees who serve as counselors should be objective, empathetic, perceptive, resourceful and flexible.

EEO counselors must have the ability to:

- communicate effectively with persons of different races, sexes, national origin, ages and economic, cultural and educational backgrounds;
- communicate with persons at different levels, including those who hold key management positions in the Agency;
- understand the problems of employees;
- achieve and maintain rapport with employees, managers and supervisors;
- gather and analyze a variety of relevant facts and opinions con-

cerning controversial issues;

- exercise mature judgment under pressure and retain composure when exposed to personal criticism or emotional outbursts;
- be equitable in resolving problems; and,
- write a summary report of actions taken and advice to management officials and to the aggrieved person concerning the issues giving rise to a complaint.

Counseling is the first stage in the EEO process and is available to all employees and applicants. Employees, as well as applicants for employment, must discuss EEO-related problems with a counselor before filing a formal complaint of discrimination.

After interviews and inquiries, counselors attempt to resolve EEO-related problems informally in 21 calendar days or less. EEO counselors must be familiar with the basic goals of the civil rights and equal opportunity movements and have an understanding of the particular employment problems of minority groups and women. To be most effective, counselors must have specific knowledge of the requirements of the Equal Employment Opportunity Commission's regulations and an understanding of the provisions of Executive

Order 11478 and relevant portions of Public Laws.

Training is provided for EEO counselors immediately after being selected. Counselors are not assigned any cases until they have completed the formal training program.

In addition, continuing orientation and training are provided to help counselors gain knowledge in such areas as the general structure and operation of the federal personnel system and the Agency's procedures and regulations that pertain to personnel, including provisions of negotiated agreements with the American Foreign Service Association and the American Federation of Government Employees.

Counselors also need support from supervisors and managers in their efforts to resolve problems on an informal basis and must be free from any restraints or reprisals in fulfilling their obligations.

The Office of Equal Opportunity Programs is working with the Equal Employment Office of the Department of State and the U.S. Information Agency to produce a video for use overseas. The video will be used to inform mission staff about equal employment opportunity with a special emphasis on the

role of the EEO counselor in the resolution of discrimination complaints.

In future columns, EOP will highlight the activities of EEO counselors.

AGENCY APPOINTS WOMEN'S PROGRAM MANAGER

As part of the ongoing effort to support USAID women in their careers, the Agency has appointed Dinah Cohen as the federal women's program manager in the Office of Equal Opportunity Programs.

Before joining the Agency, Cohen was the handicap program manager at the Equal Employment Opportunity Commission where she was responsible for the handicap program at the headquarters and in 23 district offices. She also served as the manager of the federal women's program and the handicap/Hispanic employment program at the Naval Research Laboratory. Cohen has extensive experience in training and presenting workshops on issues affecting minorities, women and disabled individuals.

She has a master's degree in counseling psychology with a concentration in rehabilitation counseling from the State University of New York at Buffalo and a bachelor's degree in social science/elementary education from Russell State College in Troy, N.Y.

Cohen can be contacted in room 1224, SA-1, (202)663-1339.

CAREER PLANNING PANEL INCLUDES AGENCY REPRESENTATIVES

Representatives from the Agency's Office of Equal Opportunity Programs recently visited the University of Delaware to participate in a panel discussion on "Majors to Careers: Focus on Careers in the Public Sector."

Voncile Willingham, training and media coordinator, and Margarette Goldstein, personnel management specialist on the recruitment staff, represented the Agency at the event, which was sponsored by the university's Career Planning and Placement Office as part of career week activities Sept. 19-23.

Willingham discussed careers in the foreign service, emphasizing the International Development Intern program. After the panel presentations, the USAID representatives consulted with students interested in international development and distributed information on Agency programs and opportunities.

USAID was the only federal agency participating on the panel, which also included representatives from state and local government.

—Voncile Willingham

Deadline Nears for Health Benefits Plan



Health Benefits Open Season, the annual event that allows Agency employees to revise their enrollment status in the Federal Employees Health Benefits Program, has begun.

Employees who want to enroll in a plan for the first time or who want to change their enrollment must complete a Health Benefits Registration Form (SF-2809) before Dec. 9. Employees satisfied with their current health insurance plan do not need to do anything. Changes and new enrollments made during open season will become effective Jan. 1.

Brochures on plans will be available for review in Agency management offices. For more information, foreign service employees may direct questions about health coverage to PFM/PM/FSP, SA-1, room 1140E, (202)663-1559; civil service employees should contact PFM/PM/CSP, SA-1, room 1118, (202)663-1521.

LEAVE TRANSFERS TO CONTINUE

The Federal Temporary Leave Transfer Program, which permits employees to donate unused, accrued annual leave to other federal employees who need such leave because of a personal emergency, has been extended until Sept. 30, 1989.

Only annual leave may be transferred under this program, and the minimum amount of leave that will be transferred from a donor to a recipient is eight hours.

Employees are expected to find their own leave donors and must use their own sick and/or annual leave before using transferred annual leave.

SAVE ON TAXES, JOIN THRIFT SAVINGS PLAN

As another tax year comes to a close, many will be looking for ways to lower next year's tax bill. One way to accomplish this is through participation in the "tax deferred" Thrift Savings Plan (TSP). More than one million federal employees have taken this route as of June 1988. Most will see a reduction in their 1988 tax bill.

Beginning Nov. 15, many Agency employees will be eligible to participate in TSP. This open season will run through Jan. 31. Most civil service and foreign service employees hired before July 1 on a non-temporary appointment are eligible to participate. TSP election forms received up to Dec. 30 will become effective Jan. 1.

The Thrift Savings Plan is a major component of the retirement system for employees covered under the new Federal Employees Retirement System (FERS) or the

Foreign Service Pension System (FSPS). As of June, 71.7% of the Agency's eligible FERS/FSPS employees were contributing to the TSP. In addition to the tax advantage, these employees receive Agency contributions of up to 5% of biweekly pay. Agency contributions plus all interest earned in each employee's account is "tax deferred" until withdrawn.

Employees covered under FERS or FSPS may contribute to one of three investment funds: Fund G (Government Securities Investment Fund), Fund F (Fixed Income Index Investment Fund) or Fund C (Common Stock Index Investment Fund). As of June, government-wide investments in Fund G were over \$2 billion. Investments in Funds C and F were \$2.7 million and \$1.8 million, respectively.

USAID employees covered under the "old" Civil Service Retirement System (CSRS) and the Foreign Service Retirement and Disability System (FSRDS) also may make contributions to TSP on a "tax deferred" basis. However, CSRS/FSRDS-employee contributions are limited to 5% of bi-weekly pay and do not include Agency contributions.

For more information about TSP, civil service employees should call James Hampton, (202)663-1411, and foreign service employees should call Marlene Cox, (202)663-1464.

U.S., Latin Businesswomen Exchange Ideas

A dream of an exchange of ideas between U.S. and Central American women business leaders recently came true for Holland Coors, U.S. ambassador for the Year of the Americas.

After four years of planning, a group of 46 women leaders met at the Women's Entrepreneurial Forum in Antigua, Guatemala, on Sept. 8.

"Everyone present could feel the excitement and energy from this first meeting. The women gathered had just the right chemistry," said Ambassador Coors.

Tourism was the first and most enthusiastically discussed topic. Recognizing the need to combat a perceived negative image of Central America in the United States, the businesswomen offered several suggestions. Promoting a Central American touring package, initiating a major public relations campaign in the United States and establishing a regional tourism training institute were among the ideas considered.

"We want to establish tourism as a priority area," asserted Melissa Valenzuela Treffot, general director of the Honduran Institute of Tourism.



U.S. Ambassador for the Year of the Americas Holly Coors (second from left) listens to a simultaneous translation of proceedings at the Women's Entrepreneurial Forum in Antigua, Guatemala.

When the agenda turned to textiles, businesswomen from the United States encouraged their Central American counterparts to take advantage of the region's abundance of labor to produce handmade textiles. They also suggested that textile producers study the varied nature of the U.S. market. Several participants emphasized the importance of working for the passage of Caribbean

Basin Initiative II.

During the afternoon session, several women shared their perspectives as entrepreneurs. It was suggested that the entrepreneur see her role as social organizer in addition to money-maker. "Women have a special temperament in making decisions that benefit the enterprise and society as well," said Muni Figueres, Costa Rica's newly

appointed trade representative to the United States.

The notion that improved community health and standards of living benefit the entrepreneur in the long run also was discussed.

"We were able to find our common ground and stay away from the issues that would divide us," said Blanquita McCullus, founder of her own production company in San Antonio, Texas, and moderator of the conference.

Voicing a common concern among the Central American businesswomen, Isolina Alvarez, entrepreneur from Tegucigalpa, Honduras, said, "It is very important that people of the United States know the needs and interests of their neighbors in Central America."

The Women's Entrepreneurial Forum was sponsored by the Caribbean Central American Action organization (C/CAA). Travel expenses and lodging for the Guatemalan, Salvadoran, Honduran and Costa Rican participants were financed by a grant from the Agency's Regional Office for Central American Programs.

—Mark Anthony Zappa, regional communications specialist, ROCAP

Seminars Stress Financial Markets, Privatization

Seminars sponsored recently by the Bureau for Private Enterprise (PRE) underscored the bureau's emphasis on two areas crucial to market-based growth in developing countries: financial market development and privatization.

PRE joined the International Management Group (IMG) in sponsoring IMG's fall session of "World Capital Markets and New Financial Instruments." The seminar, held Oct. 17-28 in Washington, D.C., drew 30 financial and government officials from developing nations.

Experts described how new instruments such as debt-equity swaps can stimulate investment, energize the private sector, lead to more rapid growth and reduce debt.

PRE Assistant Administrator Neal Peden, noting that commercial bank lending to the developing world had slowed to a trickle, told the group that increased domestic and foreign investment had become critical to growth. The need to strengthen financial markets, which mobilize and channel capital to productive uses, is therefore "one of the most important economic issues facing world leaders today," she said.

The seminar used case studies, group discussions, roundtables and team exercises to familiarize participants with the new financial instruments and how they might be

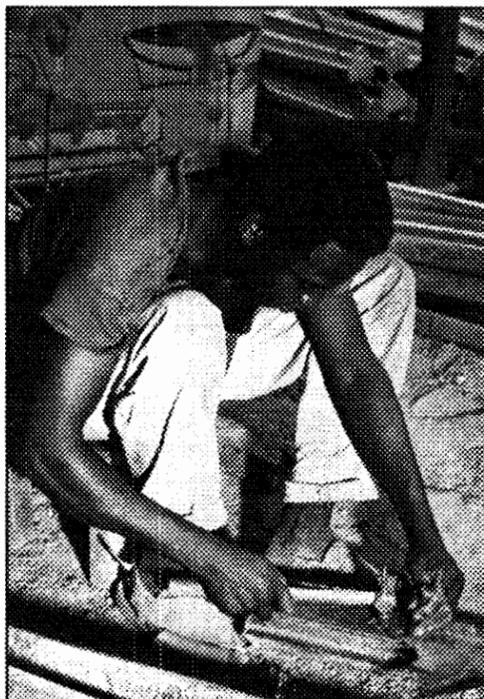
used in the developing world to spur economic expansion. The audience also heard lectures by U.S. and developing country financial specialists and IMG and PRE speakers.

In the area of privatization, the PRE-funded Center for Privatization sponsored the second in its series of three executive seminars on "Privatization Strategies and Techniques for Development" Oct. 3-14 in Washington, D.C. The seminar was co-sponsored by the International Management Group.

Some 35 high-level government and private sector representatives from 15 countries attended the two-week sessions, which explored a variety of techniques for transferring inefficient or costly state-owned enterprises and functions to the private sector. The first seminar, held in June, was instrumental in creating positive movement toward privatization in countries such as Egypt after its representatives had been exposed to information and insights presented at the session.

The Center for Privatization, based in Washington, was established in 1985 by six firms and performs the great majority of USAID's privatization activities. The center has sent more than 150 specialists to work on 95 projects in 45 countries. At least two dozen divestitures in five countries have been completed, with many more in the pipeline.

The PRE-managed Private Sector



New financial instruments such as debt-equity swaps can stimulate investment and energize the private sector in developing countries.

Revolving Fund completed six loans in the fiscal year just ended, bringing the fund's total portfolio to 35 loans at \$64.4 million.

The revolving fund was established by Congress in late 1983 to provide a flexible, businesslike mechanism for providing market-priced credit to small and medium-sized businesses in developing countries. The focus is on innovative projects that can serve as models for mission

followup. A major feature of the fund is its ability to attract private capital into development projects, leveraging USAID funds at a ratio of about one to three.

All six fiscal 1988 loans were either co-designed or co-financed with missions, pointing up the increasing teamwork between PRE and the field.

Projects approved were:

- a \$2 million loan guarantee to Cairo Amman Bank, Jordan, to provide short- and medium-term loans in local currency to enterprises importing U.S. products;
- a Botswana project involving a \$500,000 loan guarantee to Standard Chartered Bank to increase credit available to small and medium-sized local firms;
- a \$750,000 loan guarantee to Barclays Bank to expand credit to small-scale enterprises, also in Botswana;
- a third Botswana project involving a \$350,000 loan guarantee to the Bank of Credit and Commerce;
- a \$3 million direct loan to Masstock Ltd., a joint venture group, to establish a modern farming complex in Zambia. The project will promote non-traditional agricultural products for domestic consumption and export; and,
- a \$2.2 million loan guarantee to Far East Bank and Trust Company to provide credit to Philippine enterprises buying U.S. goods and services.

—Douglas Trussell

MOVED ON

Jacquelyn Alston, COMP/CS/R
 Tonya Barrett, COMP/CS/R
 Shirley Bellfield, PFM/PM/
 CSP/SS
 Marcia Belt, COMP/CS/R
 Bonita Benison, AFR/TR/ARD
 Danielle Lashaun Benjamin,
 PFM/PM/FSP/RSS
 Thomas Blank, AA/XA
 Lewis Booze, COMP/CS/R
 Jamuna Broadway, AFR/TR/PRO
 David Cahn, COMP/CS/DS
 Margaret Cooperman, PPC/
 PB/CD
 Vanessa Dorsey, COMP/CS/R
 Linda Fichte, M/SER/OP/W/HP
 Alene Gelbard, PPC/PDPR/SP
 Corey Goodman, COMP/CS/R
 Vicki Gray, PFM/PM/CSP/SS
 John Hardy Jr., PRE/I
 Terri Harrison, PFM/FM/LMD/AR
 Paulette Hawthorne, COMP/
 CS/R
 Darrell Humphries, COMP/CS/R
 Pamela Hussey, Zimbabwe
 Peter Ide, COMP/FS/ENTRY/T
 Melissa Ann Jackson, TDP/OD
 Renee Sandra Jones, COMP/
 CS/R
 Yvonne Keel, LAC/DR/RD
 Tracye Zakiya Kinzer, COMP/
 YOC
 Emma Jean Koonce, COMP/
 YOC
 Arlan McSwain, AFR/TR/ARD/FS
 Andrea Mooney, FVA/PVC
 Wendy Reddick, COMP/CS/R
 Harriett Richardson, COMP/
 CS/R
 Warrior James Richardson,
 PPC/EA
 Jerome Segal, PPC/PB
 Christina Mice Smallwood,
 COMP/YOC
 Russell Smith, COMP/YOC
 Dana Stephens, COMP/CS/R
 Richard Suttor, ANE/TR/
 ARD/RSEA
 India Thomas, COMP/CS/R
 Frances Watson, COMP/CS/R
 Lylaine Zobrist, Egypt

REASSIGNED

Felicia Baker, Guinea-Bissau, ex-
 ecutive assistant, to secretary,
 AFR/CCWA
 Janet Ballantyne, Morocco,
 deputy mission director, to COMP/
 FS/R/AIDW
 George Barwicke, PFM/FM/
 WAOD/BA, supervisory financial
 management officer, to financial
 management officer/financial
 analyst, PFM/FM/PAFD/C/F
 Barbara Bennett, PFM/FM/
 CONT, program analyst, to
 legislative program specialist,
 LEG/PD
 Lyle Bernius, AFR/CCWA/ZRBC,
 program officer, to private enter-
 prise officer, AFR/MDI
 James Bever, Pakistan, special
 projects officer, to program officer,
 ANE/MENA/JWBG
 Sidney Bliss, Togo, rural
 development officer, to project
 development officer, AFR/PD/SA
 Cameron Bonner, Indonesia,
 supervisory education development
 officer, to supervisory human
 resources development officer,
 AFR/TR/EHR

WHERE? IN THE WORLD ARE USAID EMPLOYEES

Margaret Bonner, Indonesia,
 supervisory program officer, to pro-
 gram officer, ANE/EE
 Keith Brown, Philippines, super-
 visory project development officer,
 to supervisory regional development
 officer, AFR/SA
 Gerald Cashion, COMP/FS/
 ENTRY/T, project development of-
 ficer, to special projects officer,
 Nigeria
 Eugene Chiavaroli, Mali, mission
 director, to foreign affairs officer,
 SAA/S&T
 Sarah Clark, REDSO/W&C,
 population development officer, to
 supervisory population development
 officer, S&T/POP
 Constance Collins, Egypt, health
 development officer, to malaria of-
 ficer, S&T/H/CD
 Edward Costello, Liberia, super-
 visory program economics officer, to
 program economics officer, PPC/EA
 John Coughlin, PFM/FM/
 PAFD/PA, financial management of-
 ficer/financial analyst, to supervisory
 financial management officer, budget/
 accounting, PFM/FM/WAOD/BA
 John Coury, Jamaica, super-
 visory health population develop-
 ment officer, to health population
 development officer, AFR/TR/HPN
 Charlotte Martin Davis, M/SER/
 OP/W/CO, contract specialist, to in-
 ternational trade specialist,
 M/SER/OP/COMS/T
 Lawrence Ervin, Egypt, special
 project officer, to AID representative
 ASEAN, Asia regional, Thailand
 Donald Fostergrass, Indonesia,
 supervisory education development
 officer, to special projects officer,
 PFM/PM/TD/PCT
 Paul Fritz, Uruguay, AID
 representative, to Chile
 David Garms, ANE/SA/SLNM,
 program officer, to supervisory pro-
 gram officer, Sri Lanka
 Frank Gillespie, Indonesia,
 agricultural development officer, to
 Food for Peace officer,
 FVA/FFP/ANE
 Robert Gilson, COMP/FS/
 R/AIDW, supervisory program of-
 ficer, to program officer, Senegal
 John Giusti, Morocco, program
 officer, to supervisory program of-
 ficer, S&T/PO/AE
 James Graham, AFR/PD, super-
 visory project development officer,
 to mission director, Rwanda
 Ruth Green, M/SER/MO,
 secretary stenographer, to secretary
 typing, M/SER/MS/OD
 Martin Edward Hanratty, In-
 donesia, supervisory agricultural
 development officer, to agricultural
 economics officer, ANE/TR/
 ARD/RSEA
 Sammie Jones, COMP/FS/
 R/AIDW, executive officer, to super-
 visory executive officer, Belize
 Mosina Jordan, Cameroon,

deputy mission director, to AID
 representative, Belize
 Kevin Kelly, supervisory project
 development officer, Costa Rica, to
 supervisory project development of-
 ficer, AFR/PD
 Bruno Kosheleff, Cameroon,
 supervisory program officer, to
 supervisory project development of-
 ficer, Zambia
 George Laudato, COMP/FS/
 R/AIDW, deputy mission director, to
 foreign affairs officer, AA/PPC
 Lawrence Livesay, M/SER/
 IRM/WS, supervisory computer
 system analyst, to supervisory com-
 puter specialist, M/SER/IRM/MPS
 Karen Mangelsdorf, COMP/FS/
 ENTRY/T, health population
 development officer, to health
 development officer, Egypt
 Donald Masters, Jordan, super-
 visory project development officer,
 to project development officer,
 ANE/PD/MNE
 Mark Matthews, RDO/Caribbean,
 controller, to supervisory financial
 management officer,
 PFM/FM/CONT
 Dayton Maxwell, Niger, super-
 visory general development officer, to
 director, office donor coordination,
 PPC/DC
 Henry Merrill, AFR/DP/PAB,
 supervisory program officer, to AID
 affairs officer, Nigeria
 Susan Merrill, LAC/DR/SA, proj-
 ect development officer, to super-
 visory project officer, Liberia
 Timothy O'Hare, COMP/FS/
 R/AIDW, supervisory agricultural
 development officer, to agricultural
 economics officer, AFR/TR/ARD/PA
 Allen Rossi, IG/IIIS, inspector, to
 supervisory inspector, IG/RIG/IIW
 William Moore Schaffler,
 M/SER/IRM/MPS, supervisory com-
 puter specialist, to supervisory com-
 puter system analyst,
 M/SER/IRM/WS
 Carole Scherrer-Palma, special
 projects officer, to program officer,
 ANE/SA/SLNM
 John Schneider, REDSO/W&C,
 project development officer, to pro-
 gram officer, ANE/DP/E
 Edwin Tolle, Somalia, human
 resources development officer, to
 development training officer,
 LAC/DR/EST
 Raymond Waldron, Peru, super-
 visory rural development officer, to
 agricultural development officer,
 LAC/DR/RD
 Harry Wing Jr., Guatemala,
 supervisory agricultural develop-
 ment officer, to special projects of-
 ficer, FVA/PVC/CDS

PROMOTED

Adrian Atkins, LEG/OD, motor
 vehicle operator

Dorothy Cunningham,
 PFM/PM/TD, administrative opera-
 tions assistant
 Plumie Gainey, M/SER/MO/
 TTM/S, clerk typist
 Cynthia Ginyard, M/SER/MO/RM,
 financial operations specialist
 Umeki Gray-Thorne, LAC/EMS,
 administrative operations assistant
 typist
 Tawana Hall, PRE/DP, secretary
 typist
 Christopher Keppler, PPC/MFI,
 program analyst
 Mark Rilling, S&T/ED, program
 analyst

RETIRED

Florita Christerson, LEG/OD,
 secretary stenographer, after 6
 years
 Irvin Coker, PPC/DS, develop-
 ment coordination officer, after 14
 years
 Thomas Cooper, PFM/PM/
 FSP/EE, supervisory executive of-
 ficer, after 20 years
 Richard Derrick, RIG/A/
 Singapore, supervisory auditor, after
 19 years
 Jon Gant, S&T/ED, director,
 office of education, after 18 years
 Lillian Halter, FVA/PVC/CDS, ad-
 ministrative operations assistant,
 after 21 years
 Emerson Melaven, AID/Repre-
 sentative Rwanda, mission director,
 after 28 years
 Anne Walsh, Guatemala/EXO,
 supervisory executive officer, after
 24 years

Years of service are USAID only.

De Marcken Selected for Madagascar

Baudouin de Marcken, a foreign
 service officer with 25 years of
 experience in international
 development, has been named mis-
 sion director for Madagascar.
 De Marcken will direct a pro-
 gram that will provide Madagascar
 with almost \$17 million in
 economic development and food
 assistance in fiscal 1988. The
 Agency's program in Madagascar
 focuses on rice research,
 agriculture policy reform, popula-
 tion, natural resource conservation
 and the preservation of
 Madagascar's unique biological
 diversity.
 A former Peace Corps country
 director in Morocco, Zaire and
 Chad, de Marcken began his
 USAID career in 1983 as regional
 liaison officer in Burkina Faso.
 Since 1984, he has been chief of
 the General Development Office at
 USAID/Burkina Faso.
 De Marcken has a master's
 degree in political science from the
 University of Michigan and a
 bachelor's degree in government
 from Colby College.