

USAID REPORTS: MICROENTERPRISE DEVELOPMENT

Presented below are abstracts of recent reports on microenterprise development. 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.

Microenterprise development program guidelines

U.S. Agency for International Development,
Bureau for Program and
Policy Coordination, Washington, D.C.
10 Oct 1988, 13p., En
Document Number: PN-AAV-466

Assistance to the microenterprise subsector, which embraces a broad spectrum of rural and urban productive activities, many of them labor-intensive, is an important element of USAID's private enterprise development strategy. Presented here are official policy guidelines for the Agency's microenterprise development program. Individual sections provide information on: (1) program funding for fiscal years 1988-89; (2) characteristics of program beneficiaries; (3) key areas of policy dialogue; (3) helping microenterprises gain access to the formal financial system; (4) credit activities (including loan size, interest rates to microenterprises and to commercial intermediaries); (5) features of USAID-funded technical assistance and training; and (6) the importance of using local institutional intermediaries, especially those that are privately owned and controlled, as well as criteria for selecting the same.

Comparative experience with microenterprise projects

Timberg, Thomas A.
World Bank, Washington, D.C.
Inter-American Development Bank, Washington, D.C.
U.S. Agency for International Development,
Bureau for Science and Technology,
Office of Rural and Institutional Development,
Washington, D.C.
1988, 33p.: statistical tables, En.
Document Number: PN-ABA-438

Micro- and small enterprises, which exist in some form in almost every country in the world, have over the last two decades become critical elements in development strategies to reduce poverty. This paper presents a comparative overview of the experiences of microenterprise pro-

grams on three continents, noting that while the methods and aims of the programs are much the same despite location, there is a difference in the motivation of their promoters. Efforts in Asia are promoted primarily as equity measures and derive their support from those concerned about poverty in their societies. Latin American programs, on the other hand, have typically been launched by private voluntary organizations, sometimes with external funding and sometimes with support from local elites or even the public sector; many are motivated by a political desire to incorporate the informal sector into the larger society.

Venture capital for microenterprise development: the VCAT model

Croucher, Jack; Gupta, S.K.
World Bank, Washington, D.C.
Inter-American Development Bank,
Washington, D.C.
U.S. Agency for International Development,
Bureau for Science and Technology,
Office of Rural and Institutional Development,
Washington, D.C.
11 May 1988, 25p. + attachment, En.
Document Number: PN-ABA-449

Although sufficient capital for investment in small-scale enterprises exists in most developing countries, very little is directed toward rural microenterprises. This report describes one potential solution—the Venture Capital Company for the Application of Appropriate Technology (VCAT), which is a joint program of Appropriate Technology International (ATI) and the Industrial Development Bank of India. The VCAT differs from standard venture capital investors in that its primary purpose is not a high rate of return, but rather (1) the linking of appropriate technology research and development institutions with the productive sector and (2) the promotion of socioeconomic development. The paper presents organizational details and, in conclusion, relates how VCAT has made use of ATI's experience in other countries in developing its capital venture strategy.

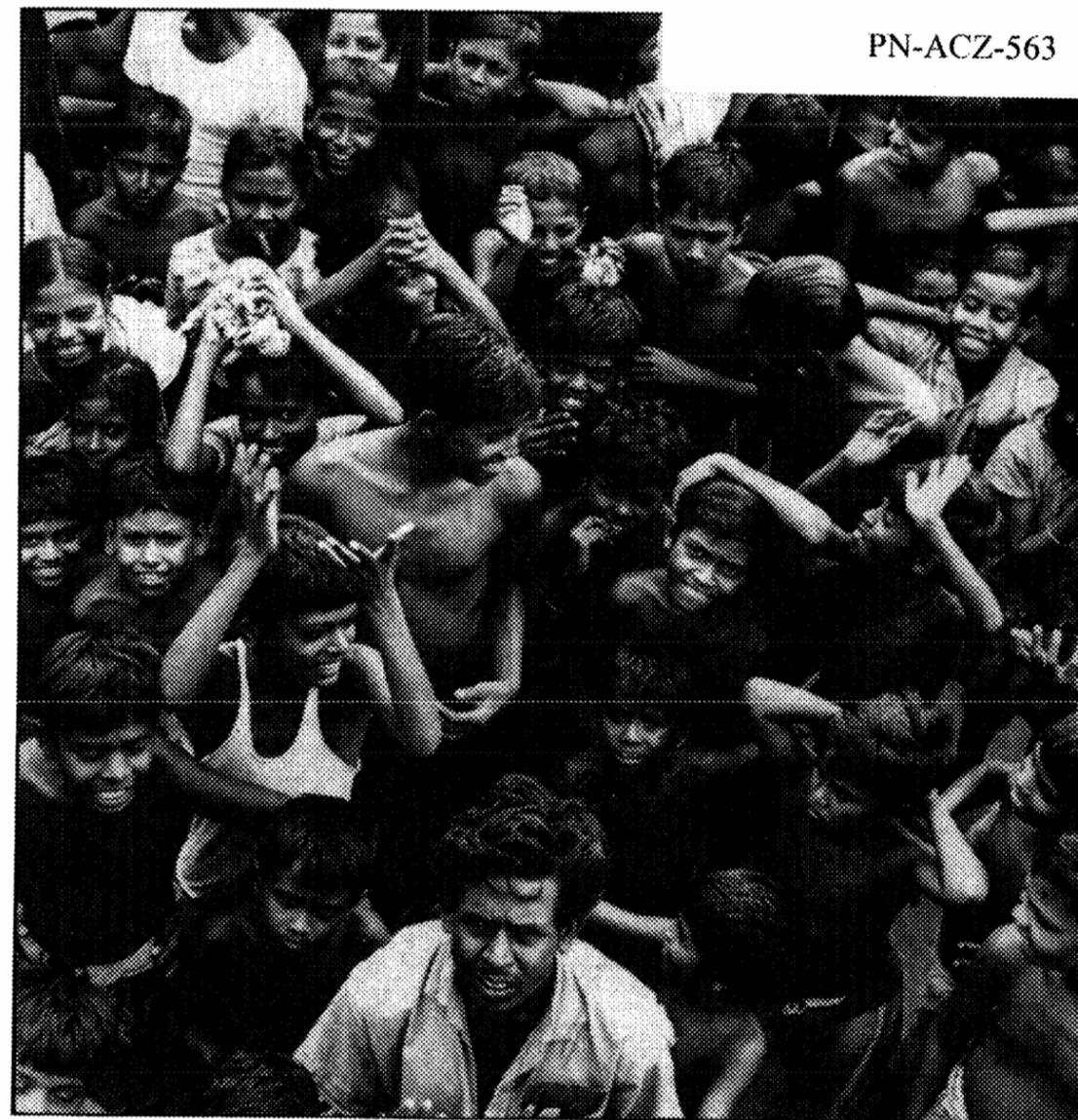
FRONT LINES

THE AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MAY 1989

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

PN-ACZ-563



Population Strategies Explored at Conference

Governors Call Trade Top Priority for States

A Salute to FSNs: USAID/Egypt

Woods Reaffirms Support for Population Programs

Voluntary Family Planning Focus of Forum

by Jane Sevier Johnson

Before an audience of 350 population professionals, Administrator Alan Woods reaffirmed the Bush Administration's support for population programming and its commitment to ensuring that the Mexico City Policy remains in force.

Delivering the keynote address April 10 at the Sixth Annual Meeting of Population Cooperating Agencies in Rosslyn, Va., Woods emphasized the important role population and family planning programs play in the U.S. foreign assistance program. "USAID's population program has always enjoyed a reputation as one of the best—if not the best—program of its kind," the administrator said. "This meeting is about the partnership between USAID and the many private organizations that have made this success possible."

Noting that with every change in administration, concerns arise that programs may be downgraded or abolished, Woods said that "such fears are not justified in the case of USAID's population program."

"President Bush is firmly committed to voluntary family planning here and in developing countries. At the same time, he is opposed to abortion. Our policies reflect his views. USAID is, and will continue to be, a strong supporter and promoter of voluntary family planning."

Some 75 public and private population organizations from around the world were represented at the three-day conference sponsored by the Agency's Office of Population in the Bureau for Science and Technology. Intended as a forum for the discussion of population issues and strategies, the meeting brought together USAID mission staff, Agency contractors and grantees, representatives of donor organizations and private foundations, and members of the population community. They included the U.N. Population Fund, the International Planned Parenthood Federation, the Overseas Development Administration (United Kingdom) and the Population Crisis Committee.

"Family planning is only one element of our work," Woods said. "Development is a complicated business in which success means that things change. When we succeed, we face shifting economic, cultural and demographic landscapes."

"As a result of family planning and other development programs, the rate of population growth in developing nations has declined from about 2.5% in 1965 to around 2% today. Countries such as Thailand, Indonesia, Mexico, Colombia, Brazil and Jamaica contributed to this trend with declines in their birth rates of 20-30% in the last two decades."

"However, in other countries,

particularly in sub-Saharan Africa, population growth rates have risen to unprecedented levels—as high as 3% or 4% a year. Whether their populations are growing at rapid or moderate rates, all developing countries experience the effects of population momentum. Each year

there are more mouths to feed, more young people starting school, more people entering the work force and more women reaching the age at which they begin to have children."

Woods pointed out that popula-
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Administrator Alan Woods (left) greets Egyptian President Hosni Mubarak, who met with Agency officials April 14 during a state visit to the United States. Over the past 14 years, USAID has provided Egypt with \$14 billion in economic assistance, with \$930 million in aid programmed for the current fiscal year. Among the major thrusts of the Agency's largest bilateral program are improving industrial and agricultural production with emphasis on expanding the private sector, completing the rehabilitation of Egypt's infrastructure and developing human resources through projects in health, education and family planning.

by Ellen C. Irving

State governments must make trade with developing nations a top priority and develop realistic and innovative strategies to expand their market base if the United States is to compete in an increasingly interdependent and competitive world economy, accord-

NGA Urges Trade Links To Developing Countries

ing to a report recently issued by the Task Force on Foreign Markets of the National Governors' Association (NGA).

The report was released at an NGA national conference, "Forging New Partnerships: States and the Developing World," held in Washington, D.C., April 14. More than 100 conferees representing state development agencies, multilateral banks and banks from developing countries examined the potential for economic growth and business partnerships with firms in the developing world and the role that states can play in forging economic links between U.S. business and developing nations.

Sponsored by the NGA and the Bretton Woods Committee, the one-day conference and two regional meetings of the task force scheduled for later this year are funded through a \$122,000 Biden-Pell grant administered through the development education program of the Bureau for Food for Peace and Voluntary Assistance.

"It is time to get back into the race," said Task Force Chairman Gov. Ray Mabus of Mississippi. "We must succeed in overseas markets as foreign nations have

prospered in ours. It is time to face up to the complexities of international trade and see that for every challenge a commensurate opportunity exists."

The report noted that a state plan must begin with a rigorous assessment of current trade efforts and state trade barriers and outlined three major objectives for a state action agenda:

- Elevate trade to a top priority in the state. The report suggests that governors use their position and visibility to raise public awareness of the connections between international markets and the state's economy; give official recognition of successful export efforts; and appoint a cabinet-level official to direct and coordinate the state-wide trade program.
- Boost export activity within the state. The report suggests that states provide information and brokering services for financing, market opportunities and technology; and establish mentoring programs to encourage experienced exporters to share non-proprietary information and help match them to less-experienced firms.
- Develop new markets and relationships beyond U.S. borders.

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Richard Bissell (left), assistant administrator for the Bureau for Program and Policy Coordination, participates in a roundtable discussion at the National Governors' Association's conference on States and the Developing World. Other speakers included (from left) John Bohn, Jr., president, Moody's Investors Service and former president of the Export-Import Bank; Ray Mabus, governor of Mississippi and chairman of the NGA Task Force on Foreign Markets; and former U.S. Senator Charles Percy, president, Charles Percy and Associates, Inc.

Population

From page 1

tion growth affects development. High growth rates over-burden education systems and agricultural production and distribution. Rapid population increases also are linked to deforestation and desertification.

The administrator also reminded conference participants of the importance of providing voluntary family planning services and promoting breastfeeding to reduce fertility levels.

"We also know that when family planning is practiced... the health benefits for both children and mothers are well-documented," Woods said. "Access to family planning has helped even the most uneducated and isolated families gain the understanding that they can choose... the number of children right for them

"What I see here is not a series of distinct and separate determinants of fertility and of development, but rather an integrated picture of economic development played out through the motivations and actions of individual families. The family is the center of a two-way process through which development may contribute to the desire for smaller families and smaller families may lead to development."

The administrator underlined the importance of establishing partner-

ships between the population community and the private sector. Extending the provision of family planning into the free market system in developing countries is important for sustaining the benefits of development, he said. Population organizations must be ready to meet increasing demands for family planning services.

"In the next 20 years, the number of women of reproductive age in developing countries—excluding China—will increase by more than 50%," Woods said. "At the same time, use of modern contraceptives could increase from about 29% to 48%. This would create a demand for family planning more than 2½ times the levels we have today."

Woods closed by reiterating the necessity of incorporating family planning projects into development programs. He challenged the population community to discover "how we can work together to increase the synergy between population programs and economic development, how we can help countries achieve broad-based economic growth and how we can promote the balanced development of human, natural and economic resources."

Included in the conference agenda were a series of seminars and group discussions, among them "Contraceptive Technology," "Family Planning in the 1990s" and "Breastfeeding for Birth Spacing."

economies as vehicles to attain sustainable economic development also offers trade and service opportunities for U.S. firms, he said. USAID is exploring ways to work with state governments to involve them in these efforts.

"The greatest resource the United States has to offer, however, is our people," said Bissell. "Millions of Americans have skills and knowledge acquired working and studying abroad.

"Returned Peace Corps volunteers are prominent examples. They understand the countries, their societies and their cultures. State governors should work with those human resources in their own states."

The National Governors' Association is one of a number of governmental organizations that USAID works with to share information and priorities as they relate to the Agency's goal of promoting sustained development through economic growth, according to Jim Kunder, acting assistant administrator for the Bureau for External Affairs.

"Working with organizations such as the NGA that are taking the lead in seeking ways to strengthen the U.S. economy furthers the Agency's objectives in the developing world while also demonstrating how the U.S. economic assistance program benefits the citizens of America as well," he says.

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Cover Photo: High population growth rates affect development by over-burdening education systems and agricultural production and distribution. The important role that voluntary family planning programs play in the U.S. foreign assistance program was the subject of a recent conference sponsored by USAID's Office of Population. See story on page 1.

NGA

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Strategies recommended by the report include pooling resources with other states; monitoring opportunities in the European Community and changes in the international trading system; strengthening cultural exchange; coordinating trade missions led by governors to new market areas; and hosting international business representatives.

The report is part of an initiative launched last year by NGA Chairman Gov. Gerald Baliles of Virginia. Under the program, "America in Transition: The International Frontier," six committees were created to examine specific issues affecting international trade both domestically and abroad.

At the meeting, Richard Bissell, assistant administrator for the Bureau for Program and Policy Coordination, participated in a roundtable discussion on ways to strengthen America's links to developing countries.

One example of the role USAID plays in fostering relationships of mutual interest, Bissell noted, is the Agency's long-standing program of scientific and agricultural research that links state universities with developing country institutions.

The increasing emphasis on private sector growth and the development of market-based

Interns Gain Management Experience

by Nancy Long

From Minnesota to Connecticut to Texas, graduates with advanced degrees from universities across the country are joining the USAID staff through a special program that will prime them to become tomorrow's top-level managers.

Recruiting high-caliber candidates to participate in the Presidential Management Intern (PMI) Program is helping build and develop a core of public sector managers for the Agency and other federal government departments.

This year the Agency is participating in the Office of Personnel Management's (OPM) 11-year-old PMI program. And now, scattered among the different bureaus, six interns, nominated by their respective universities, are probing some of the management challenges posed by USAID's global program.

"It is a special way to enter the ranks of federal service in the management or analysis of public policies and programs," explains Nancy Greaves, Agency PMI coordinator in the Civil Service Division, Office of Personnel Management.

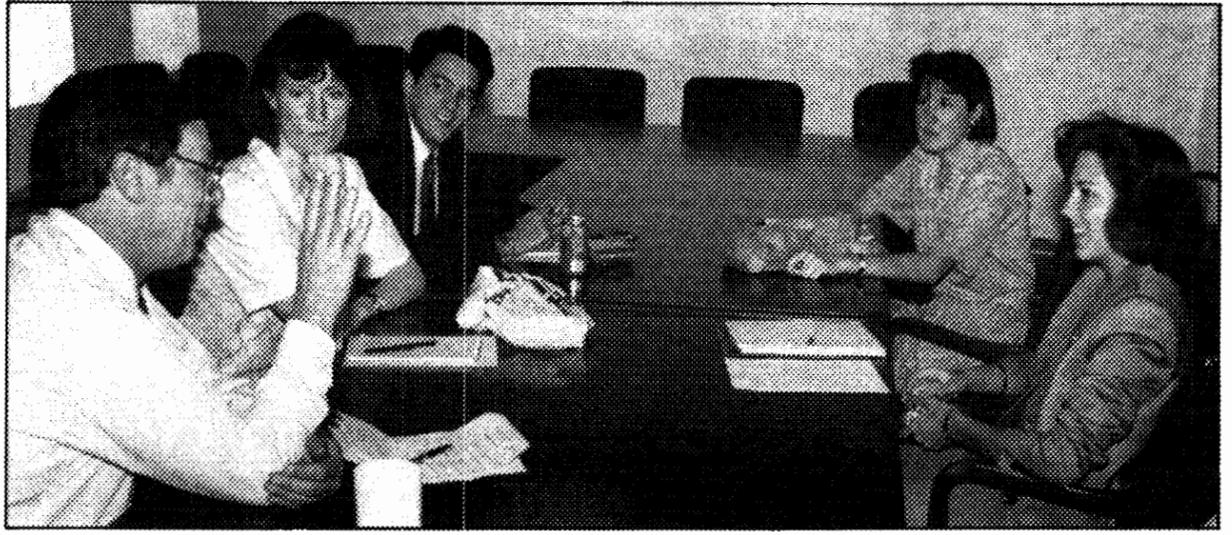
"This program is one way of supporting Administrator [Alan] Woods' emphasis on excellence in management. For the Agency's purposes, the program will help form a pool of highly motivated people with a variety of academic backgrounds who will develop into senior managers," says Greaves.

"And this group is fantastic—they are enthusiastic and have a lot to offer the Agency. On a scale of one to 10, they're all 11s," she says, smiling.

The PMI program is handled by OPM, which screens, interviews and selects the finalists from all the applicants. Of about 900 individuals nominated by universities, 200 were selected for the program.

OPM then sponsors a one-day job fair, where Agency representatives are available to describe the positions offered to the finalists.

Once the interns are selected by the Agency, they are assigned to a home office within USAID. The supervisor in the home office is responsible for working with the management trainee in developing a specific two-year plan, which includes at least three rotations. The



(Clockwise from left) At a brown-bag lunch session, Robert Halligan, assistant to the administrator for Personnel and Financial Management, answers questions posed by Presidential Management Interns Lisa Franchette, John Haecker, Carrie Thompson and Tamara Wessel.

rotations can be within the Agency or in other federal offices.

In addition, the supervisor targets a position for the intern to assume permanently at the completion of the internship based on position availability and Agency needs.

Although OPM allows each government agency or department to manage its internal program, the presidential interns are required to cover three of five management areas designated by OPM to give them broad exposure to management responsibilities. The management areas are information systems, personnel, budget and finance, program analyst and procurement or grants.

"These future managers must be well-versed in these areas to take on the responsibilities ahead," says Greaves. "Aside from those requirements, the OPM guidelines are fairly broad, and agencies have some leeway to administer the program as they wish."

Greaves is in the process of developing a list of senior managers who will be available to the participants to offer advice on developing their career paths and making the most of the experience.

"OPM is having great success with this program," notes Greaves. Last July, then President Reagan signed into law an amendment expanding next year's program from 200 interns to 400.

For the six interns assigned to USAID, learning the ins and outs of government management is proving to be an invaluable professional experience that will prepare them for management careers in the public sector.

Nominated by the Humphrey Institute of the University of Minnesota where she earned a graduate degree in public affairs with a focus on international development, Lisa Franchette served as a Peace Corps volunteer in Niger for two years. "That experience sparked my interest in development," she says.

Franchette began her internship in the Office of Economic Affairs, Bureau for Program and Policy Coordination (PPC/EA). "I learned about developing countries' economic policies, international trade and finance, and other non-project assistance," she says. For her second rotation, Franchette is the project backstop officer for the Malawi/Zambia missions in the Office of Project Development

for the Africa Bureau. "I am also working on the project paper for a regional PVO [private voluntary organization] initiative project."

Although the application process is rather lengthy, Franchette says the program is well worth it. OPM sponsors activities that give participants an opportunity to meet with the other interns assigned to various federal agencies in Washington.

"The other interns are impressive—a bright, hard-working bunch with diverse interests," Franchette adds. "As we move into positions of increasing responsibility within our respective agencies, we will have a network of friends involved in federal management across town and be able to draw on their acquired expertise."

For John Haecker, it was a Peace Corps experience in Ghana teaching math and science in secondary schools that exposed him to the uniqueness of working in and with developing countries.

"I realized that I was doing something worthwhile and knew that it always would be important for me to be an advocate of development concerns," Haecker says.

A graduate of the Maxwell School of Citizenship at Syracuse University, Haecker earned master's degrees in public administration and international economics. He also was assigned to PPC/EA, where he worked as an economist, delving into the intricacies of economic policy reform and developing country debt issues.

"I've recently rotated from that office to PPC's Office of Planning and Budget where I am filling in for the regional coordinator for the Bureau for Latin America and the Caribbean." A three-month assignment, Haecker's work will entail reviewing country planning documents and working on the Agency's budget.

"The PMI program offers great management training, especially in the areas of budget and management analysis," he adds, "and I am looking forward to gaining even more experience with assignments in other bureaus."

Alan Lessik is a graduate of Prescott College in Arizona with an undergraduate degree in social change. He has a master's degree in management from Metropolitan State University in Minnesota and a second master's degree in international development from Johns Hopkins School of Advanced International Studies. Lessik is assigned to the Bureau for Science and Technology's Office of Rural and Institutional Development, Division for Small Enterprise and Employment.

"I've been working on small and microenterprise development programs as well as providing input on the Agency's new initiatives in urban development," he says.

Lessik recently traveled to Costa Rica for his office to help put together a new Peace Corps training program for microenterprise endeavors.

Patricia Liefert remembers wanting a career

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PMI Coordinator Nancy Greaves (left) looks over assignment rotation schedules with interns Patricia Liefert and Alan Lessik.

ASA, USAID Effort Model of Cooperation

by Bill Outlaw

When the American Soybean Association/USAID Liaison Committee gathered for their annual meeting in March, the members recalled the tension that existed the first time the group met in June of 1986.

At that meeting, the tension centered around the American Soybean Association's (ASA) concern about USAID projects that promoted the production of soybeans in developing countries. The ASA was worried that soybeans

"The [liaison] committee has worked to the benefit of both the American Soybean Association and USAID."

produced in developing countries would compete with those grown by U.S. farmers.

Newspaper articles were written in which members from both sides aired their differences. The disagreement reached its height in 1986 when the Soybean Association, which represents U.S. soybean growers, lobbied for passage of an amendment to the supplemental appropriations bill to prohibit USAID-sponsored development activities that could affect the sale of U.S.-grown exports, including soybeans, to developing countries. The Agency opposed the amendment because of its possible adverse impact on development activities.

Peter McPherson, USAID administrator at the time, and Nyle Brady, senior assistant administrator for the Bureau for Science & Technology, were determined that USAID and ASA could, in fact, work together. The then ASA President George Fluegel and ASA Latin American division manager Gill Harrison also were willing to meet with USAID to iron out their differences.

"When the meeting began, they sat on one side, and we sat on the other," recalls Loren Schulze, USAID's coordinator for the committee. "You could have cut the tension with a knife."

When members of that same liaison committee converged nearly three years later for their annual assembly two months ago, they joked about that first meeting. They no longer sit on opposite sides. In fact, since then ASA and USAID have worked together on projects in Africa, Asia and Latin America.

Deputy Administrator Jay Morris recalled that June 1986 meeting during an informal welcome to

liaison committee members this March.

"The relationship has changed so drastically that the liaison committee has become the model of cooperation for other U.S. private sector agricultural commodity groups," Morris said.

"We put our differences on the table and then we began focusing on how we could work together," says Ralph Raber, vice president of the ASA Board of Directors and president of the Illinois-based Land of Lincoln Soybean Association.

Raber said the association was concerned that USAID projects were not emphasizing the use of soybean products. He said he and other association members have since found that USAID staffers have been more than willing to work with them.

"Tremendous inroads have been made," Raber said. "We're going in the right direction, and we're working closely together."

Members of the liaison committee now frequently communicate with each other to discuss development possibilities in various countries. ASA members traveling overseas are in contact with USAID mission directors and agricultural development officers.

What turned the tables at the June 1986 meeting was the determination of the two sides to hear each other out and reach an agreement.

The highlight of the meeting was an agreement by which the soybean association would put together a team of technical specialists to help refurbish an edible oil processing plant in Haiti operated with soybeans imported from the United States.

ASA agreed to provide technical assistance while USAID provided the financial assistance for the start up.

"We drafted the cable while that first meeting was going on," says Schulze, who has been coordinator for the liaison committee from its beginning. "We were determined that we could work together to meet common goals and we did."

The second meeting of the joint working group was held in December 1986, and two possible projects were addressed. One would promote poultry production in Pakistan that would rely on soybean meal for feed. The other would establish a continuing education center for animal nutritionists in Costa Rica emphasizing the use of soybean meal as livestock feed.

The working group's next gathering was in February 1987. By that time, regular discussions were being held between various USAID missions and ASA staff stationed overseas. Mission personnel in Haiti, the Dominican Republic and the Philippines also have met with ASA representatives.

One of those meetings took place in Islamabad, Pakistan, where



(From left) American Soybean Association (ASA) national directors Dave Haggard of Missouri and Ralph Raber of Illinois listen as Gill Harrison, staff adviser for ASA's Committee of Export and Trade Policy, makes a point at a recent meeting of the ASA/USAID Liaison Committee.

discussion focused on using local currencies generated under the 1985 Farm Bill to purchase soybean feed as part of a poultry production project. USAID directed the reflow of local currency to finance the poultry feeding trials.

In August 1987, the liaison committee was upgraded to a "standing committee" of the ASA, meaning the working groups would have formal sessions at every meeting of ASA's board of directors. Additional grower members were added to the committee, giving ASA greater representation from farmers in addition to its staff.

"Very cordial relations are firmly established and ways opened for worldwide cooperation between USAID and ASA for promotion of utilization of soybeans," according to minutes prepared by the ASA staff at the USAID Liaison Committee meeting.

Examples of cooperation as cited by ASA were USAID's decision to remove coconut oil (which competes with soy oil) from some Agency procurement orders and USAID's assuring ASA that a project in Zambia would emphasize the use, not just production, of soybeans.

Cables were sent by USAID to all missions to inform them of the now close working relationship.

The International Soybean Program (INTSOY), under a cooperative agreement with the University of Illinois and the Office of Agriculture of the Bureau for Science and Technology, has retained a nutritionist previously with the International Institute for Tropical Agriculture. ASA funded travel of this technician to promote use of soybeans by Africans.

Meanwhile, soybean meal promotion activities were discussed as part of the regional Animal Nutrition Center in Costa Rica. Through a USDA-funded program, 20 animal nutritionists will receive 15 days of training on the use of high

protein animal feeds, with emphasis on soybean meal. It is anticipated that this training will be expanded to include animal nutritionists from other Central American countries, South America and the Caribbean.

USAID/San Jose Agricultural Development Officer Bill Baucom has been instrumental in coordinating the selection of the school's participants with ASA and the authorities of the local training facility.

By the March meeting, ASA and USAID were actively working together, discussing joint projects in which they could help each other. The liaison committee has served as the catalyst to get the mutually beneficial relationship going.

Raber said that a good example of the mutual cooperation that now exists is the fact that ASA's Harrison was invited to speak about soybean use at a meeting of USAID Latin American agricultural and rural development officers in Harper's Ferry, Va., in November 1987.

Harrison and two soybean growers also attended the Agency's Animal Agriculture Symposium in June of 1988.

"On the whole, the committee has probably worked to the benefit of both ASA and USAID," wrote Robert Stowe, director of programs for the Citizens Network for Foreign Affairs who studied the relationship as part of his doctoral dissertation at the Massachusetts Institute of Technology.

"To the extent that ASA and USAID jointly identify projects which may indeed assist both developing countries and U.S. farmers, the Agency will add to its political stature among farmers. ASA, for its part, has a semi-institutionalized forum in which to press its views and the potential to cooperate with USAID on projects which may in fact create new markets for U.S. soybeans."

Personality Focus

Carol Adelman

by Ellen C. Irving

As assistant administrator for the Bureau for Asia and the Near East (ANE), Carol Adelman finds in the words of the Lewis Carroll classic *Alice in Wonderland* an apt analogy to the formulation of development policy.

When Alice asks the Cheshire Cat which direction she should take, he replies that it depends a great deal on where she wants to go. It is advice, says Adelman, of particular significance to the donor community that, like Alice, must come to terms with a changing reality.

"Rapidly evolving demographic trends, increasing urbanization, energy and environmental concerns, and the debt crisis will influence the course of development far into the next century," says Adelman, who assumed the helm of the Agency's most geographically diverse bureau last October.

"If we are to help secure economic equity and sustainable development, we must assess not only where we as an Agency want

she remembers, smiling. "We shared an office and found we had a lot in common. We both hailed from Chicago, and Ken had recently completed his master's at Georgetown's Foreign Service School." At their 1971 wedding, the top of the wedding cake featured their office sign inscribed with both their names.

That same year, Adelman joined USAID, moving from program analyst in the Office of Development Planning to special assistant to the assistant administrator for the Africa Bureau within the year.

An opening in USAID's Zaire mission in 1972 came at an opportune time for the young couple. Both wanted to perfect their language skills in a French-speaking country, and Ken had chosen Africa for the topic of his doctoral dissertation.

"What we could not know," says Adelman, "was that our 2 1/2-year sojourn in Central Africa would be the genesis of two new career paths—health and journalism.

"The ultimate goal of the emphasis on economic growth and private sector expansion is the creation of choice and opportunity."

to go, but also where each developing country is headed with or without our help."

To meet this challenge, Adelman brings a diverse portfolio accrued during 20 years of development work as a Foreign Service officer, volunteer and consultant.

It was during her sophomore year abroad at the University of Bonn that the German/political science major decided to concentrate her studies on international affairs.

On her return to the University of Colorado, Adelman learned of the "people-to-people" program, "Operation Crossroads Africa." She spent the following summer together with other American and African students building a dormitory for a teachers college in the Ghanaian village of Begoro.

Intrigued by the experience of living and working in a developing country, Adelman in 1968 entered Georgetown University's School of Foreign Service in preparation for a career in international relations.

While completing her master's degree, Adelman worked on Capitol Hill and served as special assistant to the director of congressional and government relations at the now defunct Office of Economic Opportunity (OEO).

Her tenure at OEO is noteworthy because it was there she met her future husband, Kenneth Adelman.

"It was a bureaucratic romance,"

"While I was inspecting agriculture projects, dedicating water pumps and visiting health clinics, Ken had his own adventures. He acted as translator for Mohammed Ali when the fighter was in Zaire for the 'Rumble in the Jungle' with George Foreman. When the British Army undertook an expedition to follow the passage of Henry Stanley down the Congo (now Zaire) River, he offered to cover the story for *The Washington Post*. And when the Angola border opened, he wrote a piece for the *Foreign Affairs* journal. So as a young graduate student, Ken found his work published in a prestigious periodical and a major U.S. newspaper."

Meanwhile, Zaire's pressing health problems provided Adelman with her first opportunity to delve into health issues. Coordinating the efforts of Zaire's Ministry of Health, the private voluntary organization community and the USAID mission, she conducted a health and nutrition survey in Kinshasa that included an analysis of anthropometric data, health indicators, infant feeding practices and socioeconomic variables.

"Africa brought home the tremendous public health needs in water, sanitation and health services in the developing world," Adelman says.

Returning to Washington in 1975, Adelman joined the Office of Nutrition as a program analyst.



Carol Adelman: "Development planning increasingly demands making tough choices, both for the donor community and the governments of developing countries."

She also went back to school, and after receiving a master's degree in public health from Johns Hopkins University in 1979, Adelman became the nutrition adviser in the then Bureau for the Near East. Responsible for all nutrition projects, including P.L. 480 Title II projects, she also devised the bureau's nutrition strategy and worked directly with mission health programs.

It was during this time that she gave birth to her two daughters, Jessica and Jocelyn, and began research on her doctoral thesis in public health.

Ken Adelman was named deputy U.S. ambassador to the United Nations in 1981, and Adelman, who had been working part-time for the Agency since 1976, took an extended leave of absence and moved to New York.

Over the next two years she traveled to Peru to complete an analysis on the factors influencing the nutritional status of urban slum infants and children in Lima. By now a recognized expert on nutrition issues, she also wrote articles on infant and child health that appeared in *The Wall Street Journal* and *Policy Review*.

Adelman returned to Washington in 1983 when her husband was appointed director of the U.S. Arms Control and Disarmament Agency and began to expand her work as a professional consultant in international business and regulatory issues as well as health and nutrition. She received her doctorate in public health from Johns Hopkins in 1984.

"Between Ken's hectic schedule and completing my dissertation, consulting gave me the flexibility I needed to still have time with my family," says Adelman. "I felt that we had but one life to give to our country at any one time, and that was Ken's," she adds, smiling.

Among the tasks she undertook for the Agency as a consultant with the Near East Bureau's Of-

fice of Health, Population and Nutrition was an analysis of the health and nutritional status and nutrition programs in five Near East countries and a comprehensive in-country analysis of Egypt's agricultural and nutrition sectors. Adelman also wrote the USAID/Egypt nutrition strategy and conducted a food and nutrition sector study in Yemen with recommendations for private sector development.

For the American Red Cross, she assisted in the evaluation of that organization's worldwide international relief and development programs and served on the Africa Famine Task Force, working with the League of Red Cross Societies in Geneva.

During this period Adelman began to examine the role of the private sector in addressing development needs. In China, she met with government officials to discuss agribusiness development, investment opportunities and financing schemes that would facilitate business development while addressing health and nutrition needs.

As director of a seminar series with the Lehrman Institute in New York, Adelman conceived and organized a series of papers on the nature of current international regulatory efforts and their impact on social and economic development, business activities and U.S. foreign policy.

The seminars brought together senior members of the government, academia, the private sector and the media to discuss the essays, which were published last year as *The New International Regulatory Order: New Rules in a Changing World Order*, edited by Adelman.

"My master's at Georgetown University was in international affairs and development economics, so the impact of the international regulatory system on developing country economies was not an area

(continued on page 10)

FSN Helps Usher In New Electronic Era

by Nancy Long

Imagine sending memos directly to an individual, checking for mail or viewing a bulletin board listing Agency seminars and notices by logging on to a personal computer (PC) or workstation.

About 170 people in the Agency's Office of Information Resources Management (IRM) in the Bureau for Management are experimenting with everything from electronic mail to phone messages via Wang OFFICE on one of the Agency's Wang minicomputer systems.

"Wang OFFICE is an electronic message and mail service that allows for the transfer of word processing and data processing files between participants on the network," says Courtney Ives, computer systems analyst for IRM.

The system, which has been operative since late January, features electronic mail, bulletin board services and personal calendaring among other features, Ives adds.

To help usher in the new technology, the Agency called on the expertise of Shrikant Bhonsle, a Foreign Service National employee at USAID/New Delhi. Bhonsle is the system manager and Wang OFFICE administrator for two separate Wang VS systems at the mission. He assisted IRM in planning and installing the Wang

OFFICE software when he visited Washington, D.C., last December.

Having set up a similar system in 1987 for 75 users in USAID/New Delhi, Bhonsle demonstrated what the service can do and relayed firsthand knowledge of the strengths and techniques of the system.

"There is great potential for this product to make communications within the Agency quicker and more efficient," Bhonsle explains.

Before he returned to New Delhi, Bhonsle also outlined an evaluation strategy for the system. Utilization, reliability, performance and support costs are the four evaluation criteria.

IRM has distributed a survey to gauge the effectiveness of the system and is now analyzing the results. Bill Firing, a computer systems analyst trainee, notes that initial reactions are positive. Preliminary findings show that people find Wang OFFICE practical and expect it will be especially helpful once connected to other Agency minicomputers, Firing says.

IRM will study the costs and benefits of the system in terms of productivity and work efficiency. "Wang OFFICE already has reduced 'telephone tag' within IRM and reduced the amount of paper moving across our desks,"



(From left) Courtney Ives, computer systems analyst for the Office of Information Resources Management, and Shrikant Bhonsle, a Foreign Service National employee from USAID/New Delhi, plan the installation of the Wang OFFICE electronic message and mail system.

Ives says.

In addition, IRM is studying ways Wang OFFICE can reduce administrative paperwork bottlenecks, she adds. "The study will recommend the extent to which the electronic system, using passwords and Wang OFFICE routing structures, can replace many of the manual sign-off processes currently in effect.

"But, we realize that for Wang OFFICE to work effectively, all members of the organization need to check the system regularly for mail. And this means changing work habits and establishing in-house procedures, which may take time," Ives says.

USAID/New Delhi is now using Wang OFFICE, and several other missions are in various stages of

evaluating or installing Wang OFFICE software. In Washington, the network was recently expanded to include sections in the offices of Procurement (M/SER/OP) and the Associate Assistant to the Administrator (AAA/SER).

Assuming a positive evaluation and sufficient funding, plans are to include additional Agency minicomputers in the Wang OFFICE network. The merits of future networking will be evaluated on a building-by-building basis. Minicomputers are needed that can manage the OFFICE system and allow for all PCs and workstations to be connected. The biggest obstacles in Washington are the time and resources needed for a minicomputer facility in the State Department.

Presidential Interns

From page 3

in federal service from the time she entered college at Bryn Mawr, where she earned a bachelor's degree in international politics.

While studying at the University of Minnesota's Humphrey Institute for a master's in public affairs with a concentration in management and economic development, she heard about the federal management intern program and knew that it was the program that could thrust her into a federal management career.

"In school, I focused on international development and learned about the Agency's work through my courses, so naturally, I took an immediate interest in the PMI slots open here," Liefert explains.

Assigned to the newly created financial policy division in the Bureau for Management's Office of Financial Management, Liefert is applying her education and skills to the questions of local currency management and sector assistance issues as a program analyst.

A native of Connecticut, Carrie Thompson earned a bachelor's degree in American studies from Northwestern University and then worked in Barcelona, Spain, for an import-export firm. She returned to Connecticut to work for Equator Bank, a trade-finance bank for Africa. After four years in the business world, Thompson returned to school, earning a master's from the Fletcher School of Law and Diplomacy at Tufts University.

Assigned to the Bureau for Latin America and the Caribbean, Office of Development Resources (LAC/DR), Thompson has worked as

the backstop officer for Peru, dealing with a variety of matters from portfolio and action plan reviews to project waivers and extensions for the mission.

Jeffrey Evans, deputy director for LAC/DR, speaks highly of the program and of Thompson. "I expect that the skills and experience she has gained in our office will help her become an extremely effective officer for the Agency. In fact,

"The Presidential Intern program will help form a pool of highly motivated people with a variety of academic backgrounds who will develop into senior managers."

she will go to Ecuador this summer to assist the mission in the absence of a project development officer.

"In this office, we emphasize career development, and working with Carrie fits into that effort," he adds. "Based on her excellent work, we are hoping to have another presidential intern this year."

Thompson also compliments the activities sponsored by OPM for interns. "We were assigned to 'cluster groups' of approximately 20, which allow us to interact with interns in other agencies.

"For instance, in April we participated in the American Society for Public Administration conference held in Miami," Thompson says. "Two of the workshops addressed the management of economic development and one focused specifically on Latin America, which is my area of interest. We had the opportunity to talk with many people who have worked in the development field for years and with several Latin American officials," she says.

Tamara Wessel of Rockville, Md., learned of the PMI program through the director at the Fels Center of Government at the University of Pennsylvania where she earned two master's degrees—one in government administration and the other in international relations. Her first exposure to USAID was at the Fels Center as well when Wessel assisted a professor to administer a training course for officials from developing countries, which was funded by the Agency.

Assigned to the Office of Housing in the Bureau for Private Enterprise, Wessel began her internship tackling budget and finance concerns and is now the backstop officer for Central America. She plans another rotation in LAC and a six-month field visit to the Regional Housing and Urban Development Office in Tegucigalpa, Honduras.

"The Presidential Management Intern Program provides flexibility and great training and contributes to a much more well-rounded officer," Wessel says. "PMI also serves as a front-row seat to some of the things the government does—experiences that you just can't find in the private sector. And that says a lot about the unique opportunities available in public service careers."

Village Potteries Benefit from Local Expertise

by Arleen Richman

In Arusha, Tanzania, businessman Aliasghar Sherif believes that helping people to help themselves not only makes him feel good, but it's also good for business. He's been helping small-scale village potters since his family's business, Sherif Dewji & Sons, first began commercial manufacture of pottery about eight years ago.

In 1984, this help was formalized under an Appropriate Technologies

In 1975, Sherif Dewji & Sons donated a wheel to the cooperative and trained two workers to use it.

Today, six people—three skilled potters and three laborers—are employed in the cooperative's small pottery enterprise. The pottery has a kickwheel to fashion small objects and a flywheel for larger pots. Mary Phillips, a member of the cooperative's governing committee, explains that "making traditional pottery without using a wheel takes a lot of time. With our pottery today, we

Rural Technology, a parastatal that administers the Village Pottery project for ATI, helped the Singisi Cooperative apply for the loan to construct the upgraded kiln.

When the Village Potteries project was inaugurated, Sherif Dewji & Sons was the largest commercial producer of glazed pottery and tableware in Tanzania. Recently the company shifted to industrial production of ceramic insulators for electricity lines. Because it now makes tableware only on special order, a considerable unmet demand has been created for off-the-shelf glazed pottery. The Singisi Cooperative and other small-scale potteries hope to fill this gap.

The Mwangi Pottery Works is one small enterprise that expects to gain a share of Sherif Dewji & Sons' tableware market. About a year ago, Mwangi's owner, Sadi Semo, enrolled in a basic ceramics class taught by Sherif. He then applied for a loan to purchase potting supplies, kickwheels and materials to build a temporary simple up-draft kiln, which he soon expects to replace with a kiln constructed of firebricks. More recently, Semo and one of his assistants received six weeks of training from Sherif's company in ceramic techniques and design.

Today, Semo's business employs one laborer and two assistants. Peter, his 20-year-old main assistant, formerly worked in a tailor shop for 1,000 Tanzanian shillings (TSh) a month. Now he earns 1,500 TSh a month as a potter. He is very proud of his first kilnload of glazed pottery but realizes the business must expand its marketing efforts beyond the town if it is to produce at or near full capacity.

Mohammad Sherif, Aliasghar's

brother, describes the Mwangi Pottery Works as a trailblazing pottery. "Ten years from now, you'll see them doing different types of work, making different items. They are truly pioneers."

From the beginning, Semo has been experimenting and taking risks to make a better product. For example, he personally tested clay from various local sources before deciding to use a combination of clays dug three miles away.

The Sherifs are also experimenting to find the mixture of businesses that generates the most profit and employment. "Promoting economic development in the rural parts of Tanzania is in-born in all our businesses," explains Mohammad Sherif.

Prior to 1980, the Sherifs were merchants, primarily engaged in packaging seed beans and coffee beans for export. They shifted their focus to small-scale industry because they believe that for the next decade the Tanzanian economy can best support activities that use locally available raw materials and do not require imported machinery. Ceramics was one of the first small-scale industries in which they invested. There was no competition and thus a captive market because laws at that time forbade importing tableware.

Although they produce only tableware and other ceramic products on special order today, the Sherifs are committed to ensuring the success of the Tanzanian Ceramics Association, which they organized as part of the ATI project. The association has trained personnel from five new potteries in glazing techniques and is forming a marketing unit to promote the production of its 15 members. The association has exhibited its products in Dar es Salaam, the country's capital, and expects to be a permanent exhibitor when the Textile and Ceramic Center opens in that city. Closer to home, association products were featured at an exhibition of traditional and local goods in Arusha in June.

The Sherifs estimate that they have helped to create at least 100 jobs in the ceramics industry, including 25 in the five rural potteries established under the ATI project. Thirty of these jobs resulted from several training sessions and workshops they conducted for the Zanzibar Association for the Disabled.

The help Sherif Dewji & Sons donates to Tanzanian villages and small entrepreneurs was recently recognized by an award from the Tanzanian government.

And, says Aliasghar Sherif, the company plans on training new potters "for many years to come."

"The Sherifs estimate that they have helped to create at least 100 jobs in the ceramics industry, including 25 in the five rural potteries established under the USAID-funded project."

International (ATI) grant for the Tanzania Village Potteries Project, funded by the Office of Rural and Institutional Development in the Bureau for Science and Technology.

As the project's implementing organization, Sherif Dewji & Sons received a loan from ATI to perfect glazes from local materials and to supply materials (firebricks, glazes and kiln furniture) and training to rural potteries. The purpose was to help the potteries generate additional income and employment by increasing the value and marketability of their products. Sherif Dewji & Sons repaid the ATI loan a year before it was due and now supplies materials and training to a dozen rural potteries.

"Helping local potteries and local people always pays us back, usually with dividends," explains Aliasghar Sherif. For example, while working to upgrade traditional pottery produced by the Singisi Women's Cooperative Society, Sherif Dewji & Sons identified a nearby source of clay for its own commercial pottery. "In addition, by being on the scene and providing technical assistance and training, I can identify skilled workers who eventually may elect to work for my business," he says.

The Singisi Cooperative is one of the small potteries that has benefited from Sherif's help. For years, the women who belonged to this cooperative produced only traditional pottery. Bending from the waist to the ground, they hand-molded local clay into pots of one or two designs and then fired them in dirt pits covered with straw.

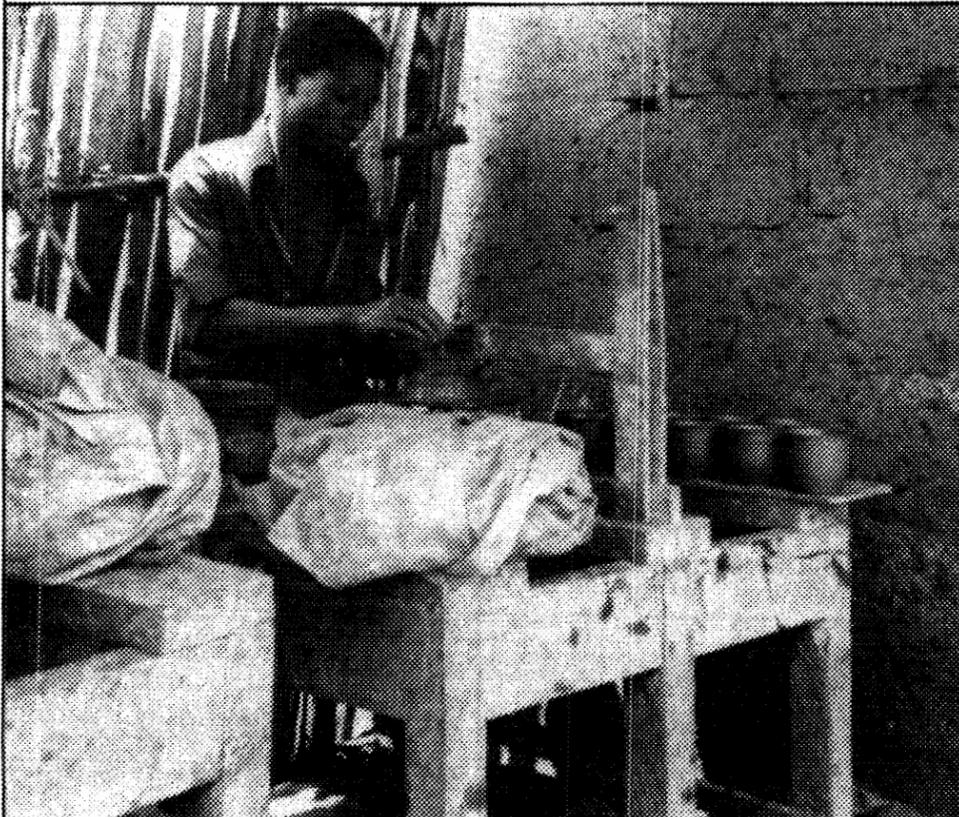
Because they were not fired in high-temperature kilns, the pots had limited value. The women who produced them used the pots for cooking or to store water. Some pots were bartered for grain or other produce, but none were marketed outside the cooperative.

can make 40 pieces of unglazed medium-size tableware in the same amount of time it takes to make one or two traditional pots."

The Singisi Cooperative has applied for a loan to upgrade their kiln so that they can produce glazed products that are more durable and attractive and thus command considerably higher prices.

"Now we are selling everything we make, but the glazing process should double our income," says Phillips.

The co-op also raises dairy cattle and tailors clothes. Although all of its 265 members are women, men are employed in the small industries. All profits either are reinvested in income- and employment-generating activities or in labor-saving devices such as a maize mill. The Center for Agricultural Mechanization and



At the Mwangi Pottery Works in Tanzania, Sadi Semo's assistant experiments with clay shapes to produce better products.

Richman is ATI's communications liaison.

Focus: USAID/Egypt

A Salute to FSNs

The following feature highlights the contributions of the Egyptian Foreign Service National (FSN) staff in carrying out the Agency's largest bilateral program. The article was written by staff at USAID/Cairo.

"One of the things that impressed me right away about USAID/Cairo," says Mission Director Marshall Brown, "was the exceptional caliber of the FSN staff—and I am more impressed every day."

"We have Egyptian physicians, scientists, engineers, lawyers and economists on our staff, with a wealth of experience in working in the Egyptian environment. And whether they are working in the management office, checking the accounts of a grantee or negotiating a difficult project agreement, they bring to their work such pride in the job and such a friendly manner that it's a real pleasure to do business with them."

USAID/Cairo has 250 FSN employees, many of whom manage multimillion-dollar projects. The profiles that follow of a few of the mission's outstanding Foreign Service National employees illustrate the important role that FSNs play in administering USAID's \$815 million-a-year program in Egypt.

Mahmoud Gamal El Din

For the last 10 years, education project officer Mahmoud Gamal El Din has been responsible for school construction and commodity procurement under the \$190 million Basic Education Project. For his excellent work, Mahmoud has just been honored as Foreign Service National of the Year by the Bureau for Asia and the Near East.

The goal of the Basic Education Project is to increase school access by financing the construction of more than 1,800 primary and preparatory schools in rural, underserved areas and by providing technical assistance to improve both the quality and efficiency of education.

Not one to sit in the office and depend on secondhand information, Mahmoud makes regular visits to local contractors at project sites and plays a vital role in solving both local and systemic project-related problems.

Construction standards developed by Mahmoud have led to unit costs that are 30% lower for project schools than for those constructed by the

Iman Abdel Halim

When USAID/Cairo acquired word processors a few years ago, Iman Abdel Halim was one of the first to use them.

Today, she manages the mission's program management information system (MIS).

Iman's responsibilities include organizing and analyzing financial and project data for the entire mission so that USAID managers can have timely information on program progress. She develops portfolio reviews, expenditure and pipeline analyses and a variety of other program data.

Iman joined USAID eight years ago as a management information specialist. At the time, the mission had no computers, which made it difficult to keep track of activities.

As the mission began acquiring that equipment, Iman, with the help of financial and data management experts, automated the production of the mission's Project Implementation Reporting System. She also has made other program changes to streamline the system and make it more responsive to user needs.

The Egypt mission's management information system now is considered to be a model for the Agency and is being made available to other missions. "It gives me great pleasure and professional satisfaction to know that our MIS system will be used worldwide," Iman says.

Because Iman knows more about the exact status of projects than anyone else in the mission, technical division directors often ask her for management data on their own programs. Her knowledge of automated systems enables her to provide up-to-date information.

"I feel that I am at an advantage working on the MIS unit of the Program Office," she says. "Although I do not know the smallest details of each of the projects, at least I can maintain an overview of the USAID program in Egypt." □



government of Egypt. Following his explanation of the cost-saving technique to the minister of education, the Egyptian ministry adopted similar standards for the construction of all schools.

By streamlining the process for funding construction contracts and successfully reallocating funds, Mahmoud has guaranteed construction of an additional 511 schools. In the New Valley Governorates, 24 project schools were completed 33 months ahead of schedule and 26 new schools, now under construction, were authorized. This, and similar actions in eight other governorates, will provide access to schools for an additional 200,000 Egyptian children.

"Money saved means more schools, and more schools mean greater educational opportunities for more children," says Mahmoud.

It also can mean availability of funds for constructing walls around

schoolyards. "Keeping goats, vendors and assorted onlookers away from classroom windows has a subtle impact on the management of activities in the classroom," he says. "This contributes to the quality of education in a small but effective way."

"The happiest moment in my life is when a school is dedicated in an area that was deprived of education services," Mahmoud says. "Education is one of the most important—if not the most important—aspects of development."

Hundreds of schools that have been completed in 24 governorates all over Egypt will play a very important role in shaping Egypt's future, he says, because more than 400,000 potential future leaders are enrolled in these schools.

"I am proud to be a part of this program, which renders my country a great service and aims to make a better future for all Egyptians." □



Mahmoud Gamal El Din (right) talks with students at the USAID-funded Hamed Sulliman school.

Nagui El Fayoumi

For more than 10 years, ambassadors, mission directors and senior officials in the U.S. Embassy and USAID have sought Nagui El Fayoumi's advice in working with Egyptian government and business representatives.

Nagui, who is the special assistant to the associate director for Trade and Investment and adviser to mission management on private sector issues, is sensitive to issues within both the Egyptian and the U.S. governments and among business people in both countries.

As a result of his broad experience and personal rapport with business leaders and government officials, he is a valuable resource in advising on structure and procedures of organizations and projects and can provide U.S. officials with guidance and information on policy and operational issues.

"Being a believer in development's making a difference in Egypt's future, I was one of the very first Egyptians to join USAID/Cairo more than 13 years ago," Nagui says. "I have had the opportunity to serve my country by helping to create a positive environment and understanding between both governments and by actively participating in implementing various public and private sector projects."

Nagui has played an important role in advancing both USAID's and the Egyptian government's objectives for expanding the scope of the private sector in Egypt's economic development. He has helped implement short- and long-term credit projects to promote investment and privatization. He also has managed major technical assistance programs such as the International Executive Service Corps and the Egyptian Accounting Institute.

"I am very proud that through the many projects I've participated in, I have had the chance to improve systems and implement projects to help my people in improving productivity, adding new products, developing new markets and improving living standards," Nagui says.

"I'm especially pleased to participate in promoting increased private sector development in Egypt. In my view, there is nothing more important we do in this country that will lead to strengthening the stability of Egypt." □



Sherif Arif

A brief visit with USAID/Cairo's science and technology (S&T) specialist Dr. Sherif Arif is a memorable experience. He will trace the history and content of an innovative, complex \$225 million S&T portfolio—ranging from energy conservation through mineral, petroleum and groundwater assessment to development of a schistosomiasis vaccine—with facts and figures that leave his listener in awe of his knowledge and enthusiasm for the role he has played in developing the program.

Now in his 11th year with the S&T program, Sherif has been a major molder of a multidisciplinary approach to providing solutions to key development problems. The program emphasizes research decentralization toward rural and regional development, with provincial and local universities playing a major role.

Working over the years with four S&T office directors, five human resource directors and four mission directors, Sherif supplied continuity and focus to the program. His efforts led to the development of the mission's science and technology strategy paper defining the mission's new S&T activities, now in the implementation phase.

In preparing the strategy document, Sherif achieved outstanding results in opening communication channels with the governorates and local universities. In addition to traveling extensively to the governorates to explain the new program, he made all the necessary technical and administrative arrangements that enabled five U.S. teams to work with Egyptian counterparts in designing the program components. Sherif directed the joint U.S.-Egyptian teams and provided guidance and counseling. In his review of the design reports of the teams, his careful analysis and valuable inputs often led to design changes.

Sherif's professional competence is further demonstrated by his ability to manage his existing portfolio of five projects that involve more than a dozen contracts, 20 separate subactivities and complex procurement procedures. He possesses a thorough understanding of USAID rules and regulations and often provides advice to his U.S. direct-hire colleagues.

"USAID is a learning school for development," says Sherif. "Never before in my professional career was I so aware of the problems that confront Egypt. However, it gives me great personal and professional satisfaction to see how much the USAID program can contribute to positive changes within a limited time frame. I cannot think of any agency in Egypt other than USAID/Cairo that thinks and lives development 24 hours a day."

In recognition of his outstanding contributions to the S&T program in Egypt, Sherif received the Agency's Superior Honor Award in 1988. □



Azza El Abd

Cairo's rapid population growth in the 1960s and 1970s overloaded the Egyptian phone system, making communication in the country's capital—the political and business center of the Middle East—difficult and unreliable. The system was so riddled with problems that neighbors often could not call each other.

In 1977, USAID initiated a program to modernize Egypt's telephone system that included installing electronic switching systems, new underground cable networks and a fiber optic system.

A program of that magnitude required a project officer who not only could deal with a variety of problems, but who knew the bureaucratic processes of the Egyptian government. Azza El Abd fit the bill.

Azza, USAID/Cairo's telecommunications engineer and project officer, graduated from the University of Alexandria with a degree in electrical engineering and worked for several years in England before returning to Cairo and joining USAID.

Azza worked on three projects totaling \$242 million, which spearheaded the expansion and modernization of the phone system. The nature of the work required the use of a myriad of skills, including her engineering background, an awareness of the political and cultural systems involved and an ability to deal with the government and other donors working on phases of the system.

"Being able to participate and witness every phase of the design and implementation of the project was a gratifying experience for me," she says.

With that major project complete, Azza is now project officer for Egypt's first combined-cycle electric power generating plant. The \$65 million project involves the addition of a conventional steam power plant to an existing gas turbine electric power generating plant in Talkha. The project uses the heat in the exhaust gases to convert water into steam that will drive steam turbine generators. The process will produce 50% more energy with no additional fuel.

Azza is also project officer for a new \$40 million telecommunications project to expand the present Cairo telephone system by the addition of two new telephone exchanges totaling 60,000 lines in the neighborhoods bordering the pyramids. Azza has been the driving force behind this project since its inception and almost singlehandedly prepared the project paper.

"Working for an Agency dealing with the development of the Third World is a challenge, but what makes my job even more rewarding is that I am involved in the development of my own country," says Azza. □



Sophie El Beblawy

Sophie El Beblawy dates her association with USAID from November 1963. Since that time, "Mama Sophie," as she is known to mission employees, has been a vital part of the Cairo mission.

"I've enjoyed my work at the mission very much and have always stayed busy," she says.

Sophie began in the Communications and Records Office, eventually becoming secretary to the chief auditor. In 1967, when diplomatic relations between the United States and Egypt were severed, she went to work at the U.S. Naval Medical Research Unit in Heliopolis, Egypt.

After diplomatic ties were restored in 1977, Sophie returned to the reopened mission, serving initially as protocol secretary to the mission director. In 1982, she became the administrative assistant in the mission's first Management Office and, four years later, assumed procurement officer responsibility for the mission.

"Whether it's fixing the air conditioning, buying office equipment or ordering minor construction, our staff handles the request and fills the need," she says.

In addition, Sophie serves as liaison with the Cairo Center Building Management, ensuring effective maintenance within the USAID offices. She also supervises the Reproduction Unit, the Expendable Supply Storeroom and the 13-member custodial staff.

Reflecting the high esteem in which she is held, Sophie's efforts have been recognized over the years with Agency awards. □



Mohamed Marzouk

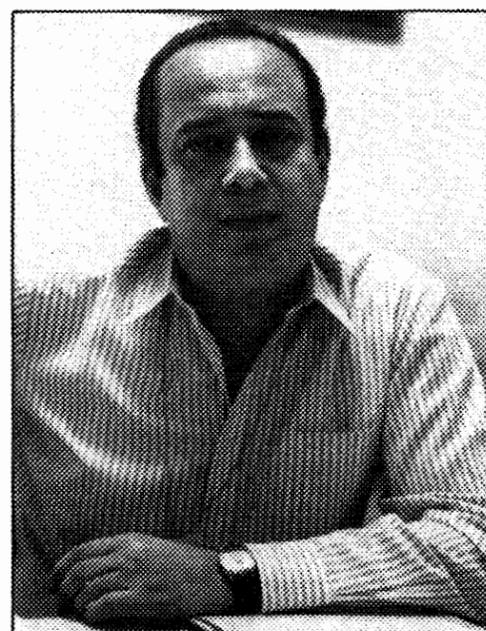
Mohamed Marzouk, who joined USAID in 1977, is a portfolio manager for the Commodity Import Program (CIP). His office is responsible for the annual disbursement of about \$200 million through a variety of transactions.

"We deal with everything from heavy equipment and agricultural commodities to medical equipment and educational materials," Mohamed notes.

Over the last 14 years, the CIP has disbursed almost \$4 billion. At the same time, the number of portfolio managers in the office has been reduced from eight to five. The reduction has been possible in large part because of employees such as Mohamed.

"We are working to build strong relations between Egypt and U.S. business," he says. "What I do affects that relationship. After many years of coordination with the government of Egypt, it's highly satisfactory to see the results and the development achieved."

"During my 12 years of working for USAID, I observed how the Agency was able to provide assistance needed for the well-being of the Egyptian population. The fact is that the CIP program is an effective mechanism in developing countries and is a powerful tool for helping economic development." □



(continued on page 10)

Youssef Abdel Khalik

Youssef Abdel Khalik is a project officer for the \$300 million National Agricultural Research Project (NARP) in USAID/Cairo's Agriculture Directorate. The complex project supports not only agricultural research, but also agricultural policy analysis, extension and seeds development.

Youssef joined USAID in January 1978 as an accountant in the Financial Management Directorate. Although his degree is in agriculture rather than accounting, his performance merited promotion to a chief accountant after only four years. Shortly thereafter, he became a financial analyst and was soon one of the experts USAID project officers called upon most frequently for advice on financial aspects of project design.

But because he was an agriculturalist, Youssef took advantage of the opportunity created by a staff vacancy to move to the Agriculture Directorate in 1987. One of his first tasks on the new job was to work on a major amendment to the NARP, which would add the policy, extension and seeds components. Despite the difficulties of negotiating the amendment, which involved innovative, private sector-oriented components that USAID wanted to introduce, and of implementing it during a time of USAID project staff vacancies and reorganizations on the government side, Youssef has moved the project along competently.

"I have enjoyed all my jobs at USAID," Youssef says. "The years in Financial Management gave me a broad background in all areas of project financial issues, which has been very helpful to me as a project officer. The agriculture program here is really exciting because Egypt has such potential to increase its production in so many crops." □



Sami Raouf Abou El Farag

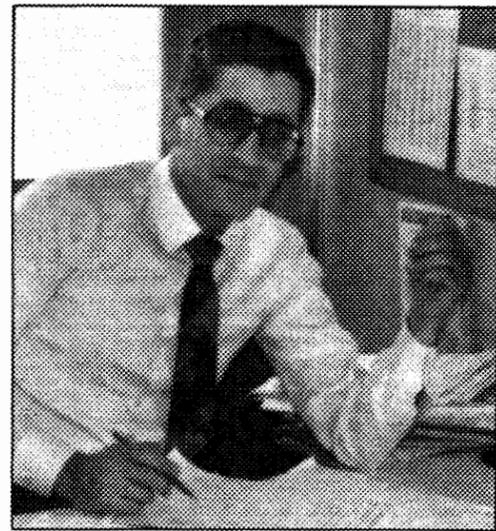
During his 12 years with USAID/Cairo, Sami Raouf Abou El Farag has risen from communications and records clerk to the position of supervisory voucher examiner responsible for supervision of six voucher examiners who review operating expense claims.

In addition, Sami, who had not yet completed high school when he joined USAID, earned both his high school diploma and bachelor's degree in accounting from Cairo University while working full-time at the mission. He recently began studies toward a master's degree in business administration at the American University in Cairo.

He was chosen to head the Operating Expense Voucher Examination Unit because he was knowledgeable about Agency regulations and was always willing to put in the extra effort needed to get a job done, according to Sami's supervisor. "No one ever came to me to complain that they were not being treated with fairness and courtesy by Sami," his supervisor says, "and many people came to tell me how helpful he had been to them. This is quite a compliment to someone who often has to say no to people."

"My work with USAID over the years has always been challenging," says Sami. "I have witnessed the various phases of development in the financial accounting system, culminating in the computerized data entry systems that have provided more accuracy, efficiency, control and easy retrieval of financial transaction information."

"Although there are cultural differences between the United States and Egypt," adds Sami, "the common goal of striving for the economic development of Egypt has brought us together as friends and colleagues." □



Adelman

From page 5

that was foreign to me," she notes. "And after years of devising and evaluating development programs, I have come to believe firmly that the surest way to long-term sustainable development is the involvement and growth of the private sector."

Adelman's opportunity to put her philosophy for ensuring development, not dependency, to work came last year when Administrator Alan Woods asked her to return to the Agency as assistant administrator for the Bureau for Asia and the Near East.

"The timing was right," she explains. "My husband had left government service to become a syndicated columnist, the children were older, and I fully agreed with the direction the Agency was taking under Administrator Woods."

Adelman points out that the ultimate goal of the emphasis on economic growth and private sector expansion is the creation of choice and opportunity.

"USAID's recently released report, *Development and the National Interest: U.S. Economic Assistance into the 21st Century*, quotes Sir Arthur Lewis: 'The advantage of economic growth is not that wealth increases happiness, but that it increases the range of human choice,'" she notes.

"And economic growth and a strong private sector are the surest ways to give us that choice, which is characterized by open markets and open societies," Adelman says. "Open markets lead to the prolif-

eration of trade, increased and diverse employment opportunities and the choice of where you work, what you invest in, what you save and what you buy.

"Open societies lead to the proliferation of civic groups, trade unions and all the thousand points of light that President Bush talks about. They serve as a counter-balance to government control while providing an institutional framework within which economic growth can flourish."

In addition, the private sector is a key factor in ameliorating the impact of changing demographics on development efforts, says Adelman, particularly in Asia and the Near East.

"The successful introduction of new health technologies over the last 25 years has resulted in a declining infant mortality rate while increasing life expectancy," she explains. "These aging populations will have costly care needs as they face chronic illnesses such as heart disease, diabetes and cancer that require prolonged treatment much more expensive than preventive care such as immunizations."

"The public sector cannot pay for that kind of curative, long-term care indefinitely. This type of health care presents investment and professional opportunities for private providers. We would like to see the private sector assume greater responsibility for health services, thus freeing up public sector resources for the truly needy."

Shifting health care costs to those who can afford to pay through the introduction of health insurance, employee benefits,

delivery of health services through the private sector and other initiatives is the focus of two new health sector financing initiatives recently introduced in Egypt and Indonesia.

"Developing countries are recognizing that health services can be more effectively and economically administered by the private sector," says Adelman.

"This approach represents an important focus of the bureau's efforts," says Adelman. "It offers the most promise for solving the budget crises in the public sector, while aiding in institutionalizing and sustaining development efforts."

As ANE assistant administrator, Adelman also must devise development strategies that promote democracy and self-determination in countries of political and strategic importance to the United States.

"Economic growth and sustainable development are essential elements in achieving the stability and peace that we seek in these regions," she says. "Development planning increasingly demands making tough choices, both for the donor community and the governments of developing countries. There is concern in both developing countries and the development community that the necessary structural adjustments may initially increase poverty rates. But studies now under way in many countries that have undertaken such adjustments indicate that the increased growth rates have been accompanied by reductions in the incidence of poverty."

"Far from abandoning the people

who are still in need, we are helping to secure the equitable economic growth that will meet those needs far into the future."

Between them, Carol and Ken Adelman have covered most of the globe in their professional travels. "The problem is that we don't always have the opportunity to travel together," she says. "At some point we would like to share our favorite countries with each other."

In the meantime, the Adelmans enjoy productions at the Folger Theatre and Arena Stage on Friday evenings and the works of Sir Arthur Conan Doyle and Shakespeare at home. "In our house, no one escapes reading Shakespeare or Holmes' adventures," she says, noting that Ken is a founder of Washington's Red Circle Society, an organization of Sherlock Holmes buffs.

Adelman misses the creative outlet provided through her work as a former volunteer director for drama productions in the Arlington County public schools. But she still finds time to play the piano, accompanying her daughter on the violin. "I'm enjoying this while it lasts," Adelman says, "before she gets beyond Suzuki Book 5!"

The weekends may find Adelman and her family swimming, skiing, playing tennis or taking advantage of the numerous bike trails in their Arlington community. Most nights she also continues a long tradition of reading aloud to her two daughters—and it seems appropriate that *Alice in Wonderland* remains one of their childhood favorites.

USAID BRIEFS

—TV Specials—

Development professionals may be interested in viewing the following programs offered in June by the Public Broadcasting Service.

"Sea Turtles' Last Dance," which will air June 1 at 8:30 p.m., looks at the endangered sea turtle species, man's role in causing their reduction and the efforts of environmentalists and scientists to save the prehistoric animals.

"Ring of Fire" is a four-part series chronicling the 10-year voyage of Lorne and Lawrence Blair through the Indonesian archipelago. The programs air Mondays at 8 p.m. beginning June 5.

The Infinite Voyage presents "Living with Disaster," which investigates how scientists are learning to monitor hurricanes and earthquakes, June 7 at 8 p.m.

"The Annual Report on the United Nations: The U.N.—What's in It for the U.S.?" brings together a bipartisan panel of former U.S. ambassadors to the United Nations. The one-hour discussion will be shown June 13 at 10 p.m.

Nature presents "Okavango: Jewel of the Kalahari," a three-part series exploring the Okavango River in the Kalahari Desert. The programs will air on Sundays beginning June 18 at 8 p.m.

Test Your Ethics IQ

Learning the rules of ethics in government doesn't have to be dull. When they are not immersed in legal documents, the ethics staff in the Office of the General Counsel take time to help clarify a different issue each month with a tongue-in-cheek example.

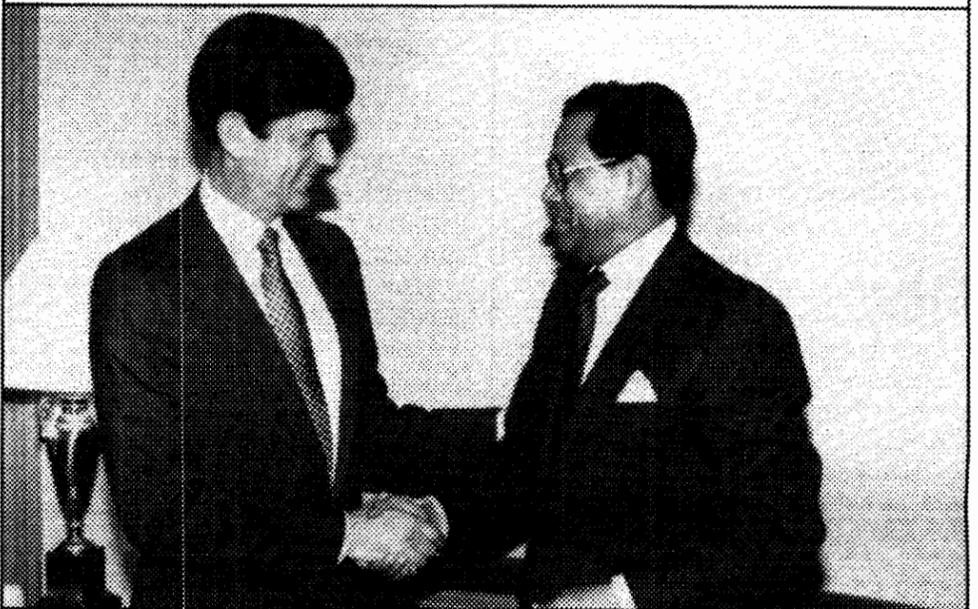
Q: May Flowers will be participating in late May on the technical evaluation panel for a contract that is being bid on by Dewey, Cheatham and Howe. May assumes that her involvement in the procurement process would not preclude her employment at some later date with Dewey Cheat, even under the same contract in which

she was involved. She wonders if her assumption is correct.

A: No way, no Howe. As of May 16, the law has changed. Former employees are prohibited for two years from performing under contracts in which they participated in the competitive process as a government employee. The new law is called the Office of Federal Procurement Policy Act Amendment of 1988. USAID employees will soon receive more information about its provisions, which also deal with disclosure of procurement information and negotiating for employment while involved in the procurement process.



Administrator Alan Woods (left) receives the Johns Hopkins University President's Medal from Johns Hopkins President Steven Muller at an April 11 ceremony. Awarded for distinguished service to Johns Hopkins University, the medal went to Woods for his interest in and emphasis on education and in recognition of USAID's contributions to the Johns Hopkins School for Advanced International Studies.



Deputy Administrator Jay F. Morris (left) meets with Bangladeshi Prime Minister Moudud Ahmed in Washington, D.C., April 7. Topics discussed during the meeting included the importance of the private sector in the Bangladeshi economy, reconstruction after the floods of 1988 and increases in food-grain reserves.



Agency FOIA Liaison Officers Meet

James Harper (back to camera), director of the Office of Public Inquiries, Bureau for External Affairs (XA), discusses Freedom of Information Act (FOIA) requirements with bureau liaison officers who assist with processing requests. In opening remarks at the April 14 meeting, Jim Kunder (at end of table), acting assistant administrator for XA, expressed appreciation for the efforts of the group in responding to FOIA requests within the 10-day legally mandated turnaround time. The meeting was held to review procedures and clarify legal issues in an effort to improve the Agency's efficiency in responding to requests from the public for information. The Office of Public Inquiries processes about 300 FOIA cases a year, in addition to mandatory classification review and Privacy Act requests, and more than 7,000 general inquiries from the public.

In Memoriam

BETTY BURSON

Betty J. (B.J.) Burson, an Agency employee, died of cancer in St. Louisville, Ohio, March 31. She was 62.

Burson joined the Agency in 1966 and was assigned to the U.S. Embassy in Vietnam as a secretary. She also worked for the bureaus for Latin America and the Caribbean, Asia and Near East and Management. In 1983, Burson was assigned to work on the Presidential Task Force on International Private Enterprise. From 1985 until her death, she was detailed to the National Security Council at the White House.

Burson is survived by two sisters and a brother. Condolences may be sent to her sister, Virginia Robinson, at 286 S. Sugar, Box 187, St. Louisville, Ohio 43071.

HAROLD CREYTS

Foreign Service Officer Harold G. Creyts died March 31 at his home in Arlington, Va. He was 73.

Creyts joined the Agency in 1960 and was assigned to Vietnam as a foreign assistance inspector. He served there until 1975 when he returned to Washington, D.C., in the Inspector General's Office of Investigations.

He is survived by two sons, Kelvin and Kevin. Condolences may be sent to them at 1701 N. Kent St., Apt. 205, Arlington, Va.

CHARLES HUSICK

Charles Husick, a USAID retiree, died of a brain tumor April 10 at his home in Alexandria, Va. He was 52.

Husick joined the Agency in 1965. He served in Vietnam, Afghanistan, Liberia and Tanzania. In addition, he was assigned to the Africa, Asia and Near East bureaus while stationed in Washington, D.C. He was a program analyst in the Bureau for Asia and the Near East when he retired in 1985.

Husick is survived by his wife, Joyce, and a brother. Condolences can be sent to Mrs. Husick, 501 Slater's Lane, #709, Alexandria, Va. 22314.

Joint Ventures Benefit U.S. Firm, Africa

HJ Three joint ventures initiated by the H.J. Heinz Company of Pittsburgh have resulted in an expanded product base for the Fortune 500 company while fostering economic growth in Botswana and Zimbabwe.

"To continue to grow as a company, we had to look beyond Europe and North America," says Heinz Chief Executive Officer Anthony J.F. O'Reilly. "The developing nations of the world have become a strategic part of Heinz' future as a global enterprise."

The 1982 acquisition of Olivine Industries, Zimbabwe's largest manufacturer of soap and edible oil products, represented Heinz' first joint venture in Africa. In accordance with the U.S. company's policy to have its foreign operations managed as much as possible by nationals, all of Olivine's key managers were kept on to run the company. The three plants in the capital city of Harare also provide more than 1,500 jobs for local residents.

Heinz—which holds a 51% share in Olivine—recently held an annual stockholders meeting in Harare to demonstrate the company's long-term commitment in Africa.

Heinz and the Zimbabwe government held extensive negotiations before agreeing on the joint ven-

ture. Although the government would not meet OPIC (Overseas Private Investment Corporation) requirements that would secure Heinz' financial investment, Zimbabwe President Robert Mugabe and O'Reilly reached an agreement that satisfied the concerns of both parties.

While Zimbabwe's refusal to

"The developing nations of the world have become a strategic part of Heinz' future as a global enterprise."

meet OPIC requirements has deterred some U.S. investors, Heinz is confident of its decision to proceed with the venture.

"The Zimbabwe government assured us that our investment was safe," explains Richard Patton, Heinz senior vice president, who oversees African operations. "The country's constitution guarantees that we will not have any difficulty as far as our investment is concerned. We took them

at their word, and we have never looked back."

The foreign capital generated by the venture is among the primary benefits accrued by Zimbabwe, which has few other outside investors. Approximately 78% of every pre-tax dollar of profit from Olivine Industries goes back into the Zimbabwean economy, and, O'Reilly notes, "This does not take into account additional revenues from taxation, both direct and indirect, from the company's more than 1,500 employees."

Heinz also has introduced a new cash crop in the country, the white pea bean, that has expanded Olivine's product line while providing a valuable export commodity. The successful transplant of the bean has allowed Zimbabwe to suspend the importation of beans from South Africa.

The success of Olivine Industries has served as a prototype for Heinz' joint ventures in other developing countries in Africa. Last year Heinz expanded its African operations with the acquisition of Kgalagadi Soap Industries of Botswana, the country's sole producer of toilet and laundry soaps.

In addition, Heinz has formed a joint venture between H.J. Heinz Botswana Proprietary Limited and the Botswana Development Corporation in Gaborone, which owns 20%. The new company will pro-

duce vegetable oils, fats, margarines and other products in addition to both toilet and laundry soap.

"Refined Oil Products of Botswana will produce the first edible oil manufactured in the country," says Patton. "Before this, Botswana was completely dependent on oil imports from South Africa. So in addition to providing employment, the venture will reduce imports while providing the country with another product for export."

In both Botswana and Zimbabwe, Heinz has extended its commitment to include assistance in agriculture, food production, training and new product development.

While joint ventures such as those initiated by H.J. Heinz Company can provide employment, foreign investment and new tax revenues for developing countries, they also represent new markets and the opportunity for the continued growth of U.S.-based enterprises.

"Establishing successful joint ventures in developing nations is no easy task," says O'Reilly. "It requires caution and care. But it can be done, and with great impact on the local market and the global corporation. Africa now makes a decided contribution to Heinz' total profits."

—Jeanne C. Guttman

Agency Marks National Women's History Month

WTo mark National Women's History Month in March, the Agency took part in activities that highlighted women's influence and participation in past and present national life.

Throughout the month, USAID's Office of Equal Opportunity Programs, in conjunction with the State Department's Office of Equal Employment Opportunity and Civil Rights and the Women's Action Organization, sponsored programs on topics pertaining to women in the workplace.

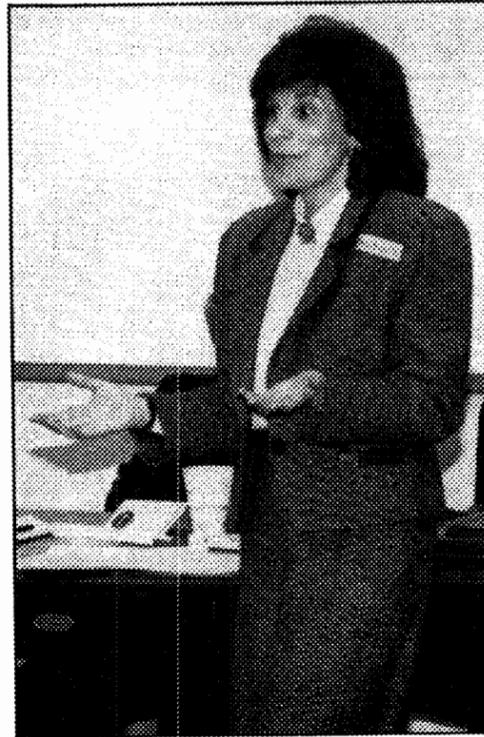
As the featured speaker at the March 9 program, Charito Kruvant, president of Creative Associates International, focused on "Women in the International Business Arena." Kruvant discussed attributes vital to a successful businesswoman's career such as being a risk-taker, team builder and competitor. Goal setting and networking also work to advance a woman's climb up the ladder, Kruvant explained.

She shared with the audience her personal experiences in

building a successful business. "As a minority woman with a learning disability, I was statistically an unlikely candidate for success," she noted. Kruvant has dyslexia, which can make such simple tasks as reading and writing a challenge. "If I can own a successful business... anyone can," she concluded.

On March 14, Barbara Goldberg and Beverly Greenfeig, coordinators of the Returning Student Program at the University of Maryland, conducted a workshop titled "Women in Multiple Roles." They reviewed effective organizational and individual techniques designed to help women cope effectively with the conflicting demands of career and family. They also discussed with the audience how to develop support systems, find and use "quality time" and handle stress.

Joan Farrar, Federal Women's Program manager for Public Health Services at the Department of Health and Human Services, spoke March 22 about the "Prevention of Sexual Harassment in the Workplace." The workshop



Barbara Goldberg conducts a workshop on "Women in Multiple Roles."

explored the definitions and forms of sexual harassment; motivations of harassers; the manager's responsibility in creating a harassment-free environment; the cost of sexual harassment to victims and employers; legislation and guidelines dealing with harassment; and landmark court deci-

sions that have proven effective in preventing sexual harassment in the workplace.

The final program of the series featured Jinx Melia, author of *Breaking into the Boardroom: What Every Woman Needs to Know When Talent and Hard Work Aren't Enough*. Melia conducted a workshop March 28 on "Advancement Beyond Your Chosen Career Ladder." She emphasized the importance of managers understanding the difference between how men and women address problems in the workplace. For example, she said, men and women use language differently, often conveying very different meanings with the same words.

Melia stressed the need for women to be more flexible and better negotiators in order to accomplish their goals. She encouraged women in the audience to become more knowledgeable of the political system in their organizations and to adopt the "olympic spirit," supporting the goals of management and the efforts of fellow employees.

A display commemorating National Women's History Month was on view throughout March in the Exhibit Hall of the State Department.

—Voncile Willingham



To assist with the transition to life beyond USAID, the Career Development Office (CDO) of the Foreign Service Personnel Division offers outplacement services for employees planning to retire from or leave the Agency.

Retirees or others soon to be available for outside employment can take advantage of CDO's services by listing their skills and experience with the automated CDO Skills Bank.

An increasing number of private employers and other government agencies seeking consultants for overseas contracts are using the CDO Skills Bank, which matches employer needs to the skills and experience of former USAID employees. Persons interested in the service should fill out the Skills Bank questionnaire included in retirement application packages or request a questionnaire from CDO.

CDO offers the services of an experienced, reputable professional employment agency to eligible employees who are retiring in Washington or who can, on their own, come to the area long enough to attend the Alternative Careers (AC) Program.

At the start of the program, the prospective retiree is interviewed to assess career goals, job possibilities and plans for the job search.

Group sessions include a Job Search and Resume Writing Workshop and an Interview and Presentation Skills Workshop, which are held at various times

Outplacement Service Offered to Employees

throughout the year, depending on demand. The rest of the program caters to the individual participant's schedule.

Each participant is provided with a list of organizations targeting his or her fields of interest. Periodic job bulletins listing current openings from local and national sources also are provided. Individual follow-up consultations can be scheduled by the participant to review his or her resume and cover letter or to discuss interviews and issues related to the job search, such as salary negotiation. In the Washington area, these services could cost \$5,000 or more if commissioned from a private firm.

An employee who wants to enroll in the Alternative Careers Program should request approval from the director of Foreign Service Personnel, chief of Executive Personnel Management or associate director of Civil Service Personnel. Because of the limited number of persons the contract can accommodate, an employee concurrently must submit retirement papers with a separation date no later than 12 months from the time the employee intends to begin the AC program.

Retirees also may request approval to participate in the program during the first three months after leaving the Agency.

For further information, contact

a career development officer or the alternative careers specialist at: PFM/PM/FSP/CS, SA-1, room 1116, 2401 E Street, N.W., Washington, D.C. 20523-0104, (202)663-1453.

—Ken Martin

TSP OFFERS OPPORTUNITY TO SAVE ON TAX BILL

How can I reduce my 1989 tax bill? This is a question many USAID employees will ask during the coming year. One way to start reducing your tax bill now is by participating in the "tax deferred" Thrift Savings Plan (TSP).

The Tax Simplification Act of 1986, which required a new federal income tax form, limited the deductibility of contributions to Individual Retirement Accounts (IRAs) for most workers. The TSP has restored this tax benefit for federal workers. TSP contributors will not pay any federal, and in most cases, state income taxes on contributions and earnings in a TSP account until the funds are withdrawn.

Beginning May 15, Agency employees have a new opportunity to join the Thrift Savings Plan. The open season will run through July 31. TSP Election Forms

received before July 1 will become effective July 2.

Most employees covered under either the Civil Service Retirement System (CSRS), Foreign Service Retirement and Disability System (FSRDS), Federal Employees Retirement System (FERS) or Foreign Service Pension System (FSPS) are eligible to join the plan. Eligibility depends on the date an employee was hired by the government and when he or she was covered by one of the above retirement systems. Therefore, if an employee was hired before January 1, 1989, he or she is eligible to participate in the current open season. There are some exceptions to this rule.

Employees covered under FERS/FSPS may ask, "why should I invest in the TSP?" The primary reason is that the TSP is one of the tiers in those retirement systems.

In addition, TSP participants receive government matching contributions for up to 5% of their biweekly base pay. These matching funds are based on the participant's contributions.

There are three funds of varying risk in which to invest. As of April 7, investments in the TSP totaled \$3.3 billion. Fund G (Government Securities Investment) leads the way with more than \$3 billion in total assets. Funds C (Common Stock Index Investment) and F (Fixed Income Index Investment) follow with \$18 million and almost \$8 million in total assets, respectively.

Some employees may say, "I can not afford to participate in TSP." But employees do not have to contribute the maximum amount possible—which is 10% of biweekly base pay—to see the benefit of investing for future retirement. Contributions may be as little as 1% or \$1 to the plan.

All contributions to TSP plus earnings by employees under the CSRS/FSRDS or FERS/FSPS retirement plans are "tax deferred." CSRS/FSRDS employees receive no government contributions and can only invest in Fund G under the TSP.

The TSP is the fastest growing retirement and investment plan of its kind in the country. More than 1.3 million accounts have already been established. The Agency has one of the highest participation rates of all federal agencies. As of February 1989, 74% of FERS/FSPS employees are participating in TSP and about 40% of CSRS/FSRDS employees now participate.

The Agency's Office of Personnel Management will distribute TSP "Open Season Update" pamphlets and election forms by May 15. The Open Season Update pamphlet provides general information about the TSP.

For additional information about the TSP, Civil Service employees should contact James Hampton, (202)663-1411, and Foreign Service employees should contact Phedocia Downs, (202)663-1556.

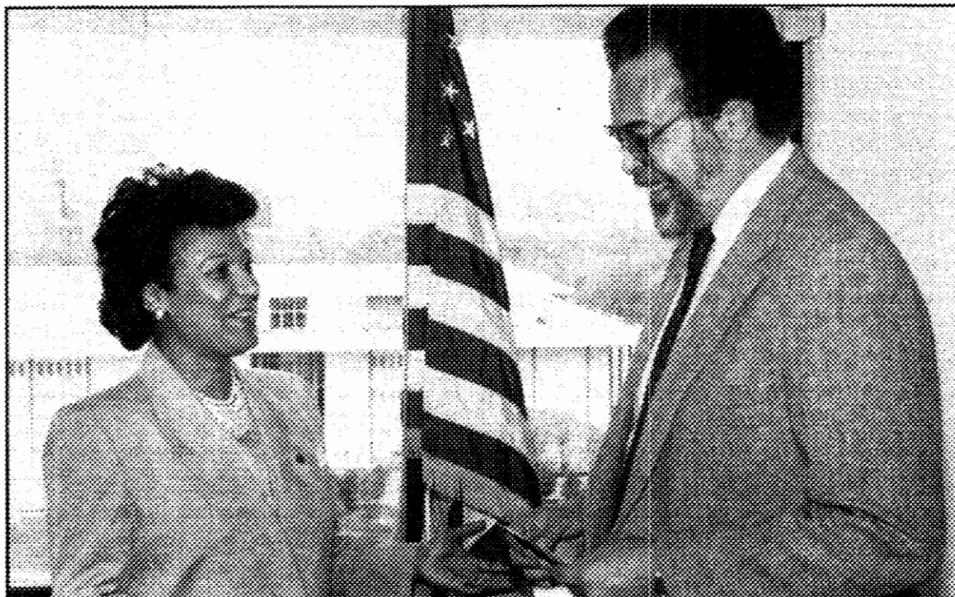
Pendarvis Named New EOP Director

With more than 15 years of experience in the field of civil rights, Jessalyn Pendarvis joined the Agency as director for the Office of Equal Opportunity Programs (EOP) April 10.

"I am pleased that the reputation of the Agency and the work we perform enabled us to attract an EEO [Equal Employment Opportunity] manager of Ms. Pendarvis' caliber," said Administrator Alan Woods in an announcement of the appointment.

Before joining USAID, Pendarvis served in key positions with several different agencies. Most recently, she was director of the Office of Equal Employment Opportunity for the Army's Materiel Command with responsibilities encompassing both the civilian and military EEO programs. Pendarvis advised the commanding general and top managers throughout the command on the status of programs covering 106,000 civilians and 9,500 military personnel located in 65 installations.

Earlier assignments included five years as the director of Equal Opportunity for the National In-



Jessalyn Pendarvis, newly sworn in as director of the Office of Equal Opportunity Programs, accepts congratulations from Laurance Bond, director of the Office of Personnel.

stitutes of Health. She also served with the U.S. Commission on Civil Rights. She began her federal career with the Justice Department where she was an attorney in the Civil Rights Division.

Pendarvis has a bachelor's degree in political science from Tuskegee Institute and a law

degree from Notre Dame. In 1980 she received the Outstanding Service Award from the National Association for Equal Opportunity in Higher Education and in 1981 she received the Outstanding Service Award conferred by the Federal EEO Coalition of Small Agencies.

RETIRED

Mildred Beasley, PFM/PM/PCF/PMC, position classification specialist, after 22 years

Ronald Levin, COMP/FS/R/AID, foreign affairs officer, after 12 years

Harthon Munson, PRE/I, general business specialist, after 7 years

Robert Zimmerman, ANE/EE, program officer, after 21 years

Years of service are USAID only.

PROMOTED

Tonya Archie, S&T/AGR/EP, clerk typist

Annette Braxton, FVA/PVC, secretary typist

Steven Bryant, M/SER/OP/W/CO, contract specialist

Ghytana Carr, PRM/PM/FSP/A, personnel assistant

Andrea Chambers, PRE/H/UPP, clerk typist

Sharon Dittman, AFR/TR, secretary typist

Margaret Downs-Greene, SDB/OD, secretary typist

Dorothea Dworkin, S&T/MGT, clerk typist

Theresa Essel, PFM/FM/PAFD/C/F, financial management assistant

Jodie Flakowicz, S&T/MGT, clerk typist

Sherrie Hailstorks, PFM/PM/PCF/PP, management analyst

WHERE? IN THE WORLD ARE USAID EMPLOYEES

Carol Horning, LAC/DP/PO, program analyst

Selma Jackson, M/SER/MS/OM, overseas property management specialist

Roy Alan Jacobstein, S&T/POP/IT, medical officer

Crystal Johnson, AFR/TR/HPN, clerk typist

Mary Johnson, M/SER/MO/TTM/TS, transportation assistant

Kathy Lewis, M/SER/MO/PA/RM, management assistant

Hattie Mason, PFM/PM/TD, employee development clerk typist

Raymond Paul McQuillan, M/SER/MS/OM, clerk typist

Susan Morawetz, FVA/PVC/CSS, program analyst

Sylvia Putman, AA/XA, administrative operations assistant typist

Judith Seltzer, S&T/POP/PPD, supervisory social science analyst

Michelle Spence, PFM/PM/PCF/PMC, classification clerk typist

Teresa Spikes, PFM/PM/CSP/PSPB, staff assistant

REASSIGNED

D. Thomas Diedrich, Haiti, financial management officer, budget/accounting, to COMP/FS/R/AIDW

Peter Feiden, LAC/R, housing/urban development officer, to project development officer, AFR/PD/EA

Charles Fields Jr., COMP/FS/R/AIDW, special projects officer, to program officer, AFR/ECO

Willard Johnson, COMP/CS/DS, social science analyst, to program manager, S&T/EN

Philip Jones, COMP/FS/ENTRY/T, project manager agriculture, to agricultural development officer, Senegal

Gerald Lee Kamens, ANE/MENA, supervisory international cooperation specialist, to special assistant, A/AID

Rosemary Moore, M/SER/MS/OM, clerk typist, to secretary typist, M/SER/OP/W/FA

Ronald Nicholson, LAC/CEN, deputy director, to deputy regional director, ROCAP

Joanne Paskar, M/SER/OP/PS/SUP, contract information systems specialist, to supervisory program analyst, ANE/PD/PCS

Judith Shampain, AFR/SWA, program analyst, to international education specialist, AFR/TR/EHR

David Smith, COMP/FS/R/AIDW, engineering officer, to engineering officer (hydraulic water/resources), Egypt

John Tucker, COMP/FS/R/AIDW, program officer, to special projects officer, Pakistan

Karen Wagner, COMP/CS/R, clerk typist, to secretary typist, LAC/CEN

MOVED ON

Ernest Tyrone Davis, S&T/FNR Latha Dawson, Nepal

Brigitte Dobyns, PFM/PM/CSP Odrey Dowdy, COMP/CS/R

Kerry Flaherty, AFR/MGT/MISR Chana Franklin, PRE/I

Helen Garrett, GC/LE

Emma Goodman, PFM/PM/ADM Alvin Howard, COMP/CS/R

Sonya Jackson, PFM/FM/WAOD/CAC

Shirley McCain, M/SER/MO/CPM/M

Timothy McDonald, AA/XA

Bernard Parker, IG/SEC/PS/SC Phillip Sheppard, IG/SEC/PS/I

Sandra Smith, COMP/CS/R

Vanessa Washington, IG

Janet Whiteside, COMP/CS/R

U.S. Exports Play Role In Revolving Fund Loans

The procurement by a Thai manufacturer of American-made equipment valued at \$607,000 demonstrates in microcosm the impact of Bureau for Private Enterprise (PRE) projects on the promotion of U.S. exports.

The manufacturer, Thai Circuit, is one of five startup enterprises that have been financed since early 1988 by Business Venture Promotion Ltd. (BVP), Thailand's first venture capital firm. BVP was established with a PRE loan from the bureau's Private Sector Revolving Fund in 1986.

Thai Circuit makes circuit boards for use in electronic products marketed abroad. Its orders for U.S. equipment ranged from a \$109 item to a combined order for \$159,000. The purchases were from smaller American companies such as Process Technologies, Inc., of Houston, Texas, with 20 employees, as well as from corporations like Hewlett Packard Inc., the Palo Alto, Calif., aerospace firm with 82,000 employees and \$8 billion in sales. In all, 19 U.S. suppliers are involved in the Thai Circuit procurement, most of them small or medium-size companies.

In the case of Thai Circuit and the other four venture capital investments, PRE's disbursements have been nearly matched, dollar for dollar, by new companies' expenditures for American goods, services and technology.

U.S. products and services are a

"All disbursements of the \$2.5 million loan to help start Thailand's first modern private meat processing plant have been spent on U.S. goods."

common feature of PRE investments. Neal Peden, assistant administrator for PRE, told Congress in April that of the 33 projects in PRE's revolving fund portfolio, 27 have a U.S. component. This means they involve a U.S. partner, or exports of U.S. technology or equipment, or the use of an American bank to hold dollars that back up local currency loans to businesses in developing countries. In testimony before the House Foreign Affairs Subcommittee on International Economic Policy and Trade, Peden gave the following examples:

- All disbursements of the

\$2.5 million loan to help start Thailand's first modern private meat processing plant have been spent on U.S. goods.

- PRE's \$2 million loan to Trident Foods, a tuna packing firm in Mauritius, was used to buy U.S. equipment and technology. Trident Foods also involves an American partner.

- A \$2.2 million loan guarantee to Far East Bank and Trust in the Philippines covers subloans to

small and medium-size businesses that buy U.S. exports.

- A \$1 million loan to Serum Institute of India is expected to be used to purchase capital equipment from the United States for use in developing and manufacturing children's vaccines.

Among other revolving fund loans with U.S. business impact is one for \$3 million to help finance expansion of a modernized cotton and wheat farm in Zambia. The project, managed by the Dublin-based Masstock International, involves three U.S. investors and the use of American farm machinery.

Meanwhile, PRE announced a

signing scheduled for May 10 of its second agreement for a "non-recourse export finance guarantee facility," designed to help private businesses in developing countries, secure credit to buy U.S. capital equipment.

Under the agreement with International Commercial Bank (ICB), the bank will use its network to package credits for American exporters seeking to sell U.S. capital goods to importers in USAID-assisted countries, according to PRE project officer Bruno Cornelio. USAID will guarantee up to half of \$5 million in new trade-related notes purchased by ICB from U.S. exporters who have sold goods on credit to importers in developing countries. The bank will accept the notes without recourse to the American supplier.

Under non-recourse agreements, the importer in the developing country benefits from access to modern American equipment and technology and the American exporter from sales to a relatively untapped market.

The agreement with ICB was scheduled to be signed during a transatlantic telephone call by PRE's Peden in Washington and by the bank's general manager, David Hillbery, in London. ICB, though headquartered in London, is partly owned by two American banks, First Chicago and Irving Trust.

—Douglas Trussell