USAID TRAINING SCHEDULE

Listed below are upcoming Agency training courses with their deadlines (see right column). Interested employees should submit SF-182 applications to the course manager indicated, c/o PFM/PM/TD, SA-2. Course descriptions, prerequisites or eligibility requirements appear in the AID General Notice, *Training Course Schedules*, dated April 1, 1989. Courses will be held in Washington, D.C. (usually in SA-2) unless noted.

Course Title	Course Manager	Course Dates	Application Deadline
Project Design Process	Jean Stevens 663-2283	9/25-29 12/4-8	9/22 11/27
Project Implementation	R. Leon de Vivero 663-2236	10/22-11/4 (Kinshasa)	First Come, First Served
Basic Supervisory Skills	Douglas Broome 663-2296	10/23-27	10/9
Supervision & Management—Foreign Service New Entry	R. Leon de Vivero/ Douglas Broome 663-2236/663-2296	10/30-11/3	11/6
Retirement Seminar	Yvonne Williams 663-2293	11/13-17 (half-days)	10/16
Microcomputer Trainings			
Intro to Lotus	Andrea Johnson (Scheduler) 663-2424	10/5-6 10/12-13 10/23-24 10/31-11/1 11/15-16 12/4-5 12/12-13 12/20-21	First Come, First Served
Intro to Micros	Andrea Johnson 663-2424	10/30 11/13 12/19	First Come, First Served
Advanced Lotus 1-2-3 Database Management	Andrea Johnson 663-2424	9/21 10/20	First Come, First Served
Advanced Lotus 1-2-3 Macros	Andrea Johnson 663-2424	9/27	First Come, First Served
Freelance Plus	John Johnson 663-2424	9/28-10/2 11/30-12/1	First Come, First Served
Intro to WordPerfect	Andrea Johnson (Scheduler) 663-2424	10/1-2 11/27-28	First Come, First Served
Intro to DBase III Plus	Andrea Johnson 663-2424	10/16-17 11/6-7 12/6-7	First Come, First Served
Advanced Lotus 1-2-3 Spreadsheets	Andrea Johnson 663-2424	10/18 11/8 12/18	First Come, First Served

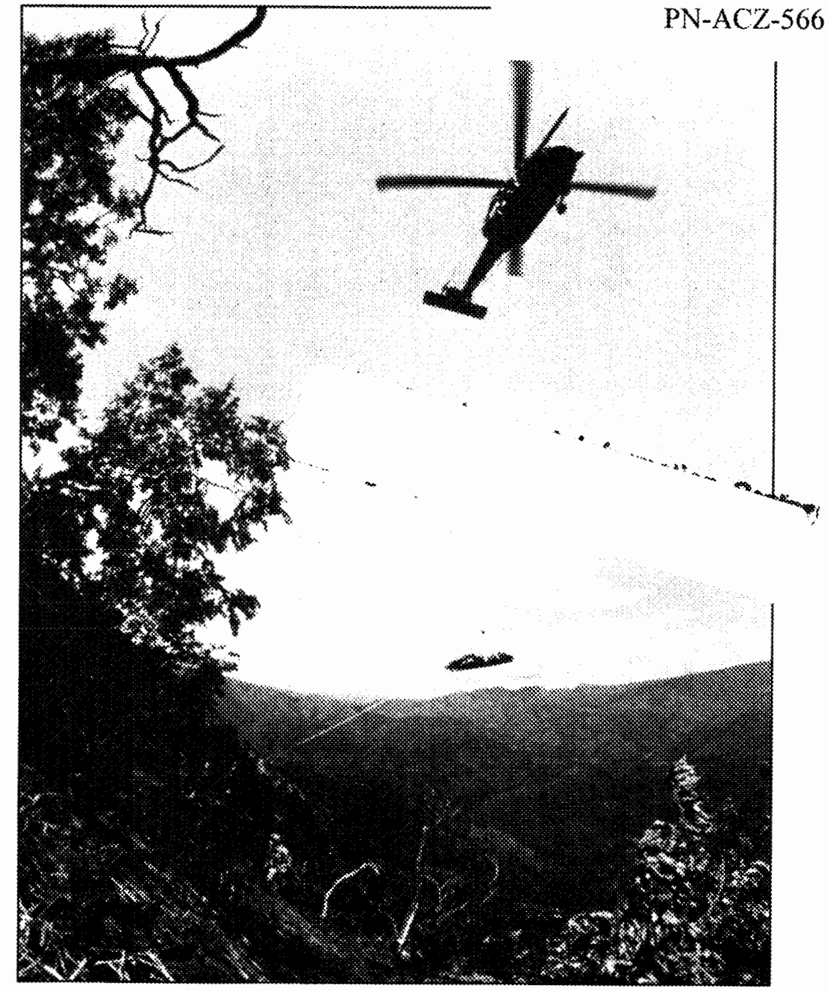
FRONT LINES

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

SEPTEMBER 1989

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

PN-ACZ-566



16 Die in Plane Crash in Ethiopia

President Bush Outlines U.S. Drug Strategy

Agency Signs Debt-for-Nature Swap for Africa

Agency Mourns Ethiopia Crash Victims

by Jane Sevier Johnson

During a violent storm, a twin-engine plane carrying Rep. Mickey Leland (D-Texas), four USAID employees, one State Department employee and 10 other people crashed into a rocky mountainside Aug. 7 in a remote area of western Ethiopia. The wreckage of the de Havilland Twin Otter was found Aug. 13 in rugged country 75 miles northeast of its destination and 230 miles southwest of Addis Ababa. There were no survivors.

Leland, chairman of the House Select Committee on Hunger, and his party were en route to the Fugnido refugee camp near the Sudanese border. USAID staff accompanying him were Thomas Worrick, deputy representative in Ethiopia; Worrick's wife, Roberta, an Agency contractor; Gladys Gilbert, special projects officer in charge of refugee assistance; and Foreign Service National (FSN) Debebe Agonafer, agricultural economist.

"These individuals symbolized the best in public service," said Acting Administrator Mark L. Edelman.

"They were not only skilled professionals, but humanitarians who had long years of service in the poorest parts of Africa. Their deaths should remind us that we have courageous Americans in posts all over the world, quietly and persistently working for improvements in the lives of others."

A memorial service for the USAID and Department of State employees killed in the crash was held on the steps of the Lincoln Memorial in Washington Aug. 23.

"We have gathered to remember our colleagues, our co-workers who were killed in Ethiopia," Edelman said at the ceremony. "There are no good explanations for why good men and women doing good works are

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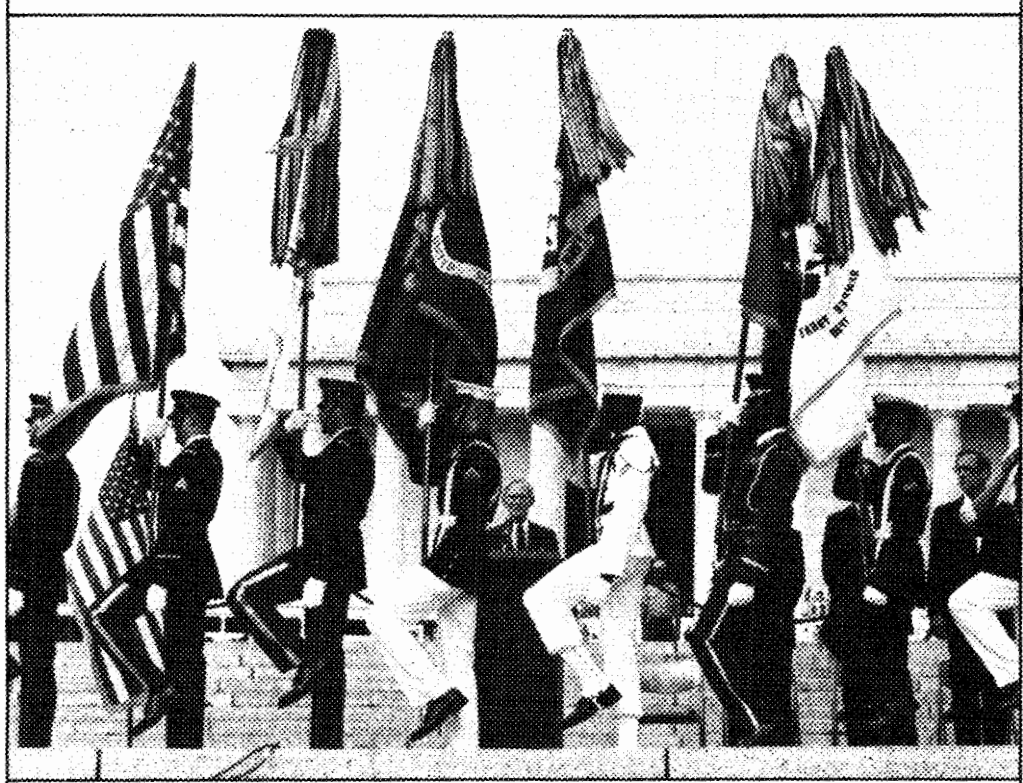

The Armed Forces Color Guard presents the colors at a memorial service held at the Lincoln Memorial for the USAID and State Department employees who were among the victims of the Aug. 7 plane crash in Ethiopia.

New CFC Campaign To Begin

The slogan for the 1990 Combined Federal Campaign (CFC), "Help someone have a better tomorrow," reminds federal employees that donations to the federal government's annual fund-raising event make real differences to people in need--whether donations are made to research institutes, rehabilitation centers, soup kitchens, shelters for the homeless or hospitals.

This year's campaign begins Oct. 16, and employees are urged to give to the charity or cause of their choice. Contributions may be spread throughout the year through payroll deductions.

If past records are any indication, Agency employees rank high in their dedication to helping people at home or abroad. Last year, 83% of Agency employees collectively contributed over $377,000, which was 131% of the goal set by the CFC.

"We're hoping to increase participation still further," says Mary Valentino, a retiree who returns to the Agency to work on the campaign each year.

"There's another world out there, and it's not as good as the one most of us know," Valentino says.

"The CFC is one of the better examples of a well-coordinated activity of the federal government," says Secretary of Veterans Affairs Edward Derwinski, this year's campaign chairman. "We have the ingredients for a very successful campaign--federal employees and worthy causes."

Acting Administrator Mark L. Edelman will chair the Agency's CFC committee, Assistant Administrator for Personnel and Financial Management Bob Halligan is vice chairman, and Director of Personnel Management Laurance Bond will serve as coordinator.

The Agency kickoff rally for key workers and coordinators and the awards ceremony recognizing last year's accomplishments will be combined and held on Oct. 12 at 10:30 a.m.

–Nancy Long

President Announces Drug Strategy

by Dolores Weiss

President Bush called for a coordinated, cooperative commitment to end the scourge of illegal drugs as he outlined his comprehensive National Drug Control Strategy for congressional leaders and the American public in briefings and a televised address Sept. 5.

The strategy, the first of its type, recommends the largest dollar increase in the history of the drug war and provides a plan to coordinate federal, state and local private and public efforts.

The president acknowledged that no single policy will win the war against addictive drugs. "It will take a national strategy, one that reaches into every school, every workplace, involving every family," he said.

"With this strategy, we now finally have a plan that coordinates our resources, our programs and the people who run them. Our weapons in this strategy are the law and criminal justice system, our foreign policy, our treatment systems, and our schools and drug-prevention programs."

Aspects of the strategy include expanding the criminal justice system, including more jails and prosecutors; increasing community-level participation in the drug war; emphasizing drug-free schools and workplaces; improving interdiction; increasing treatment and prevention programs; and coordinating antidrug programs at all levels.

The president's strategy was produced largely through the efforts of the Office of National Drug Control Policy, headed by William Bennett. USAID joined with other federal agencies, state and local officials and citizens in providing data and suggestions.

The plan includes a request to Congress for $717 million in new spending beyond the $7.1 billion he proposed in his fiscal 1990 budget. If approved, the antidrug effort for fiscal 1990 would be $2.2 billion more than would be spent in the current fiscal year.

Of particular interest to USAID is the section of the plan that supports expanded efforts to reduce illegal narcotics production and trafficking around the world. The president proposed an 80% increase in funding for international programs for fiscal 1990 over FY 1989.

"Our strategy," the president explained "allocates more than a quarter of a billion dollars ($261

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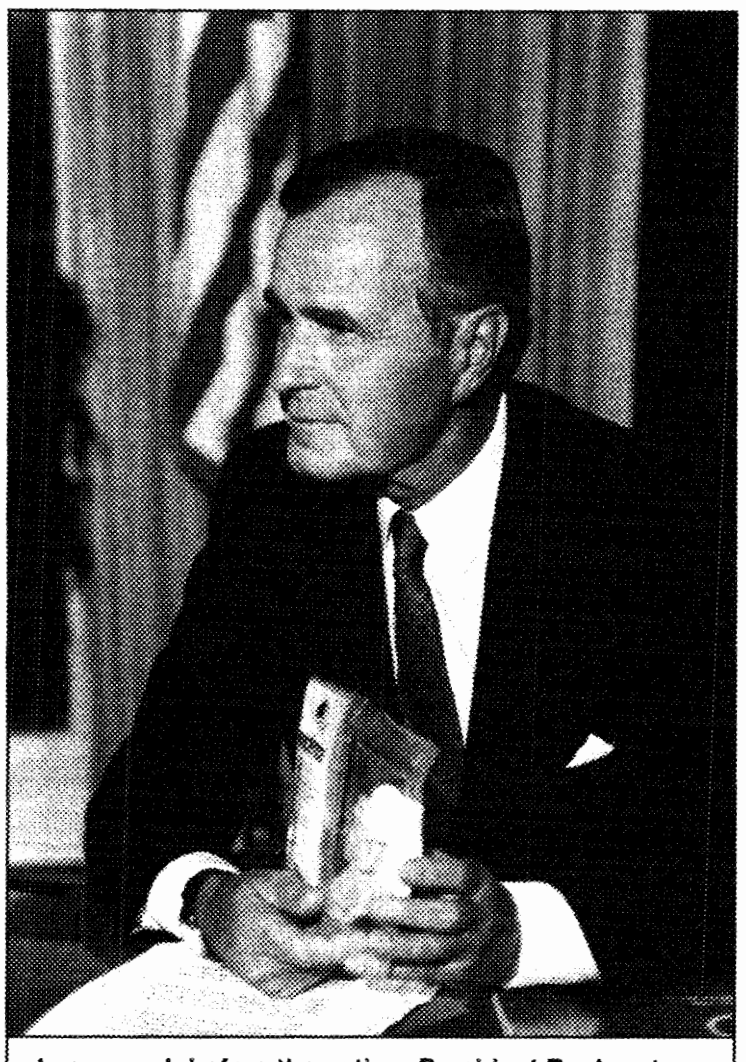

In a speech before the nation, President Bush outlines his administration's antidrug policies, calling for a unified commitment to the fight against illegal narcotics.

Tough Laws Fight Drugs

Many countries are joining the United States in its efforts to stop the flow of illegal narcotics. Travelers need to be aware that the global war on drugs is intensifying.

Americans traveling abroad mistakenly often believe that as U.S. citizens they are immune from prosecution under foreign laws or that buying or carrying small amounts of drugs cannot result in arrest. In reality, Americans outside the United States have been jailed or forced to pay stiff fines for possessing as little as one-third of an ounce of marijuana.

In 1988, 2,658 Americans were arrested abroad. Of these, 928 ended up in foreign jails.

Although drug laws vary in each country, it is important to realize that foreign countries no longer react lightly to drug offenders. Anyone who is caught with even a very small quantity may be tried and may receive the same sentence as the large-scale trafficker.

A number of countries, including Jamaica, the Bahamas and the Dominican Republic, have enacted stringent drug laws that impose mandatory jail sentences for individuals convicted of possessing even small amounts of marijuana or cocaine for personal use. Mexico will soon pass tough drug laws as well.

The State Department Bureau of Consular Affairs points out that if a person is caught buying, selling, using or carrying any type of drug—from hashish to heroin, marijuana to mescaline, cocaine to quaaludes—it can mean:

- Interrogation and delays before trial, including mistreatment and solitary confinement under very primitive conditions for up to a year. Bail is not granted in many countries when drugs are involved;
- Lengthy trials that usually include long delays and postponements and are conducted in a foreign language often without a jury;
- Two years to life in prison if the accused cannot prove his/her innocence. Many countries have mandatory prison sentences of seven or more years, including hard labor, without parole for drug violations; and,
- The death penalty in a growing number of countries, including Saudi Arabia, Malaysia, Turkey and Thailand.

Persons required to take a medication containing narcotic drugs should carry a doctor's certificate attesting to that fact and should keep medicines in their original and labeled containers.

To avoid potential problems, travelers should consult with the embassies of the countries they will visit before leaving the United States.

In Saudi Arabia, for example, narcotics include alcohol, amphetamines, barbiturates, codeine and other substances that may not be considered narcotics in America.

Travelers also should be particularly wary of persons who ask them to carry a package across a border. If an American is arrested on a drug charge, a U.S. consular officer cannot demand the citizen's release or intervene to obtain special treatment.

The Citizens Emergency Center of the Bureau of Consular Affairs provides emergency services and is open from 8:15 a.m. to 10 p.m. Monday-Friday, (202) 647-5225.

Sherper Named to Uganda

Keith Sherper has been sworn in as mission director for Uganda, where he will direct a program of over $22 million in development assistance and food aid aimed at laying a foundation for sustainable growth with equity.

While the Uganda program focuses on rehabilitating and expanding the agricultural sector, the Agency also has significant projects in AIDS control, child survival, family planning and natural resources management.

"Although Uganda has gone through some difficult times, it has demonstrated the resilience of nationhood, and it is coming back with intensity," Sherper said.

Sherper most recently served as director of technical resources in the Bureau for Africa where he directed policy and program guidance for regional economic assistance activities in the 42 countries of sub-Saharan Africa.

Along with his twin brother, Ken, who is mission director in Yemen, Sherper was among the first Peace Corps volunteers sent to India in 1962. He joined USAID in 1964 and spent six years in Vietnam. He also served in the Philippines and as deputy director in the Sudan.

Sherper holds a bachelor of science degree in agriculture and a master of science degree in agricultural economics from the University of Minnesota. He has done post graduate work at Tufts University.

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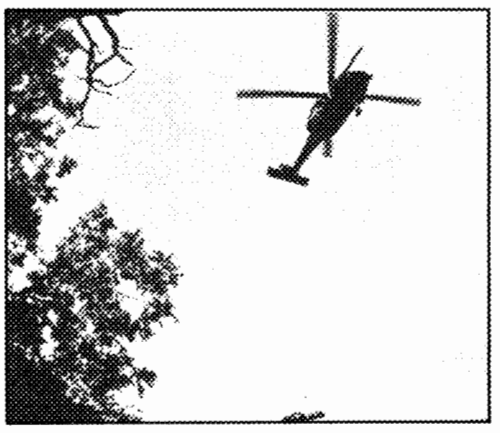

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Cover Photo: A joint U.S.-Ethiopia rescue team airlifts a body from the crash site of the plane that carried Congressman Mickey Leland and 15 others. Four USAID employees and one State Department employee were among those aboard. See story on page 1.

Nature Swap Promotes Global Conservation

by Nancy Long

In the first debt-for-nature swap in Africa, the Agency and the World Wildlife Fund (WWF) are working to help Madagascar conserve its environment, which is abundant with unique plant and animal life.

The Agency's $1 million grant to WWF was the largest so far in USAID's "continuing initiative to assist in the efforts of developing countries to preserve and enhance their environment and natural resources," said Acting Administrator Mark L. Edelman at a special signing ceremony held Aug. 3 in the U.S. Capitol.

"The debt swap concept turns a debt burden into an opportunity for creative development programs, in this case for conservation of tropical forests and biodiversity."

The agreement will enable WWF to acquire up to $2.1 million worth of commercial Madagascar debt that then will be swapped for local currency and used to support a number of conservation activities.

"Madagascar is establishing itself as a model for international development."

Activities will include training 400 park rangers for environmentally protected areas, tree nursery and planting programs and environmental education.

Often called the world's single most important conservation priority, Madagascar is the fourth largest island on earth and is located off the east coast of Africa. The island is home to 200,000 plant and animal species of which some 150,000 are found only in Madagascar. Rapid deforestation, which is occurring at the rate of 25,000 acres per year, threatens many of these species with extinction, including 43 lemur species and 150 kinds of frogs.

Malagasy Agriculture Minister Jose Andrianoelison (center) speaks of the importance of protecting Madagascar's biological richness at a special signing ceremony commemorating the debt-for-nature swap on Capitol Hill. Seated are (from left) President of the World Wildlife Fund Kathryn Fuller, Sen. Bob Kasten, and Malagasy Ambassador to the United States Leon Rajaobelina.

"I'm optimistic that this will be a major step in turning the world debt crisis into an opportunity for natural resource conservation around the world," said Sen. Bob Kasten (R-Wis.), one of the sponsors of the legislation that made the grant agreement possible.

"It's an opportunity to take some of the debt burden off of Madagascar's shoulders, helping to stimulate its economy and promote economic growth," said Edelman.

"This economic growth will, in turn, support development gains for years to come, giving the people of Madagascar the chance to earn more money, get better educations and enjoy the natural beauty for which Madagascar is so famous."

Malagasy Ambassador Leon Rajaobelina called the signing of the agreement "an exciting culmination of years of impressive efforts and growing awareness of the biological richness" of Madagascar—"a living laboratory that occurs nowhere else on earth."

"By some accident of evolution, Madagascar is endowed with a remarkable variety of ecological systems," said Malagasy Agriculture Minister Jose Andrianoelison. "The best known of these are the lemurs, but there are also a variety of chameleons and the most beautiful tortoises."

He also said that his country has more varieties of orchids than any other African country, noting that an extract of another plant found only on Madagascar, the rosy periwinkle, offers the only known treatment for Hodgkin's disease.

According to Andrianoelison, most plant species are packed into small areas of rain forests that are subject to rapid deforestation. "I'm glad to say," he added, "conservation ranks high in the Malagasy government because of the clear link between conservation policy and development policy. Only the sound management of natural resources will ensure the sustainable development of agriculture."

Edelman pointed out that Madagascar is one of the first tropical countries to develop a national conservation strategy, one that integrates natural resources conservation with economic development. "By recognizing the fact that protecting natural resources and biodiversity is a global concern — even if the forests are in their back yard — Madagascar is establishing itself as a model for international development," he said.

Also attending the ceremony were Rep. John Porter (R-Ill.), William Reilly, chief of the Environmental Protection Agency and Kathryn Fuller, president of WWF.

The debt-for-nature transaction is the result of negotiations that began last February at a USAID-sponsored conference in Abidjan, Cote d'Ivoire.

It follows similar debt-for-nature agreements in Bolivia and the Philippines, all of which were negotiated under the Debt for Development Initiative that USAID announced in May 1988 at a Washington, D.C., conference of private voluntary organizations, key bankers and officials of USAID, the Treasury Department and other government agencies.

Debt-for-nature agreements will assist developing countries in protecting biodiversity, including rare species such as the Shoebill stork.

USAID DEBT FOR DEVELOPMENT INITIATIVE

In response to the debt crisis facing many developing countries, the Agency has initiated a new debt-for-development mechanism to finance development assistance activities of non-governmental organizations.

USAID will support certain programs of non-governmental organizations in developing countries through debt exchange transactions that will both reduce the host countries' debt burdens and obtain a favorable rate of exchange for foreign assistance funds provided to such organizations.

USAID will finance the purchase by intermediary organizations of debt currently owed by developing countries to foreign creditors at the debt's discount price on the secondary market.

The Agency will then provide for the retirement of the debt in exchange for resources that the debtor country will provide for use in development activities. For example, debt could be exchanged for local currencies to be used in USAID-financed health and nutrition programs in the host country.

By converting foreign assistance dollars into local development resources (such as local currencies) through the debt exchange market, the Agency will be able to reduce the debt burden of developing countries while also obtaining local development resources at a favorable rate of exchange.

In these transactions, non-governmental entities, such as private voluntary organizations and cooperatives, will play a central role in the Debt for Development Initiative by serving as intermediaries between the Agency and those who hold developing country debt, as well as between USAID and the debtor countries. These intermediary organizations are then responsible for managing the use of resources acquired through the mechanism.

Victims

From page 1

taken from us. I can only point to their works and to the cause to which they were committed—a cause that each felt was larger than life itself.

"These *were* good people. They were in the field and in the trenches...working to make other lives better, willing to assume the burden of a task that sometimes seemed impossible and oftentimes seemed thankless."

"Gladys Gilbert, Roberta Worrick, Tom Worrick and Debebe Agonafer were respected colleagues and very dear friends," said Fred Fischer, who served as U.S. coordinator for emergency relief in Ethiopia from 1984 to 1986. "What happened to them could have happened to any of us who serve around the world with the Agency for International Development.

"Each of these talented and able individuals was on a mission of peace, humanity and compassion."

"But we knew—and Gladys and Roberta and Tom and Debebe certainly knew and accepted—the risks involved...[They] died doing exactly what they wanted to be doing—bringing emergency relief to people in desperate need. And they did not die in vain. They made a difference.

"We honor their memory here today. But their real memorial is in Ethiopia, in the persons of the millions of people whose lives they helped save."

USAID staff visited the refugee camps every six to eight weeks and had been to Fugnido several times. Leland had never visited that particular camp and was eager to see it. Most of the refugees in Fugnido are young boys who have fled the fighting in the Sudan.

The plane encountered severe weather en route, and authorities speculate that the pilot was flying low in search of a landing site when the craft slammed into a cliff 300 feet from the summit. The crash area was so remote that the nearest landing site was 1 1/2 miles away. The recovery team had a three-hour hike to reach the downed plane.

The Worricks had first come to Ethiopia together as Peace Corps volunteers in 1971. An agricultural economist, Thomas Worrick joined the Agency in 1974. After coming to USAID, he served in Nigeria, Pakistan, Tanzania, REDSO/ESA, Liberia and Ethiopia. When drought and the prospect of famine reoccurred in Ethiopia in 1987, the Agency called for volunteers to go to that country. The Worricks volunteered for the assignment.

Roberta Worrick worked for the mission as an emergency program food monitor in 1987 and 1988. She traveled throughout the country to oversee the emergency assistance efforts of the various cooperating organizations. She spoke fluent Amharic, the official language of Ethiopia.

Under her pen name, "Maria Thomas," Roberta Worrick had published two well-received books about Africa—a novel, *Antonia Saw the Oryx First,* and a book of short stories, *Come to Africa and Save Your Marriage.*

The Worricks are survived by their son, Rafael, 23.

Gilbert also had begun her development career in the Peace Corps, serving in India. She entered the Agency as an International Development Intern in 1977 and served in Bangladesh, India, Nepal, Washington, D.C., Somalia and Ethiopia.

A health and population specialist who had recently focused on other areas of development, she was noted for seeking assignments in some of the poorest and most desperate countries, including Ethiopia. In addition to managing refugee assistance for the mission, Gilbert coordinated USAID involvement in locust control for Ethiopia and the assistance program for Ethiopian children orphaned because of drought and civil strife.

Gilbert is survived by her husband, Michael Cairney, and a stepson, John Cairney, 25.

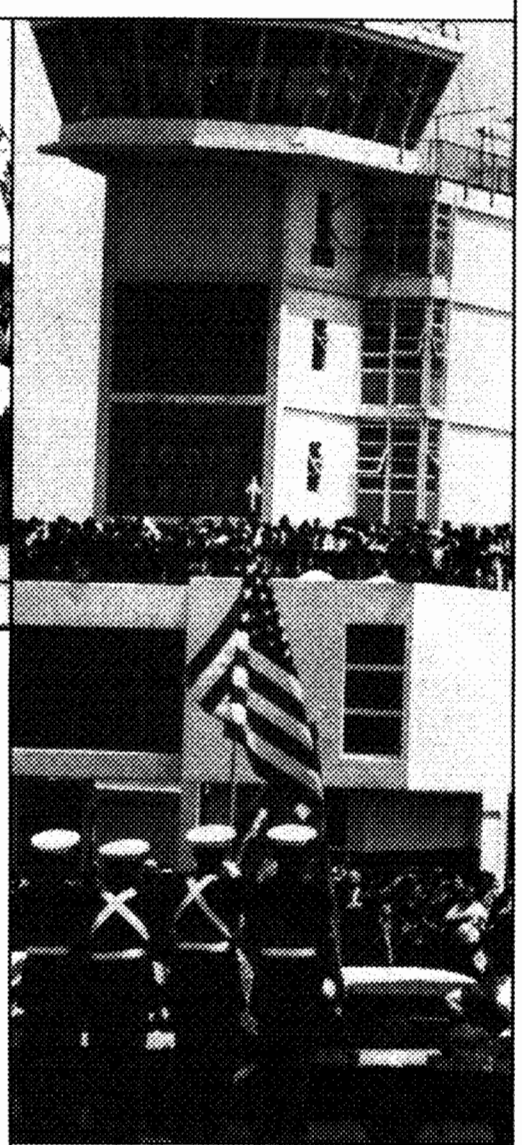
Agonafer was the senior Foreign Service National agricultural economist at the mission. He joined the Agency in 1985 after training as an agricultural economist at the Alemaya Agricultural University in Ethiopia. He also received a master's degree in economics from Makerere University in Uganda. Agonafer helped prepare the mission's food crop and agricultural production analysis. He and Thomas Worrick co-wrote the 1989 Ethiopia food needs assessment.

Agonafer is survived by his wife, Woynitu Mehretu Wzo.

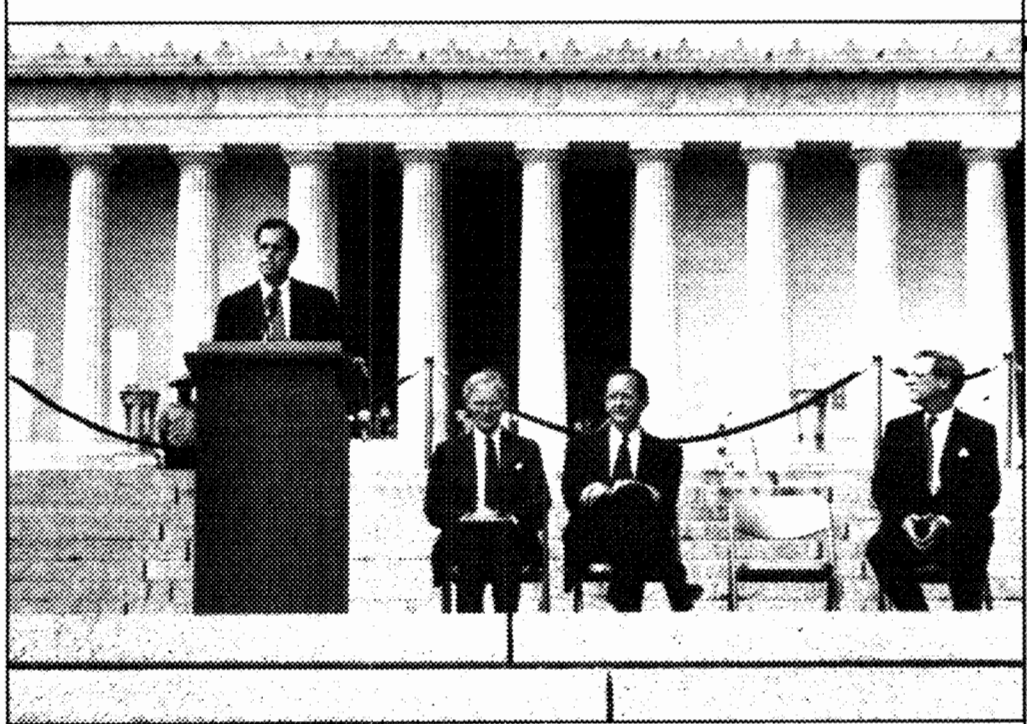
The bodies of the nine Americans who died in Ethiopia arrived at Andrews Air Force Base Aug. 23 on board an Air Force C-141. They were met by a joint military honor guard as a crowd of more than 300 watched.

"Each of these talented and able individuals was on a mission of peace, humanity and compassion," Speaker of the House Thomas Foley (D-Wash.) said at the Andrews ceremony. "Let us dedicate ourselves to those values for which they gave their lives."

Family members of the USAID employees killed in the Ethiopia plane crash take part in a memorial service held on the steps of the Lincoln Memorial Aug. 23.



In Ethiopia, a memorial service honors the crash victims as the bodies of the nine Americans killed are loaded aboard a transport plane for return to the United States.



Acting Administrator Mark L. Edelman (center) addresses family, friends and colleagues of the crash victims at the Lincoln Memorial. Also shown are (seated from left) Walter Bollinger, acting assistant administrator, Bureau for Africa; Ivan Selin, under secretary of state for management; and Warren Clark, acting assistant secretary of state for African affairs.

Buck Named Director Of $62 Million Program

A 20-year USAID veteran, Craig Buck was sworn in as mission director for Peru last month after three years as head of the Office of South American and Mexican Affairs. He takes over a $62 million economic and humanitarian assistance program for fiscal year 1989.

Agency goals in Peru include supporting the democratic government, bolstering narcotics interdiction and eradication efforts, promoting rural development, reducing malnutrition, improving health conditions and preserving biological diversity.

Buck joined the Agency in 1969 as an International Development Intern, serving his first assignment in Turkey.

He was deputy director of the mission in the Dominican Republic from 1984 to 1986.

Buck also served as acting director of the mission in Uganda for three years, as a deputy program officer on the Egypt desk, as a program planning officer detailed to the Department of State's Office of Special Assistant to the Secretary for Narcotics Matters and as desk officer for Turkey.

A Fulbright Scholar at Bolivia's Universidad de San Simon from 1966 to 1967, Buck holds a master's degree in Latin American Studies from Stanford University and a bachelor's degree in government from Texas A & M University.

Personality Focus

Craig Buck

by Jane Sevier Johnson

Craig Buck prides himself on being able to look at an issue from many sides, a trait he says he developed growing up in Carthage, a town of 5,500 in East Texas. Such flexibility, he hopes, will stand him in good stead in his new post as mission director in Peru.

"I grew up at the beginning of the Civil Rights Movement," Buck says. "My mother was a transplanted Northerner who, because of her moral beliefs, could not accept racism. I was brought up with a profound belief in the right of equality. I learned there are two sides to any issue."

His experience on his high school debate team reinforced that tolerance, Buck says. "I really respected my debate coach, Earl Cariker. We spent a lot of time debating, and I think that's where I gained an interest in and an intellectual curiosity about the rest of the world. In debate, you always have to argue the pros and the cons of something, be prepared to take on either side. So you learn that the world is not black and white."

"I was brought up with a profound belief in the right of equality. I learned there are two sides to any issue."

Buck got his first exposure to life in the developing world during a trip to Mexico after his graduation from high school. That trip sparked his interest in Latin America and strengthened his concern with helping others. Later, a 15-month stint in Bolivia as a Fulbright Scholar reinforced those interests for Buck and made him aware of development issues.

"The first time I went down to Mexico after high school, I was struck by the great distinction between the haves and the have-nots," Buck says.

"When I went to Bolivia, I lived with people who, if they had had access to new technology and to more productive methods of doing things, could have increased their output and their income.

"My interest in development grew out of a combination of looking at things intellectually—thinking that it would be interesting to try to help people find more efficient ways of doing things—and the humanitarian ideology that I guess I have. I've always felt a personal commitment to try to improve things."

When Buck graduated from Texas A&M University in 1966, he was faced with a choice between accepting a Fulbright Scholarship to study in Bolivia or a Woodrow Wilson Fellowship to pursue his graduate degree at Stanford University. He opted for the Fulbright and attended classes at the Universidad de San Simon in Cochabamba.

"Part of the philosophy of the Fulbright was for us to gain an appreciation of Latin American students—what their interests were, what their concerns were, how they studied—and for them to get an impression of what an American student was like," he says. "The classes were fascinating. I had one class in the history of law that was really the history of Inca civilization and of Bolivia—the history of the discovery of America and the role of the Spanish conquistadores and what sort of law they brought and how that melded and mixed with the existing Inca culture.

"Then I had a course in what they called political law that I would have called 'Introduction to Marxist Dogma.' It was taught by Ramiro Villareal, the former 'Red Mayor of Cochabamba,' who had painted the plaza red in honor of Tito's visit a couple of years before. At the first lecture I went to, he gave a diatribe quoting several obscure political philosophers and concluded with, 'Marxism is not a dogma. It is a guide for action.' The entire class stood up and cheered. I learned to look at what they said with a very jaundiced eye.

"I had thought that being an American student going to a Bolivian university where they're not renowned for their pro-American attitude would be a very difficult personal situation for me. It was just the opposite. I was welcomed by virtually all elements of the student body. They wanted to talk with me. A lot of them didn't like our politics and told me so, but at least we could discuss things rationally."

On his return from Bolivia, Buck requalified for a Wilson Fellowship and went to Stanford for a master's degree in Latin American studies, specializing in political science.

Buck joined the Agency as an International Development Intern (IDI) in 1969. His first assignment was to the mission in Turkey.

"When I joined the Agency, I had just finished Latin American studies and the Fulbright to Bolivia, and, frankly, thought it was outrageous that the Agency was sending me to Turkey. I thought the personnel system just didn't work at all."

"After arriving in Turkey, however, I realized what an asset it was because I learned to broaden my horizons. I learned that there were different approaches to development, to society, to whole lifestyles from what I had seen in Latin America. Each one had intrinsic value and character."

During a 1988 trip to Bolivia, Craig Buck talks with *campesinos* (peasants) building a road near La Paz through the Agency's Food for Work program.

After his first assignment in Turkey, Buck returned to Washington, D.C., to serve as a program analyst in the Latin America bureau. He then became desk officer for Turkey before being detailed to the State Department in 1974 as a program planning officer in the Office of Special Assistant to the Secretary for Narcotics Matters. In 1976, he returned to the Agency to work on the Egypt desk.

In 1979, Buck went back to Stanford University on an Agency scholarship for a second master's degree, this time in economics.

"I'd been back in Washington since 1972, and I began to think about where my career was going," Buck says. "Working on the Egypt desk, I realized that there were large economic issues that I was not comfortable in dealing with. My training was really the broadening and the deepening and the chance for introspection that I think one needs in work.

"After I finished my long-term training, I went to Uganda, where we were just opening up the USAID program. We were starting off with a clean plate and had program money. We had a country with severe problems and had a blank menu. We were asking ourselves, 'What would you do to address this country's problems?'

"The experience that I had at Stanford studying economic development allowed me to look at the constraints within that economy and look at why there was abject poverty, where were the opportunities for growth, what we could do to help get the economy back together again, and where could USAID assistance best help. The academic training was really the key to being able to look at a country from that sort of perspective.

"The experience in Uganda was very helpful in terms of my own personal growth. I learned to look at things from a more senior perspective. You can't worry about one project; you've got the whole portfolio.

"In my mind, the real excitement with USAID is overseas. There's a tremendous amount of satisfaction in our work. In Uganda, in the Dominican Republic, the policy changes we were urging resulted in reforms that affected the economy almost overnight. When Uganda went over to the IMF program, it went from nothing being available in the market to vast quantities of goods being available. People were able to secure things, were able to put facilities back into production, were beginning to get self-sustaining work.

"And the same thing happened in the Dominican Republic, where I was deputy mission director for two years. We were able to work with them on their foreign exchange regime and the management of their money supply. They had a sharp reduction in inflation and a surge in non-traditional exports and a confidence, a willingness to invest, a spirit of growth and dynamism was placed in the private sector. That's really exciting. That's where the fun in USAID is—of getting good projects and having an effect on people that improves their lives in ways that can continue after USAID fades out."

Buck says working in Washington brings different issues into focus. During his tenure as director of South American and Mexican Affairs, he found himself working closely with Congress.

"One of the main challenges was dealing with Congress on the drug

(continued on page 6)

Buck

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issue," he says. "Blaming our drug problem on the producing countries is a convenient whipping boy that many people like to use. 'Turn off the aid program in Bolivia, Peru and Colombia, and our drug problem would go away.'

"It was the Agency's job to try to convince people that this was a short-sighted approach. The drug issue in these countries is a very, very complex problem permeating their societies that can't be turned off over night. We've been trying to explain that if you don't have development, you're never going to solve the drug problem because you've got to provide bouyant economies, growing economies to absorb people who can move out of narcotics production and into viable jobs if we're ever going to get them to stop producing.

"I've always had an interest intellectually in the Andean area," Buck says. "While in Bolivia on the Fulbright, I gained a deep appreciation for the culture, the music and the lifestyle of that region.

"So, when the opportunity for Peru came up, I was eager to go. But I factored in a lot of other things. Peru is exciting right now. One, it has severe problems with narcotics, an almost intractable problem that we'll have to deal with. There's a problem with the terrorist groups—the *Sendero Luminoso* (Shining Path) and the *Movimiento Revolucionario Tupac Amaru* (Tupac Amaru Revolutionary Movement or MRTA)—and, although that doesn't excite me, I did have some experience with terrorism problems when I was in Uganda (Buck served just after the civil war to overthrow Idi Amin). I think I'm able to comport myself in a situation of extreme stress and the possibility of physical danger and, I hope, take care of the Agency's broader objectives.

"Peru is one of the biggest development challenges in USAID. It has overwhelming economic problems. We have a substantial pipeline of activities already existing, a lot of depth in the staff, and sufficient resources that, within the areas in which we wish to concentrate, the Agency can make a difference. If there were more resources available on the narcotics side, we could be a big player in what's going on in Peru.

"There will be a change in government, and while we can't project where it may go, I think it's incumbent on us to begin working with the economic teams of the leading candidates to see if we can influence their thinking. I see it as a fantastic opportunity. It looks to me like a growth industry."

According to Buck, people he has worked with at the Agency have influenced his career greatly.

"When I was in Uganda, Ray Love was the REDSO director in Nairobi. I was a personal friend of his wife, Mary, whom I knew when we were in Turkey together. Life in Uganda was very, very tough. I was on only my second overseas assignment, and I was thrown into being acting director for three years. There was a lot I didn't know. Fortunately, Ray and his staff in REDSO were just a phone call away. He's such a sensible person. Being able to pick up the phone and call him or sit down with him when I went over to Nairobi and spend an evening over Uganda's problems and what we could do was invaluable.

"Mary was very helpful, too—on the personnel issues, on the whole management of an operational expense budget."

"Peru is one of the biggest development challenges in USAID… I see it as a fantastic opportunity. It looks like a growth industry."

To relieve the pressures of work, Buck often has turned to sports. In Washington, he jogged every day at lunchtime. He also enjoys swimming and biking. Buck has occasionally found his sports injected with an added sense of adventure. While serving in the Dominican Republic, he took flying lessons and went scuba diving. He has recently taken up glider flying.

"In Uganda we had an embassy boat that was justified as an emergency evacuation boat, and only the ambassador and I knew how to sail it," Buck says. "We'd take it out. If you can believe it, Uganda was falling apart—anarchy all over—and there were a bunch of crazy people out racing boats on Lake Victoria. That was one of the wilder things to do."

Books also have always been an important pastime for Buck. When he reads, he says he works his way through genres.

"At one time I was into feminist studies and did a lot of reading of the obvious—Erica Jong, Rita Mae Brown, Marilyn French's *Her Mother's Daughter*. I also enjoy a lot of foreign authors, particularly Brazilian."

Buck has read all of Jorge Amado's work. He is now going through all of Mario Vargas Llosa's books on Peru, which he likes to read in Spanish to get a feel for how Peruvians use the language.

"When I was in high school, I read Henry Steele Commager's *Freedom, Loyalty, Dissent* (1954), which was one of the most influential books in my life in terms of having an open mind, in terms of respecting the Bill of Rights, in terms of creating tolerance and respect for others' opinions even though you may disagree. It's an elegant series of essays on the Bill of Rights, something I found very profound."

Buck is a widower. He met his late wife, Aysel, while serving in Turkey. The daughter of a former assistant counselor for economic assistance at the Turkish embassy in Washington, she had earned her university degree in the United States and returned to America to work as a flight attendant for Pan American Airlines.

"The discounts Aysel had on Pan Am were wonderful," Buck says. "We went around the world on our honeymoon. We would fly to Europe or South America for long weekends, or we'd go to Turkey for 24 hours and then turn around and come back.

"When I have four or five days off, I still fly standby to some place I've never been before."

The Bucks were married in 1974. In 1979, Aysel was killed when two planes collided on a runway in the Canary Islands, the worst air disaster in aviation history.

"I stay in very close contact with Aysel's family," Buck says. "Her two brothers come to the States. I still speak Turkish, and I often go to Turkey to visit. I have great respect for the history and culture of the Turks and for the progress they have made."

When asked what his life might have been like if he hadn't joined USAID, Buck pauses momentarily. He says he could see himself working with a private voluntary organization. But whatever his work might be, he's sure it would be something to do with development and something international.

Turkish Endeavor Opens

A two-year pilot program designed to promote joint ventures between American firms and their Turkish counterparts has been launched under an agreement between Turkey's major private business organization and the Agency.

"American investment, management and technology will strengthen Turkish business…"

A memorandum of understanding was signed Aug. 1 in Ankara by Alic Coskun, president of the Union of Chambers of Commerce and Commodity Exchanges of Turkey, and U.S. Ambassador to Turkey Morton Abramowitz.

The Turkish Chamber will establish, staff and finance an investment promotion office in Ankara to identify and develop joint venture projects with an emphasis on small and medium-size businesses.

The new office will charge fees at a level designed to make operations self-financing by the end of the two-year trial period.

These factors make the project the first USAID investment promotion program to be operated in the private sector on a self-supporting basis.

The investment promotion initiative was developed by the Bureau for Private Enterprise (PRE). Assistant Administrator for PRE Neal Peden said the new program offers long-term benefits for both the United States and Turkey.

"American investment, management and technology will strengthen Turkish business—especially the small and medium-scale sector that is a proven source of jobs and diversified exports—and the joint projects will stimulate an increased participation in overseas markets by U.S. companies," Peden said.

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 takes time to help clarify a different issue each month with a tongue-in-cheek example.

Q: Pete Moss, an Agency energy officer, works with Cal Manure, Inc., the contractor on a USAID methane gas project. The company asked Pete to come work for it on non-Agency business. Because the offer doesn't have anything to do with the Agency project and because he's only considering the offer, Pete reasons that he can continue to work on the Agency project. Is he right?

A: No. Pete has stepped in it (the law that is) once negotiations begin. The conflict-of-interest law prohibits employees from participating in matters involving firms with which the employee is negotiating for future employment. Therefore, Pete must disqualify himself from anything involving Cal Manure, Inc., while he considers the offer.

Ghana Collaboration Catapults ORS Venture

by Wendy Belcher

A unique collaboration between donors, private business, and the government of Ghana has kicked off an Oral Rehydration Therapy (ORT) program, that has been called remarkable.

Providing oral rehydration salts (ORS) to Ghanaian children—a quarter of whom experience diarrhea within any two week period—is a worthy service in and of itself. But add to this the program's other virtues of bolstering the economy, relieving the public sector burden and using already existing USAID networks, and you have a program worth spotlighting.

The success of Ghana's ORS program is based on a cooperative approach. Four groups contributed to the effort because each stood to gain more than it put in. "Everybody who has encountered the project shakes their heads," says Ray Kirkland, USAID/Ghana's health and population officer. "We have UNICEF, a bilateral donor, the Ghana Ministry of Health and the private sector all together, and this program is working."

The program's use of existing organizations, resources and networks promises to yield quick, widespread results, he says.

The core of the program is a USAID-funded local ORS-production facility that uses raw materials supplied by UNICEF and a nationwide network of retail outlets established through USAID's bilateral family planning project.

Where previously there were only 300 government outlets for the vital packets, there now will be over 3,000 retail outlets selling a projected 6,000 packets a day. ORS availability in Ghana is expected to increase by almost 1000% in less than a year.

This rapid expansion was made possible only through the contributions of each of the participants: the willingness of UNICEF to provide raw materials, the willingness of a local pharmaceutical company to take the risk of a new venture in a time of economic uncertainty, and the willingness of the Ministry of Health to back and promote the program.

By tapping a variety of the Agency's centrally funded projects, USAID provided a loan and the network, research structures, personnel and training techniques already established in its family planning project to cement the arrangement.

Local production of ORS and commercial distribution "was actually a sideline," says Kirkland. "USAID wasn't requested or prompted to do this, but it looked like a real opportunity to increase USAID's activities in the private sector."

Before the project began, all the major players shared a common goal—making ORS more available in Ghana. Ghana needed the salt packets, and there was too little available. Before 1987, UNICEF donated packets of ORS to the Ministry of Health for distribution through a small network of government outlets. But distribution was insufficient and reached only a small portion of the population. Unfortunately, there didn't seem to be many other options.

That is, not until USAID's family planning project developed a nationwide retail network for marketing contraceptives. "With retailers located all over the country—much more widely spread than the public outlets—we had a tremendous opportunity," says Kirkland.

In September 1985, USAID and Ghana's Ministry of Health discussed adding the rehydration salts to the list of products already distributed by this network. They also discussed the possibility of a local pharmaceutical company's manufacturing the packets. "We were convinced that the commercial sector could greatly expand the availability of ORS," stated Kirkland. "Also, with local production of ORS, some of the burden placed on donors and the government would be relieved and a sustainable health program made more likely."

Between the idea and the act were miles of negotiations, with USAID serving as the broker. Each organization involved had different needs and concerns. In the end, each participant made a unique contribution and, at the same time, benefited. "It gives us an opportunity to increase production, diversify our activities and get good returns. We are happy to be associated with this multiple-party arrangement, " says A.Y. Berko, the managing director of the private company, DANAFCO Limited.

To start with, USAID requested assistance from Project Support, a project of the Program for Appropriate Technology in Health (PATH). PATH organized the program and determined that a local production facility could be built in Ghana and that one of the major pharmaceutical manufacturers, DANAFCO Limited, was interested in and capable of producing the oral rehydration salt packets.

Hannah Larbie, a midwife, demonstrates how to mix the oral rehydration solution.

DANAFCO was particularly suitable because it was the company developing the nationwide network of retail outlets for contraceptives.

Special arrangements were made with DANAFCO because its risks in undertaking the venture were quite high. Besides the cost of equipment and renovations, the product required imported raw materials. The company was reluctant to use its limited foreign exchange when it had no ready market for the product. Therefore, UNICEF agreed to provide the raw materials through the government for three years. In return, the company agreed to give the Ministry of Health as many ORS packets as equaled the value of the raw materials it had received. This agreement to guarantee supplies to DANAFCO was designed to enable the company to develop a commercial market before having to import raw materials on its own.

"We were looking further than what is happening now," says Berko about DANAFCO's interest in embarking on a new venture when the economy of the country was still fragile. "If we start this and it goes on well, we believe that we will be able to serve the whole nation, and if we are able to do it very well, we may be able to export ORS to other West African countries. So we are not thinking of today. We know there is a future in it."

UNICEF also had concerns that needed to be addressed. It could not supply the raw materials directly to the private sector but felt comfortable delivering them to the Ministry of Health. DANAFCO also was apprehensive that the private sector would price the product beyond the reach of the average Ghanaian. It was convinced, however, that even with a somewhat higher price, getting ORS packets into the hands of Ghanaians would be more effective and cheaper through commercial channels.

In addition, USAID, UNICEF and the Ghana Ministry of Health will train locals to administer the program so that it continues when donor assistance ends.

Addressing UNICEF's concerns and DANAFCO's needs left only one problem. The company did not have the strict quality control capability necessary to make safe and effective ORS. To solve this, DANAFCO agreed to apply one-fourth of its USAID loan toward the purchase of quality control equipment. USAID agreed to provide quality control training and audits through PATH. As a result, the facility is producing high quality ORS to World Health Organization specifications and is reported to have one of the top quality control laboratories in Ghana.

"Anybody who has dealt with trying to weave the public and private sectors together realizes how problematic that can be," says Kirkland. "But USAID's goal in using the private sector is to take some of the load off the public sector and at the same time expand services. That's what has happened here.

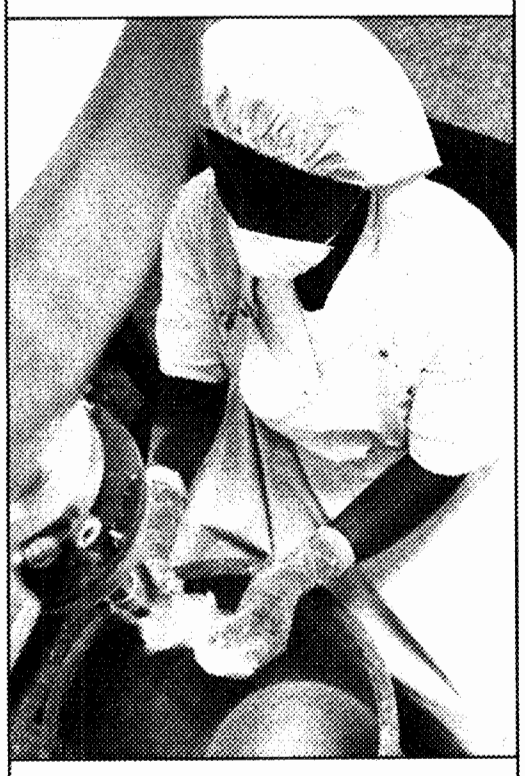
"This program aims at long-term sustainability. Raw materials are supplied to DANAFCO for only three years. By then, it should be in a position to import raw materials on its own and handle ORS as a strictly commercial product. That's the goal—for UNICEF and USAID to withdraw from the business and for the ministry's role to be reduced. Our exit, in turn, strengthens the economy by producing locally what in the past had to be imported."

The Agency also promoted the sale and use of ORS. For instance, USAID developed materials to train retailers, pharmacists and private midwives on the proper use of oral rehydration salts; packet instructions were culturally acceptable; and a coordinated communications plan was based on anthropological research.

DANAFCO is training all 4,000 retail pharmacists and chemical sellers in Ghana about ORS. Through the continuing collaboration of UNICEF, USAID, the government and the private sector, future promotion activities are expected to reach all areas of the country, including rural areas.

"All in all, Ghana's ORS program is an innovative solution to old problems," says Kirkland. "Developed with minimal resources, it has the potential for great impact because of its unique use of collaborative relationships."

Belcher is a writer living in Seattle, Wash.



An employee in the private sector works to produce the life-saving oral rehydration salts, adding to the availability of the solution throughout Ghana.

Strategy

From page 1

million) for next year in military and law enforcement assistance for the three Andean nations of Colombia, Bolivia and Peru. This will be the first part of a five-year, $2 billion program to counter the producers, the traffickers and the smugglers."

The additional money will be used for enforcement, interdiction, the Agency's Administration of Justice projects and economic assistance programs, according to Joseph Esposito, USAID narcotics affairs coordinator. The $65 million in fiscal 1989 emergency assistance announced in August will go to Colombia this year to meet the recently intensified drug threat in that country and assist in its fight against the cocaine cartels.

"About $5 million of the fiscal 1989 money will be provided by USAID for armored vehicles, communications, training and other non-lethal assistance under our Administration of Justice Program," he said.

President Bush noted he spoke with Colombian President Barco. "We hope to meet with the leaders of affected countries in an unprecedented drug summit to coordinate an inter-American strategy against the cartels," said Bush. The meetings will be part of an effort to emphasize drugs as a major bilateral foreign policy issue, develop broader international support in the antidrug effort and defeat drug trafficking at its source.

President Bush said, "We will work with our allies and friends—especially our economic summit partners—to do more in the fight against drugs."

Under the package, Colombia will receive $90.4 million in new aid in addition to the $65 million. Bolivia will receive $97.5 million, and Peru will get $73.3 million.

A priority of the international portion of the plan is reduced cocaine supply. Law enforcement and military and economic assistance will be provided to the three Andean cocaine-producing countries to isolate major coca-growing areas, to block delivery of chemicals used for cocaine processing labs and to dismantle the trafficking organizations. Efforts in transit areas will be improved and Joint Intelligence Collection Centers will be created in the Caribbean Basin.

Other international objectives include:

- Reduced heroin supply through efforts to convince other countries to exert influence on opium growers and reduce heroin processing and distribution;
- Reduced marijuana supply through strengthened foreign law enforcement and eradication and through efforts to discourage minor producing nations from becoming major producers;
- U.S. assistance and encouragement for European community and multilateral efforts aimed at source-country and transit-country production and distribution. European community support against European consumption and international and regional drug organizations will be enlisted;
- Support for the U.S. foreign aid certification process to achieve more effective supply and transit-country compliance with American drug control objectives; and,
- Increased bilateral and multilateral efforts against international money laundering activities.

The president also called for the Senate to ratify the U.N. Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances that concluded last December, along with other pending mutual legal assistance treaties.

"We will help any government that wants our help," Bush continued. "When requested, we will for the first time make available the appropriate resources of America's armed forces. We will intensify our efforts against drug smugglers on the high seas, in international airspace and at our borders. We will stop the flow of chemicals from the United States used to process drugs.

"We will pursue and enforce international agreements to track drug money to the front men and financiers. And then we will handcuff these money launderers, and jail them—just like any street dealer."

Assistant Administrator of the Bureau for Program and Policy Coordination Richard Bissell expressed enthusiasm over the president's strategy.

"Perhaps the most important contribution is the development, for the first time, of a comprehensive and coordinated approach to the drug problem," he said. "In addition, it has the potential for strengthening the coordination within the U.S. government, other governments and international organizations."

Drug Threat Increasing

Most Americans believe that illegal drugs presently represent the gravest threat to the national well-being. The evidence presented in the National Drug Control Strategy reinforces this concern:

CRIME—Fear of drugs and attendant crime are at an all time high. Rates of drug-related homicide continue to rise. Public housing residents in most large cities are threatened daily by drug pushers.

HEALTH—The number of drug-related emergency hospital admissions increased by 121% between 1985 and 1988. As many as 100,000 babies are born addicted to drugs each year because their mothers use drugs. Intravenous drug use is now the single largest source of new AIDS virus infections.

THE ECONOMY—A U.S. Chamber of Commerce estimate puts annual gross illegal drug sales at $110 billion—more than the total U.S. gross agricultural income and more than double the profits enjoyed by the *Fortune* 500 companies combined.

OVERSEAS—In many foreign nations, the drug trade and drug-inspired violence and corruption are causing serious social, economic and political disruption. Trafficking threatens stability and democratic institutions.

Agency Continues Fight Against Illegal Drugs

The Agency has been increasing its involvement in antinarcotics programs in Latin America and Asia during the past decade, committing more than $125 million to the effort since 1981.

The programs include income substitution, narcotics awareness and education activities and an Administration of Justice Program.

Income substitution projects seek to diversify the economic base of narcotics-producing regions. They include introduction of new crops and off-farm training and employment. Such projects are under way in Bolivia, Peru, Pakistan and Thailand.

Narcotics awareness and education activities enhance host country recognition of drug abuse. Projects educate opinion leaders, support drug abuse surveys, disseminate information, mobilize community support, build appropriate institutions and conduct mass media campaigns.

Narcotics education projects are currently in effect in 17 countries, including Belize, Brazil, Colombia, Ecuador, Haiti, Bolivia, Mexico, Jamaica, Peru, Afghanistan, Bangladesh, Indonesia, Nepal, Pakistan, the Philippines, Sri Lanka and Thailand.

The Administration of Justice Program includes projects that assist a government in strengthening its legal system by focusing efforts on establishing or preserving fundamental principles of law.

In fiscal 1988, USAID obligated $12.1 million for anti-narcotics programs and estimates its fiscal 1989 level will total $22.1 million. In addition, the Agency has available $61 million for Bolivia, Ecuador, Jamaica and Peru as an incentive for those countries to activate effective antinarcotics activities.

"The Agency is in the process of updating its own antidrug strategy to coordinate with the president's action plan," said Joseph Esposito, narcotics affairs coordinator. "During the summer, a working-level committee reviewed and rewrote portions of the document, which is expected to be approved this fall. The new strategy will supercede documents that do not fully address narcotics education and awareness, treatment and prevention, international cooperation and interagency coordination."

Production of coca leaves, from which cocaine is extracted, has increased to meet the growing demand for the illegal drug in the American market.

Africans Seek Options in the Informal Sector

by Deborah Orsini

Do street vendors in the informal sector in Latin America have anything in common with those in sub-Saharan Africa? Do workers in the informal sector in Zimbabwe or Mali shun the formal sector for the same reasons as those workers in Peru? Can advocacy for this sector as practiced in Peru be applied in Senegal, Botswana or Nigeria?

The answer to these questions is a definite "yes," according to more than 160 African participants at recent conferences on the informal sector. (The informal sector is defined as those businesses that operate outside the law but provide legitimate goods and services.) The participants based this conclusion partly on the presentations made by Hernando de Soto, a Peruvian economist, who is president of the Institute for Liberty and Democracy (ILD), based in Lima, Peru, and author of the best-seller, *The Other Path*.

Sponsored by the Bureau for Africa and held in Cote d'Ivoire and Kenya, the two-day conferences titled "The Informal Sector: Issues in Policy Reform and Programs" were held in response to growing interest of Africans active in the informal sector. In spite of the current economic crisis in Africa, the informal sector continues to expand while both the public and private formal sectors experience economic problems.

The objectives of the conferences were to identify policy measures that can promote entrepreneurship among Africans in the informal sector, to evaluate programs to assist them and to examine how reforms in favor of workers could be initiated.

De Soto delivered the keynote address, providing the participants with an example of the positive effect empirical research and advocacy for workers in the informal sector can have in a developing country, which was the topic of his book. In *The Other Path*, de Soto says that the path of participatory government and free markets is the way out of underdevelopment and poverty.

In his speech, de Soto emphasized that conventional portrayals of the informal sector in Peru are negative and culturally biased. "Our research at the Institute for Liberty and Democracy has proven that portrait wrong," de Soto said. "Workers in the informal sector are not marginals. In fact, they represent the majority of the population. In the case of Peru, they constitute nearly 60% of the work force. They do not lack entrepreneurial characteristics. On the contrary, they are extremely dynamic."

In Peru, people working in the informal sector contribute nearly 40% of the gross domestic product and dominate certain subsectors of the economy such as public transportation.

"Workers in the informal sector are not unstructured," de Soto continued. "They have their own internal organizations. Each shantytown in Lima has its own elected officials and rules. Finally, workers in the informal sector contribute heavily to government revenues through indirect taxes, such as excise taxes on supplies and occupancy taxes on market stalls or street stands.

"Why, then," de Soto asked, "do people in the informal sector remain outside the law? To answer that question, ILD conducted extensive interviews and simulations. They found, for example, that for those without influence, it requires 289 days to start a legal business. What we discovered is that informals remain outside the law because legality is simply too expensive."

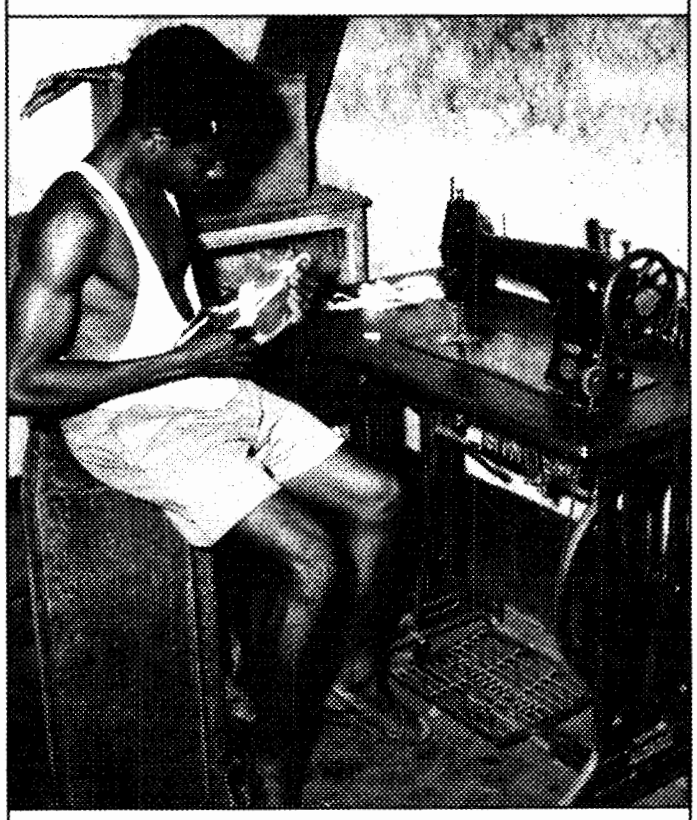
De Soto did not advocate doing away with laws but, instead, argued for improving regulations. "Good law, such as protecting property rights, can have immediate benefits for people working in the informal sector," de Soto said. ILD research showed that property values increased nine times over 10 years when titles were obtained. "Furthermore," he added, without good laws, workers in the informal sector are deprived of the infrastructure on which developed countries depend—contracts, limited liability, pooling of resources and patents among others."

To determine where law making had gone wrong in Peru, ILD studied legal systems in developed countries. "We found that in developed countries, governments are accountable, and there is freedom of information. Law making is a participatory process. In Peru, the opposite is true. Peruvian private enterprise, in fact, is similar to European mercantilism of the 17th century—strong government control with access granted only to the privileged few," said de Soto. "It is this system that ILD has set out to change, advocating in its place participatory government and the operation of free markets to ensure equal access to private enterprise for all."

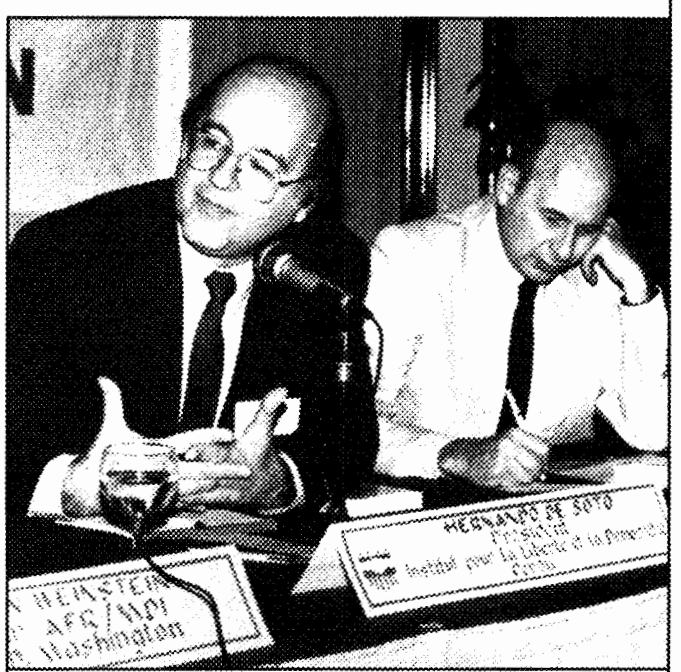
De Soto used ILD's credit system reform to illustrate effective advocacy for workers outside the legal system. The reform proposal, tailored for Peru by ILD, was based on three pillars: land titling and registry for the property of workers in the informal sector; mortgage credit on that property from the formal banking system; and mortgage insurance from local insurance companies to protect banks from defaults. The institute obtained 560,000 signatures from informal workers to support this proposal and the endorsement of all major political parties. "The reform has been voted into law and has opened the door to the formal credit market for workers in the informal sector," de Soto said.

During the conference, 15 African speakers commented on policy reform and advocacy in their countries, providing evidence of similarities between the Peruvian and African environments.

"The Cameroonian informal sector is a mirror image of that in Peru from the perspective of numbers of persons involved, its contribution to gross domestic product, the legal and administrative constraints to its development and the government's mercantilist approach to private enterprise," said Joseph Ntangsi, professor of economics at the University of Yaounde in Cameroon. "The difference is in the degree of the development of political systems. Pressure groups already exist in Peru, and the informal sector is beginning to effect change from the bottom up. This is not the case yet in Africa."



In Africa, policy reform is a necessary step to support workers in the informal sector.



Hernando de Soto (left), a Peruvian economist and author, discusses the role of the informal sector at a USAID-sponsored conference in Cote d'Ivoire. Also pictured is Art Fell, REDSO director.

Ntangsi said he hopes that economic and political change in Africa will take root under current structural adjustment programs that are intended to assist the productive sector through better resource allocation.

A businessman from Ghana, Robert Ocran, traced the history of private sector development in Ghana from colonial times through independence, marked by state socialism, to present day liberalization policies. "The assumption is widespread," he said, "that in Ghana the economy failed because of entrepreneurial incompetence. What is overlooked is that government policies frightened investment capital away—the constant change of rules, insecurity of tenure and inflexibility of regulations."

"Public education is needed to increase awareness of the role of the informal sector, especially among politicians and government officials and among youths who now are facing unemployment," said Abdou Toure, an Ivoirian sociologist and author of a best-selling book on the informal sector in Cote d'Ivoire. The book fostered the creation of the first national federation of informal associations in Cote d'Ivoire, CONOSI.

At the end of the conference, the African participants reached the following conclusions:

- Existing laws and regulations concerning private enterprise in Africa are rigid, inaccessible and inadequate. Substantial reform is needed to deregulate and decentralize, especially in the areas of licensing, registration, land tenure, property rights and taxation.
- Governments must decriminalize informal sector activities.
- Widespread access to credit at market rates is needed for workers in the informal sector.
- Non-governmental organizations are best suited to carry out programs to assist people working in the informal sector, but they must broaden their role.
- Workers in the informal sector must learn to organize themselves to effect change from the bottom up.
- Formal sector firms must seek opportunities to communicate and work with informals.
- Empirical research on the informal sector is needed to inform policy makers.

Although many differences exist in the economic, political and cultural makeup of Latin America and Africa, these conferences confirmed that many similarities exist in relation to their informal sectors and the constraints they face. And these similarities point to a broad application of the lessons learned on the informal sector.

Orsini is a consultant at Labat-Anderson Incorporated who is assigned to the Bureau for Africa's Office of Technical Resources.

Niger Farmers Adept At Experimentation

by Michael Yates

From where the observers sat on grass mats near the mud-walled mosque, the gathering looked like a typical agricultural research planning session. A group was selecting research priorities for field analysis. The Nigeriens identified experimental and non-experimental variables and assessed costs, benefits and risks. They also discussed experimental design and hypotheses for successive research cycles.

But the meeting did not take place in the Ministry of Agriculture conference room or at a major research center. Rather, it unfolded in the small village of Wazeye, east of Niamey, and the researchers were not government agronomists but Zarma-speaking farmers with limited educations.

The Wazeye farmers were acting as natural scientists, engaging in indigenous agricultural innovation, a critical mechanism for human adaptation and cultural evolution. They were visited as part of a study of informal research and extension processes carried out by the Communication for Technology Transfer in Agriculture Project (CTTA) of the Human Resources Directorate of the Bureau for Science and Technology (S&T), with a special grant from the bureau's Small Activity Fund. John Grayzel, then chief of the Regional and Rural Development Division of S&T's Office of Rural and Institutional Development, proposed the activity, feeling something special was needed for Africa.

"We're not convinced that the formal agricultural research systems in the Sahel, as presently constituted, have much to offer the small farmer," Grayzel says. "At the same time, we know small farmers worldwide constantly innovate and experiment. So, we sent a team out to take a look from the bottom up at what farmers themselves are doing and to help us better understand the implications of their work for technology development and transfer."

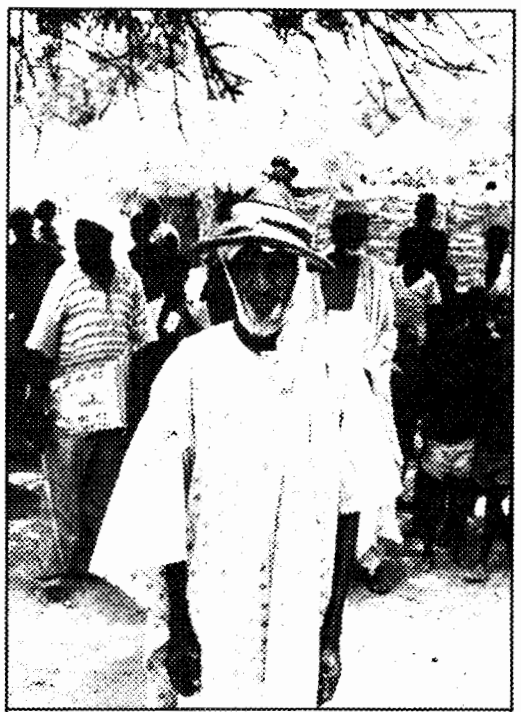
Findings by Arthur Dommen of the U.S. Department of Agriculture support the view that farmers' innovations are significant. Dommen cites, for example, years of costly research on thousands of new varieties of cereals. Those efforts found only a handful of varieties as good as what the farmers were already using.

"More attention should be focused on existing farmer resources and needs through better information flows between farmers, research and extension," suggests Eric Chetwynd Jr., acting director of S&T's Office of Rural and Institutional Development. "At the same time, improved communications could enhance local farmer innovation and experimentation."

The CTTA research team found evidence of widespread and significant farmer innovation in cropping, animal husbandry and natural resource management practices. Using anthropological data collection techniques, the team identified many production problems that farmers themselves were addressing through their own experiments.

Villagers introduced the researchers to several local "experts," farmers with acknowledged expertise in particular fields. The project team soon began to nickname the innovators. "Mr. Johnny Appleseed," for example, kept a garden of exotic and almost forgotten trees, shrubs and plants into which he introduced new materials and wild species to evaluate their potential uses. "Mr. Researcher" systematically evaluated how well different millet varieties grew with two kinds of fertilizer and planned to assess different fertilizer application techniques.

"Improved communications could enhance local farmer innovation and experimentation."



Nicknamed "Mr. Johnny Appleseed," this farmer keeps a garden of exotic trees, shrubs and plants for agricultural experiments.

The means villagers used to deal with *striga* ("witchweed"), a parasitic weed that dramatically lowers cereal yields throughout much of Africa, offers a good example of the farmers' innovations.

Farmers told the CTTA team they fight striga through indigenous plant breeding and improved agronomic management. They planted up to 10 varieties of millet and carefully selected seed for early growth, in part to develop materials that would mature before the peak period of striga attack. The farmers sought additional varieties from neighboring regions, systematically favoring those from the north where, they explained, conditions have been drier far longer and seeds were more drought tolerant. They also devised intercropping combinations to protect their crop from the weed.

The project uncovered traditional communication channels throughout the countryside. Many farmers, for example, reported learning new techniques at the rural marketplaces and at the "community meeting trees" outside the compounds of their village chiefs. Others spoke of receiving information at the mosques, where the men gather for prayer five times each day. Women exchanged news regularly at the village well.

"These naturally occurring communication hubs could be used to improve agricultural extension efforts," Grayzel says.

The CTTA team offered recommendations for tapping into indigenous processes and building the farmers' informal research and extension network.

"Any technology transfer project that does *not* take as one of its major components local technology development and transfer may end up being irrelevant to the needs of the country and to efficient use of donor resources," Antonio Gayoso, Agency director for human resources, says.

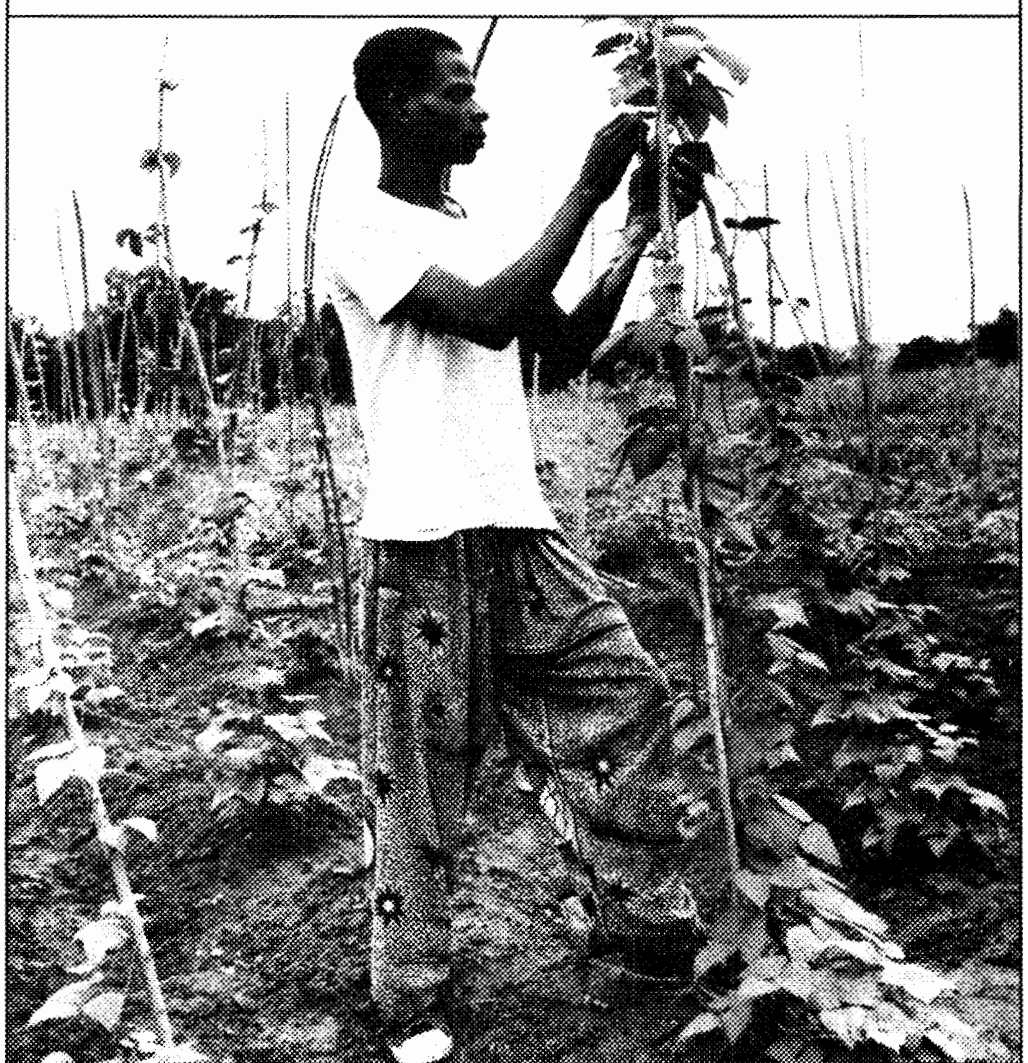
In a recent speech at the annual meeting of Niger's Ministry of Agriculture and Environment, Ernest Gibson, USAID/Niger's agricultural development officer, emphasized, "Nigerien farmers possess a wealth of useful indigenous knowledge concerning a wide range of agricultural activities." He urged Nigerien agricultural professionals to "take into account this informal but impressive information gathering system.

"Niger already has a unique network of some 3,800 solar-powered televisions in the rural villages. This resource could be used to expand and complement local communication processes with farmers talking to farmers."

"Reaction to the Niger research study has been overwhelmingly positive," Grayzel says. "More than 500 copies of 'A Case Study on Farmer Innovations and Communication in Niger' already have been distributed internationally to biological and social scientists in agricultural research centers, U.S. and developing country universities, government ministries, PVOs (private voluntary organizations) and the international donor community."

"The Niger research study could have major implications for rethinking current agricultural research and extension strategies," Chetwynd adds.

The findings of the CTTA Niger study led the Academy for Educational Development, USAID contractor for the project, to host an international conference last December on "Indigenous Knowledge Systems in Agriculture and Rural Development."



An African farmer inspects his crop of pole lima beans for resistance to a virus. A USAID-supported research team found evidence of widespread and significant farmer innovation in cropping, animal husbandry and natural resource management.

Yates is an agricultural systems analyst in S&T's Office of Rural and Institutional Development.

Cooperation Helps Scientists Find Solutions

Developing country scientists often use research to find solutions to difficult development problems. But lack of technical expertise, equipment and funding often stymies such important research.

Since 1985, the Office of the Science Advisor (SCI) has sponsored a unique program that seeks innovative research ideas in the natural sciences and engineering that aim to solve problems in developing countries. The U.S.-Israel Cooperative Development Research Program has funded joint research between scientists from Israel and developing countries. Such collaboration can assist developing countries to acquire needed equipment and expertise to solve problems scientifically.

Although lack of funding almost ended the program, Congress has requested that the Agency reactivate the grants. Over 100 applied research grants have been funded since the program's start. Because most were made for three or four years, funding for the incomplete projects will continue through 1990. It is expected that $2.5 million will be available for new grants.

Itshould be noted that the Cooperative Development Research Program emphasizes applied research. Also funded by the Agency, the U.S.-Israel Cooperative Development Program was started in 1988 to provide for training and technical assistance by Israelis. It is administered by the Israeli foreign assistance agency, which is known by its Hebrew acronym, MASHAV.

The Office of the Science Advisor points out that development of an innovative research program is a lengthy process. It takes years for skilled researchers to create links among researchers from different countries and for management systems to be established. Individual projects usually require several years to complete, and follow-up efforts and collaboration of several projects are required to make a sustained impact on development.

Nonetheless, results of some research projects are beginning to demonstrate the value of the program.

For example, a recent conference funded by SCI brought together developing country and Israeli experts on bacterial diseases of agricultural pest insect species. Dr. Joel Margalit, a grantee who discovered *Bacillus thuringensis israelensiss* (BTi) that causes a disease among mosquitoes, organized the conference. The researchers found that results of using BTi to control mosquitoes that transmit malaria and other tropical diseases were encouraging.

Another project involves the collaboration between the Weizmann Institute of Sciences in Israel and the International Potato Center in Peru. Funding has enabled Esra Galun to study the application of biotechnology to breeding improved potatoes.

Using a technique called protoplast fusion in which cells of two different species of plants can merge and form cells that have nuclear DNA from one species and organelle DNA from the other, a plant known as a cybrid is created. Galun's research seeks to create cybrids that have the disease and insect resistance properties of wild potatoes and the good taste and high-yielding properties of commercial potatoes.

The program may establish lasting links between scientists and find solutions to serious problems in developing countries.

His research may also help develop useful varieties of potatoes that produce true seeds. If potatoes could be sexually propagated through true seeds, agronomic improvement of varieties could take place more rapidly, reducing viral disease problems and simplifying planting. Hybrids that grow with exceptional vigor might also be produced, benefiting farmers in the United States as well as in developing countries.

In a different area, Naomi Balaban and her colleagues at the Weizmann Institute of Sciences have been collaborating with A.R. Njogu of the Kenyan Trypanosomiasis Research Institute. They have been working with microtubule associated proteins (MAPs) in trypanosomes, the agents of African sleeping sickness. Microtubules are structural elements found in cells.

The team hopes that by working with MAPs found close to the cell membrane, they can find ways to interfere with processes involving trypanosome MAPs that do not interfere with corresponding mammalian processes.

Success in this effort might then lead to more effective strategies for preventing or treating sleeping sickness.

The researchers already have succeeded in developing a trial vaccine based on knowledge of these proteins. The results are very preliminary but scientifically important and technologically promising.

The results from these and other projects illustrate a combination frequently found in Israeli science–high levels of technical sophistication and a practical approach to the solution of real development problems.

U.S.-Israel Cooperative Development Research Program

Year	Number of Projects	Funding Cost In Millions
1985	14	2
1986	33	5
1987	35	5
1988	27	4

As this modest program of cooperation is continued, it is possible that the collaboration will establish lasting links between Israeli, African, Asian and Latin American scientists and find solutions to serious problems in developing countries.

A new preproposal competition will be held with Jan. 15 the deadline for receipt of the three-page preproposals. Developing country scientists are encouraged to submit preproposals from their institutions and select Israeli collaborators to complement their skills. Guidelines for submitting preproposals have been distributed to all missions. Grants of under $200,000 cover participants for the life of the project.

–John Daly

Energy Training Assists Guatemalans

As concerns grow about the cost, safety and environmental impact of generating energy, developing countries are being helped to increase their fuel consumption efficiency. The Agency's Energy Training Program (ETP) is one such effort that assists developing country government agencies and private sector organizations to provide training necessary for more effective use of limited energy resources.

"The participants learned from seasoned practitioners how to extract the most kilowatt hours from a barrel of scarce fuel."

Since the beginning of its predecessor program in 1981, nearly 1,000 professionals from virtually all USAID-assisted countries have been trained by ETP in a variety of fields related to energy–from coal handling to national energy planning. Most of the training has been conducted in the United States and, thus, has had the added benefit of exposing participants to American customs, values and philosophies.

Toward the end of 1988, the Institute of International Education facilitated ETP's design and implementation of a new on-site training program in Escuintla, Guatemala. Personnel were trained to operate and properly maintain a critical government-owned and -operated power plant in Guatemala. Instructors, provided by an electric utility affiliate of Florida Power and Light, conducted the training entirely in Spanish and used training materials specially prepared in that language.

The training program was considered successful for a number of reasons. Although the participants were not able to "see" the United States first hand, they learned from seasoned practitioners how American utilities are run and how to extract the most kilowatt hours from a barrel of scarce fuel. Good management practices were introduced and discussed along with technical data such as fundamentals of power plant chemistry and maintenance procedures.

Safety and environmental considerations, areas that have become increasingly important and controversial in developing countries, were new concepts to the participants. The training stressed the benefits of operating accident-free, environmentally sound power plants.

The training also proved useful in labor relations. Professional engineers shared the classroom experience with senior technicians who are shop foremen in the union, thereby giving each group a better understanding of the other's working concerns and modes of operation.

Participation in the training program by personnel from a nearby privately operated plant was seen as an additional benefit. Those participants contributed to the classroom discussions. A tour of the private plant was arranged for the government-employed participants.

Through the program, senior management of the country's electric authority were made more aware that the problems facing the plant were not technical but a reflection of overall poor management and institutional breakdown. The process of developing and delivering the course helped management to see many of the causes of difficulties in the system.

Although a single training course could not remedy all of Guatemala's energy sector ills, it contributed to the development of a more rationally managed and reliable electric generating system that is crucial to economic and social advancement.

–Marcia Packer

Training Addresses Computer Security

With USAID employees waking up to the security risks involved in office automation, the Agency is providing training to help them be more computer-security conscious.

A system crash that causes the loss of a weeks' work with no backup diskettes; accounts that won't reconcile because of data tampering; entire hardware configurations that are stolen during the night–these computer security problems really happen, and the individual user is ultimately responsible.

In passing the 1987 Computer Security Act, Congress responded to the fact that, for all their convenience, computer systems are harder to safeguard and control than the hard copy documents they are replacing. Along with every other federal agency, USAID is carrying out this legislation with a series of staff training programs for managers, operators and users of the Agency's automated systems.

The Office of Information Resource Management (IRM) and the Training Division of the Office of Personnel (PM/TD) have teamed up in this effort. They have conducted or arranged training for 500 Agency employees on the common vulnerabilities of, threats to and possible safeguards to protect costly information resources. Further, training sessions of 2 1/2 hours are planned for the fall. IRM and PM/TD have also produced a training video tape and trainee workbook on automated data processing that will be distributed to all missions.

Carolyn Eldridge, contracting officer in the Office of Procurement, took an Agency computer security course and says she has shared what she learned with her staff. "In the course, they taught us to put information into the computer in such a way that it could not be accessed by anyone else," she says. "They taught us to store information on diskettes that could be secured or wiped clean once the information is no longer needed.

"The Procurement Integrity Act had just been implemented, and I had particular concerns about securing information on competitive evaluations, which should never be released before the contract has been awarded. I've been in procurement for 23 years, and I have seen what can happen if information is accessed or accidentally released before it should be."

Guidelines to safeguard the functioning and security of computer systems range from the prosaic (not putting ashes or fingerprints on diskettes) to the practical (always backing-up text on the computer by copying it onto diskettes) to the procedural (handling with care area security, passwords and other aspects of access control and accountability).

"What we are teaching is really common sense, added to the necessary information on what the major risks are and how to handle them," says John Jessup, branch chief of administrative and special training in the Training Division of the Office of Personnel Management. "It comes right down to the individual employee, who is, under the law, ultimately responsible for what happens to his equipment, software and automated information on the computer.

We are trying to help Agency personnel avoid the loss of data and security risks."

–Bill Devany, Agency computer security officer

Service Awards Approved

President George Bush has approved the Senior Foreign Service (SFS) Distinguished Service Award for two SFS officers and the Meritorious Service Award for 11 SFS officers. The awards are based on a sustained high level of performance for a three-year period.

The Distinguished Service Award is for $20,000 and the Meritorious Service Award is for $10,000.

Officers receiving presidential awards cannot also be recipients of Agency awards for the same rating cycle.

Those officers approved for presidential awards are removed from the Agency awards list, and alternates are moved onto the list. Selection for the Agency award is based on performance for the rating period June 1, 1987, to March 31, 1988.

The presidential and Agency award recipients are listed as follows:

SFS PRESIDENTIAL AWARD RECIPIENTS

Distinguished Service Award

Henry Bassford *James Norris*

Meritorious Service Award

Timothy Bork *Calvin Martin*
James Donnelly *David Merrill*
John Hicks *Kevin O'Donnell*
Jay Johnson *William Oliver, Jr.*
Mary Kilgour *Samuel Taylor*
Frederick Zobrist

SFS AGENCY AWARD RECIPIENTS

James Anderson *William Miller*
Terrence Brown *William McCluskey*
Leslie Dean *Bruce Odell*
Paul Guedet *William Rhodes*
John Lovaas *Charles Weden, Jr.*
Harold Lubell *William Wheeler*

Conference Generates FS Job Inquiries

Nineteen agency employees from the central and geographic bureaus, the Offices of Personnel Management, the Office of Equal Opportunity Programs and the Office of Small and Disadvantaged Business Utilization represented USAID at the 1989 National Urban League Conference in Washington, D.C., last month.

The Office of Equal Opportunity Programs coordinated the Agency's participation in the "Showcase for Commitment to Equal Opportunity," an exhibits program designed to allow both private and public organizations to demonstrate their commitment to equal employment opportunity. Approximately 200 corporations and federal agencies sponsored exhibits, consulted with applicants for employment and distributed information.

The recruitment staff of the Office of Personnel Management submitted copies of Foreign Service employment vacancies to the Job Opportunity Showcase, a computerized job bank sponsored by the National Urban League. Persons seeking employment were given this information and referred to the USAID booth.

Several hundred people visited the booth during the four days to inquire about employment opportunities, and approximately 200 signed the register requesting additional information about employment in the Foreign Service.

HOTLINE

EOP has established a hotline to provide counseling to USAID employees on any aspect of sexual harassment in the workplace. Counselors can be reached at 663-1341.

SURVEY INDICATES WORKSHOP PREFERENCES

During Women's History Month in March, the Federal Women's Program disseminated a questionnaire asking USAID employees to express their concerns and areas of interest for future programs and workshops. Below are the results of the survey.

Agency employees said it is difficult for them to find time to attend programs because of their heavy workloads. They prefer that programs be held at lunchtime and would like programs to be held in Rosslyn. Most employees said they would attend programs that presented successful women in the Foreign Service or in political positions. Career enhancement workshops and the development of a mentor program were also popular ideas among the employees.

When asked for comments on workshops focusing on health issues, over 60% of the respondees said they would like the Agency to sponsor programs on stress management. Other health issues included breast cancer, smoking and nutrition. Most employees who responded to the survey would like to attend workshops on employment and personnel issues.

As a result of the survey, the Federal Women's Program sponsored workshops on breast cancer and on the personnel application and placement system.

Plans for the Federal Women's Program include workshops on stress management and additional programs on USAID's performance evaluation system for both personnel systems.

EOP COORDINATES NAACP CONVENTION PARTICIPATION

The Office of Equal Opportunity Programs recently coordinated the Agency's participation at the 80th Annual Convention of the National Association for the Advancement of Colored People in Detroit, Mich.

Agency employees from the Office of Equal Employment Opportunity Programs and the Recruitment Office attended the conference and answered questions about USAID programs and career opportunities.

Under the theme, "80 Years Later the Struggle Continues," the convention included discussions on such issues as "Stopping the Plague of Drugs in America: Is Legalizing the Answer?," "Employment Opportunities in the Federal Government" and "Public Sector Fair Share/Economic Development."

Among the featured speakers were Vice President Dan Quayle, Secretary of Housing and Urban Development Jack Kemp, Detroit Mayor Coleman Young and National Education Association President Mary Hatwell Futrell.

–Voncile Willingham

Agency Sends $10 Million in Food to Haiti

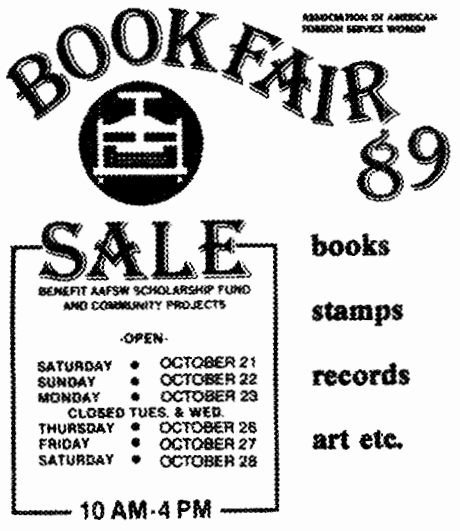
The governments of the United States and Haiti have signed an agreement granting Haiti $10 million in U.S. food aid.

Except for anti-narcotics and disaster assistance following Hurricane Gilbert in 1988, the agreement represents the first direct U.S. economic aid to the Haitian government since the failed elections of November 1987. Humanitarian aid to the Haitian people through non-governmental organizations has continued.

Under terms of the Food for Peace agreement signed in the Haitian capital of Port-au-Prince, the government of Haiti will receive approximately 45,000 metric tons of U.S. wheat, which it will sell on the local market. Proceeds from the wheat's sale will be used to finance jointly agreed upon development projects.

The aid will finance a number of labor-intensive projects, including construction and repair of roads, improvement of public health services, small business development, literacy, food production and rehabilitation of irrigation systems.

Congress approved the new aid in recognition of continuing progress by the interim government of General Prosper Avril toward free elections and the establishment of an elected civilian government and cooperation with the United States in narcotics interdiction efforts.



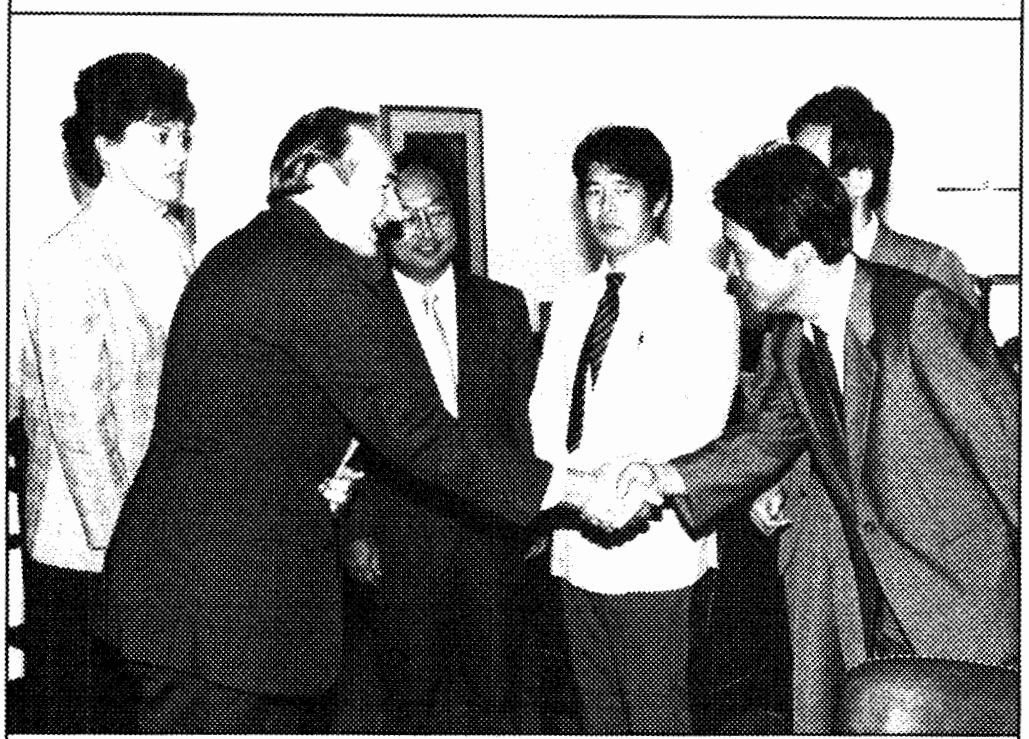
Thousands of books, stamps, coins, paintings and collector's items from around the world will be on sale at Bookfair '89.

The annual event of the Association of American Foreign Service Women will begin with Family Night Oct. 20 from 5 to 8 p.m. There will be entertainment for the children in the Dean Acheson Auditorium at 5:30 p.m., and the cafeteria will serve a special family menu from 3 to 7 p.m.

Bookfair will open to the public from 10 a.m. to 4 p.m. Oct. 21-23 and Oct. 26-28 at the 23rd St. entrance of the State Department.

For more information, call the Bookfair office at 223-5796.

USAID BRIEFS



USAID, JICA EXPLORE COOPERATIVE VENTURES

William Wheeler (foreground, left), director of the Office of Development Programs for the Bureau for Latin America and the Caribbean, greets Yoshinari Oshima (foreground, right), assistant resident representative of the Japanese International Cooperation Agency (JICA) at an August meeting in Washington, D.C. Also present are (from left) Toni Christianson-Wagner, assistant director, Office of Central American Affairs; Akira Hara, development specialist, Research Institute for International Cooperation; Ryozo Hanya, senior officer in charge of Central America, JICA; and Teizo Igarashi, resident representative, JICA. After their Washington visit, Hara and Hanya visited the Regional Office of Central American Programs (ROCAP) in Guatemala for an informational exchange. Hara will remain at ROCAP until the end of October, visiting other bilateral missions in the region, becoming familiar with regional institutions and exploring possible U.S.-Japanese cooperative ventures.

'PRESS CONFERENCE USA' INTERVIEWS EDELMAN

Acting Administrator Mark L. Edelman (right) is interviewed on Voice of America's (VOA) "Press Conference USA." Conducting the interview are (from left) Neal Lavon, VOA program director; Sarah Williams, VOA English to Africa Services; and Fred Brown, VOA senior correspondent. The program's topic was "New Directions and Challenges for the U.S. Foreign Assistance Program in the 1990s." Edelman emphasized that structural adjustments are necessary to achieve sustainable economic growth. He stressed the need for governments to change official policies that hinder trade, the private initiative of citizens and privatization of state-run utilities and companies. The program, which had an international listening audience of more than 30 million, was beamed to both developing countries and the donor nation community.

Project Offers Filipino Teens Opportunities

Some 3,000 actual and potential Filipino high school drop-outs will benefit from vocational and technical education programs offered under an $800,000 joint project of the Agency, Coca-Cola Bottlers Philippines and the Educational Research and Development Assistance Foundation, Inc.

The foundation will design and carry out the educational programs while USAID and Coca-Cola will provide the financial backing.

The vocational and technical education programs will be available to youngsters in their own communities throughout the Philippines. The school also will assist graduates of the program in finding jobs.

USAID is providing the funds under its Enterprise in Community Development Project, which encourages the participation of businesses in community development by matching in cash a private company's cash or in-kind contributions.

Through the Enterprise in Community Development Project, USAID has provided over $2.2 million this year for projects that range from health and day care services to assistance for micro-enterprises.

IN MEMORIAM

LOUIS GATTONI

Louis A. Gattoni, 80, a retired horticulturist for the Agency, died May 25 after a brief illness.

Gattoni joined USAID's predecessor agency in 1945 and served at overseas posts in Honduras, Paraguay, Panama, El Salvador and Korea. He retired in 1971.

Gattoni is survived by his wife, Vera, and two sons. Condolences may be sent to Mrs. Louis Gattoni, 69 La Palma, Newbury Park, Calif. 91320.

ELLYN MUIRHEAD

Ellyn C. Muirhead, a retired Foreign Service secretary, died of an acute asthma attack at George Washington University Hospital in Washington, D.C., June 12. She was 63.

Muirhead worked for several federal agencies before joining the Agency's Foreign Service in 1968. She served in Vietnam from 1968 to 1974. She also was assigned to Panama before settling in Washington, D.C., until her retirement in 1976.

Muirhead is survived by three sisters and a brother. Condolences may be sent to her sister, Barbara Rayton, 1240 Venture Out, Mesa, Ariz. 85205.

Group Studies Bangladesh Flood Problems

Last August and through September, the world read news stories and watched television clips of the Bangladeshi people enduring the worst floods to hit their country in 100 years. Some 2,000 people died, and millions were left homeless as water from three powerful rivers–the Brahmaputra, the Ganges and the Meghna–submerged two-thirds of the impoverished nation.

The horror was magnified by the fact that Bangladesh is victim to these floods every year–floods that ruin crops, devastate villages, cause diseases and leave countless dead.

After providing $4.5 million in emergency relief assistance through the Office of U.S. Foreign Disaster Assistance (OFDA), the Agency continues to play a leading role in international efforts to provide flood control and drought-season water management strategies for Bangladesh. U.S. flood-related assistance to Bangladesh for fiscal 1989 has totaled over $40 million.

The Bangladesh mission executed OFDA grants to support the relief programs of U.S. private voluntary organizations working in Bangladesh. In addition, the Bureau for Asia and the Near East (ANE) provided $10.5 million in excess of the fiscal 1989 operating budget to support a reconstruction and preparedness program for Bangladesh.

That effort involves a $5.5 million buy-in to a U.N. Development Programme (UNDP) disaster management and preparedness program that will help improve the ability of the government of Bangladesh and non-government organizations to respond to a range of emergencies. It includes $2 million for re-equipping damaged electrical installations, $2 million to set up a surveillance system in cooperation with Helen Keller International to track the need for health care during emergencies, and $1 million to flood-proof warehouses holding supplies.

In addition to on-the-spot initiatives, the Agency is at the forefront of efforts to develop strategies that will mitigate the flooding problem for the long-term.

Last October, President Reagan signed the Bangladesh Disaster Assistance Act of 1988. The act specified that not less than $100 million in local currency generated under Food for Development agreements with Bangladesh should be used for disaster relief.

The act also called on the president to submit a report to Congress within six months of signing the law on the efforts of international organizations and governments to develop a regional program for the Ganges and Brahmaputra basins that will ensure "an equitable and predictable supply of water in the dry season" and "promote better flood control mechanisms to mitigate in the mid-term, and prevent in the long-term, floods as severe as the 1988 floods in Bangladesh."

The people of Bangladesh cope with flooding every year as water from three major rivers overflow, threatening their lives, homes, crops and livestock.

Just before that law was enacted, the Agency formed the Eastern Waters Working Group, chaired by John Pielemeier, director of ANE's South Asia Office. The working group, which consists of representatives of USAID and the State Department, has coordinated the U.S. response to the long-term issue of flood control in Bangladesh.

"This has been an excellent example of how several USAID and State offices can successfully work together on a problem with major developmental and highly sensitive political ramifications," observes Pielemeier. "The working group also spent an extraordinary amount of time developing contacts with other key donors such as the World Bank and Japan–contacts that have been very productive in developing harmonious positions on key planning issues."

The working group also commissioned the Irrigation Support Project for Asia and the Near East to prepare the Eastern Waters Study, which was presented to Congress on April 30. The study recommended:

- pursuing immediately available actions, including flood preparedness and flood-proofing within Bangladesh;
- avoiding single solution approaches such as constructing large embankments;
- intensifying groundwater study and use;
- encouraging and supporting Bangladesh and India to share hydrological and meteorological data; and,
- broadening the analysis of engineering projects to include more substantive economic, environmental and social analysis.

This study along with three other analyses prepared by UNDP and the government of Bangladesh, France and Japan were discussed at international conferences, including the May meeting of technical delegations preparing for the Paris Economic Summit in July. Tony Garvey, a member of the Irrigation Support Project, and Fred Bayley, U.S. Army Corps of Engineers, represented the United States at the May pre-summit meeting.

During this conference, the World Bank was selected to take the lead in preparing an action program that will be discussed at a December 1989 donor meeting to be held in London. A Review Panel of Experts was formed, which will advise the World Bank on an action plan for the next four or five years. This panel, with Garvey and Bayley participating, met in Washington, D.C., in July to review the various proposals submitted by the United States, France, Japan, UNDP and the government of Bangladesh. They also met to identify elements that should form the basis of an integrated flood control and dry season water-augmentation strategy for Bangladesh.

These experts will meet again in Dhaka to review the first draft of the action plan and again in Cambridge before presenting the plan to the donors in December.

"The Eastern Waters Study has had a major impact on the direction of donor thinking about how to proceed on these issues because it presents a balanced and thorough assessment of the issues and the alternatives in a realistic political context," observes Garvey. "The pressing need now is to devise a strategy for the next five years that is consistent with the difficult situation in Bangladesh but clearly directed toward the strategic goal of mitigating the damaging effects of annual flooding."

Meanwhile, the group of seven heads of state attending the July economic summit issued a communique supporting efforts to ease the flood problems of Bangladesh: "We stress that the urgent need is for effective, coordinated action by the international community in support of the government of Bangladesh in order to find solutions to this major problem which are technically, financially, economically and environmentally sound."

ANE launched the Eastern Waters Initiatives (EWI) as a second step in the process of technical and policy review that began in 1988. The EWI will offer technical support and analysis to agencies and institutions dealing with water resource management in the Ganges and Brahmaputra basins on the Asian sub-continent. In concert with the respective USAID missions, the governments of Bangladesh, India and Nepal and other donors, the EWI program will respond to recommendations from the Eastern Waters Study, focusing on areas that reflect U.S. strengths in specific technical and analytical areas.

Managed by the Irrigation Support Project's Technical Support Center located in Rosslyn, EWI will provide technical assistance for data collection, planning and analysis; promote technical and scientific exchange and collaboration; and fund priority technical, environmental, social and economic studies.

"Initial responses from the government of Bangladesh agencies and selected donors are favorable to U.S. assistance, especially in the areas of river basin networking, flood management studies, geographic information systems and irrigated agriculture research and data collection," says Raymond Renfro, USAID/Bangladesh agricultural development officer. "EWI activities will fill critical gaps in analysis or expertise, complementing or stimulating the work of other donors and drawing on U.S. water resource management experience and technology."

Under the guidance of the Eastern Waters Technical Task Force, the Irrigation Support Project will develop the Eastern Waters Initiatives program in detail. To date, the Agency has allocated $3.7 million for EWI.

"The main challenge ahead is to work to capture the benefits of the vast regional water resources of the Brahmaputra and Ganges River basins for agricultural development–not just to lessen or prevent floods as severe as those of 1988," says Alan Hurdus, deputy director of ANE's Office of Technical Resources, who chairs the task force.

–N.S. Peabody, III, senior water management specialist in ANE/TR/ARD and project officer for the Irrigation Supply Project for Asia and the Near East, and Peter Muscato, research analyst, ANE/TR/ARD

WHERE? IN THE WORLD ARE USAID EMPLOYEES

RETIRED

Lou Ann Baudrand, AFR/TR, secretary, after 21 years
Hasan Hasan, COMP/FS/R/AIDW, supervisory project development officer, after 20 years
Clyde Laursen, USAID/Egypt, associate mission director, after 37 years
Richard Podol, Uganda, mission director, after 28 years
Neal Riden Jr., PPC/EA, financial economist, after 16 years
Dorothy Shirley, PFM/FM/A/AD, financial operations specialist, after 30 years
Flora Tanji, Egypt/IS, secretary, after 29 years

Years of service are USAID only.

REASSIGNED

Hawthorne Aida Angeles, PFM/FM/PAFD/C/F, financial management officer, budget/accounting, to financial management officer financial analyst, PFM/FM/CMP/LC
Thomas Anklewich, RIG/A/I/Singapore, supervisory auditor, to auditor, IG/PSA
Gordon Bertolin, Kenya, supervisory project development officer, to project development officer, AFR/PD
John Blackton, Philippines, deputy mission director, to deputy assistant administrator, AA/ANE
Richard Blue, COMP/FS/DS, deputy mission director, to supervisory general development officer, ANE/TR
Dan Blumhagen, S&T/HP/POP/FPS, population development officer, to Ghana
Robert Bonnaffon, PFM/FM/WAOD, supervisory financial management officer, to supervisory financial management officer, budget/accounting, PFM/FM/A
Gerard Bowers, LAC/DR, supervisory general development officer, to AID representative, Mexico
Robbin Burkhart, COMP/FS/ENTRY/T, financial management officer, financial analyst, to financial management officer, budget/accounting, Haiti
John Burns, IG/PPO, auditor, to project development officer, AFR/PD/SWA
Julius Coles, AFR/CCWA, supervisory regional development officer, to mission director, Senegal
John Coughlin, PFM/FM/WAOD/BA, supervisory financial management officer, budget/accounting, to financial management officer, budget/accounting, PFM/FM/A
Audrey Doman, PFM/FM/A/OE, budget/accounting analyst, to accountant, PFM/FM/WAOD/OAD
Sharon Epstein, Bangladesh, supervisory health/population development officer, to supervisory program officer, AFR/EA/SSED
Kimberly Ann Finan, RDO/Caribbean, supervisory project development officer, to program officer, AFR/SA/BLS
Tamra Halmrast, PFM/PM/CSP/PSPB, personnel staffing specialist, to disaster operations specialist, OFDA/AE
Michael Jordan, COMP/FS/R/AIDW, population development officer, to supervisory health/population development officer, ANE/TR/PHN
Pamela Mandel, Mauritania, health development officer, to health/population development officer, AFR/TR/HPN
Kifle Negash, COMP/FS/ENTRY/T, program economics officer, to agricultural economics officer, Zaire
Amy Nolan, PRE/H/UPP, supervisory housing/urban development officer, to program officer, RDO/South Pacific
Thomas Putscher, PFM/FM/ASD, financial management officer budget/accounting, to supervisory financial management officer, PFM/FM/CMP/DC
Curtis Reintsma, AFR/PD/SWA, project development officer, to agricultural development officer, Lesotho
William Riley, Jordan, project development officer, to program officer, ANE/MENA/T
Karl Schwartz, ANE/EA/TA, program officer, to supervisory program officer, ANE/DP/PA
Alexander Shapleigh, ANE/SA/B, program officer, to private enterprise officer, LAC/PSA
Lorraine Simard, Costa Rica, supervisory program officer, to program officer, LAC/CEN
Aaron Williams, LAC/PSA, private enterprise officer, to regional director, RDO/Caribbean
Stephen Wingert, LAC/DR/RD, supervisory agricultural development officer, to deputy mission director, Guatemala

PROMOTED

Norma Aguilar-Tomas, S&T/EN/EY, secretary typist
Marcia Denise Banks, COMP/CS/COOP, student training typist
Bruce Boyer, RIG/A/I/Dakar, auditor
Aleksandra Braginski, Morocco, IDI project development officer
Lois Bundy, PFM/FM/CMP/DC, clerk typist
Charlene Chase, PFM/FM/P/AR, accounting technician
Barbara Clary, Malawi, secretary
John Cogdill, IG/RIG/A/I/Dakar, supervisory inspector
Illona Kazimi Countryman, ANE/TR/HR, program operations assistant
Timothy Cox, IG/RIG/A/I/Tegucigalpa, auditor
Anthony Deleo, IG/RIG/I/W, inspector
Dwayne Dixon, COMP/CS/COOP, student training accountant
Josette Babette Foster, PMF/FM/A/PNP, clerk typist
Jeanetta Gardin, PFM/FM/PA/AR, accounting technician
Sharon Marie Halvosa, COMP/CS/COOP, student training accountant
Linda Handon-Davidson, OIT/SIM, program analyst
Catherine Harrington, LAC/DR/EST, secretary
Georgene Hawe, AA/PFM, secretary
Phillip Holt, IG/PPO, auditor
Sarah Hurst, FVA/PVC/CS, program operations assistant
Yen Le, COMP/CS/COOP, student training accountant
Herman Lee Jr., S&T/MGT, information analyst
Kenneth Lee, PFM/FM/LM/GP, clerk typist
Jerome Lewis, IG/RIG/I/W, inspector
Randy Lucas, COMP/CS/COOP, student training accountant
Deborah Marie Mahoney, COMP/CS/COOP, student training accountant
Barbara Martin, PPC/CDIE, program analyst
Maryann McCrea, PFM/FM/FS, systems accountant
James McGunn, IG/RIG/A/I/Singapore, inspector
Lotus Mills, AFR/MGT/MISR, secretary
Antonio Monserrate, IG/PSA, auditor
Yoma Moody, ANE/PD/SA, clerk typist
Patricia Neal, PFM/FM/PPB, payroll clerk/typist
Sharon Nichols, PFM/FM/BUD, budget analyst
Kim Dung Oldham, Afghanistan, secretary
Camilla Reene Palmer, COMP/CS/COOP, student training typist
Adrienne Perry, PFM/FM/CMP, clerk typist
Susan Kay Porter, COMP/CS/COOP, student training accountant
Wendy Reddick, COMP/CS/R, clerk typist
Pike Reynolds IV, COMP/CS/COOP, student training accountant
Grace Ann Robey, PFM/FM/P/AR, accounting technician
Phillip Rodokanakis, IG/I/IS, inspector
Sheldon Schwartz, IG/RIG/A/I/Tegucigalpa, auditor
Elaine Scott, ANE/TR/ARD/APNE, clerk typist
Latonya Sims, COMP/CS/COOP, student training accountant
Etta Jane Smith, PFM/PM/TD, clerk typist
L.M. Smith, M/SER/MO/RM, support services supervisor
Orelia Smith, S&T/HP/POP, secretary typist
Lucy Sotar, PFM/PM/TD, supervisory employee development specialist
Joseph Strassberger, PFM/FM/PPB, payroll clerk/typist
George Urban, IG/RIG/A/I/Nairobi, inspector
Lisa Welch, PFM/PM/TD/PMT, employee development assistant/typist
Linda Whitlock, Guatemala, IDI administration
Bertha Wimbish, Indonesia, executive assistant

MOVED ON

Stephen Abrams, LEG/CL
Lisa Arnold, PPC/MFI
Regina Austin, ANE/SA/B
Jerald Bailey, S&T/HP/POP/R
Gary Barnett, M/SER/IRM/AS
Sheldon Bulkin, M/SER/OP/COMS/O
Nina Terrell Campbell, COMP/CS/R
Bonnie Yen Dong, Philippines
Makeba Dukes, S&T/FA/AGR/RNRM
Patricia Leanne Farris, COMP/CS/R
Weston Fisher, Somalia
Josette Babette Foster, PFM/FM/A/PNP
Aileen Fukuda, M/SER/OP/W/MS
Christina Garbacz, COMP/CS/R
Mildred Garcia, PFM/FM/A
Lavenia Holland, AFR/CCWA/SIGNE
Sanda Huffman, Burma
Phyllis Jones, Egypt
Renee Sandra Jones, ANE/PSDS
Thomas McKay, AA/FVA
Zemoria Nickson, COMP/CS/R
Victoria Schneider, PFM/PM/FSP/RSS
Patricia Irene Smith, AFR/EA/IOS
Reaver Louise Taylor, M/SER/MO/RM/AP
Gary Lee Theisen, S&T/HR/ED/DES
Matthew Venzke, IG/SEC/PS/SC
Clayton Vollan, S&T/HP/POP/IT
Carmell Weathers, PFM/FM/WAOD/CAC

–TV Specials–

Development professionals may be interested in viewing the following programs offered in October by the Public Broadcasting System.

"America's Century," a six-part series to air Tuesdays at 10 p.m. beginning Oct. 24, looks beyond the events of the past to identify the factors that influenced America's foreign policy in the 20th Century.

"The Cowboy in Mongolia," profiles an Oregon rancher living on a remote commune on the steppes of Inner Mongolia. The rancher is working on a pilot project aimed at stopping the destruction of the steppes' grasslands by nomadic herders and their stock. The program airs Oct. 9 at 10 p.m.

On "Nature," "The Great Rift" follows the great African rift, a fault line along which the continent is being torn apart.

The three-part series, which airs Sundays at 8 p.m. beginning Oct. 8, provides a visual feast of African wildlife.