

## USAID REPORTS: HOUSING AND URBAN DEVELOPMENT

Presented below are abstracts of recent reports on housing and urban development. Copies of these reports and other current research studies, sector analyses, special evaluations and state-of-the-art reports describing a broad spectrum of international development experiences are available from USAID's Center for Development Information and Evaluation (CDIE). A complete listing of citations and abstracts of reports available from CDIE can be found in the quarterly CDIE Journal, A.I.D. Research and Development Abstracts (ARDA). The goal of ARDA is to transfer development and technical information to active practitioners of development assistance. To obtain copies of the reports listed below or highlighted in a recent issue of ARDA, write to PPC/CDIE/DI, Attn: ARDA, Room 209, SA-18, or call CDIE User Services at (301) 951-9547.

### Urbanization in the LDCs: the challenges and the opportunities in the 1990s and beyond.

U.S. Agency for International Development.

Bureau for Private Enterprise, Office of Housing and Urban Programs, Washington, DC

20 Sept 1988, 15p : charts, En

Prepared for Administrator's task force report on development

Document Number: PN-ABB-425

Third World urbanization is a massive and irreversible phenomenon demanding the attention of donors and host countries alike. In USAID-assisted countries alone, urban populations will grow over 200%—from 743 million to 2.4 billion—by 2025, with the economic burden falling on the least urbanized and lowest-income countries. Deficits in jobs, shelter, and infrastructure, as well as associated problems of health and environment, will tax the generally weak and inefficient abilities of both central and local governments to manage and finance needed improvements. To maintain current conditions through the end of this century, urban management capacity must increase by 65%. On the positive side, urban centers contribute over 50% of developing countries' GDP's and thus provide opportunities for national growth and development.

An urban policy response should be based on the following guidelines. (1) Urbanization must be viewed as a major "engine" of economic and social development. (2) The framework for urban strategies should be the entire range of human settlements from the largest city to market towns and villages. (3) Urbanization should be financed not by massive subsidies but by the wealth created in urban places. (4) Coping with urbanization must be a joint effort of the public and private sectors. (5) Urban policy and practices must reflect developing country trends, not western models.

Broad areas of USAID involvement are, first, the urban economy, jobs and productivity and, second, shelter, land and infrastructure.

### Role of urbanization in national development: bridging the rural-urban divide

Mason, John P.

U.S. Agency for International Development, Bureau for Program and Policy Coordination, Center for Development Information and Evaluation, Washington, DC

A.I.D. program evaluation discussion paper, no.27 July 1989, ix, 43p. + attachments: charts, statistical tables, En

Document Number: PN-AAX-221

Since the late 1960s, USAID and much of the donor community have adopted rural-based development strategies—often deemphasizing urbanization or even considering it as a problem. This paper discusses the importance of urbanization in overall national development, with a specific focus on rural-urban links. It is argued that urbanization in developing countries falls along a continuum of two extreme theoretical types: Type I, in which urbanization contributes to national economic growth; and Type II, in which it is coincident with inadequate growth and even underdevelopment. Generally, countries in the Near East share characteristics of Type I; sub-Saharan African countries share characteristics of Type II, while Asian and Latin American nations share a mixture of both types.

According to the report, rural-urban links in Type I urbanization actively contribute to dynamic market systems, while links in Type II environments fail to create opportunities for increased employment or income generation. In reaction to the usual separation of rural and urban planning, an analytical framework to rural-urban linkage development, called ARULINKED or "Are You Linked?," is developed based on the Agency's 15 years of experience trying to capture and channel energies that reinforce both rural and urban development.

This framework examines patterns of migration, backward linkages, off-farm employment, urban poverty and mega-city growth.

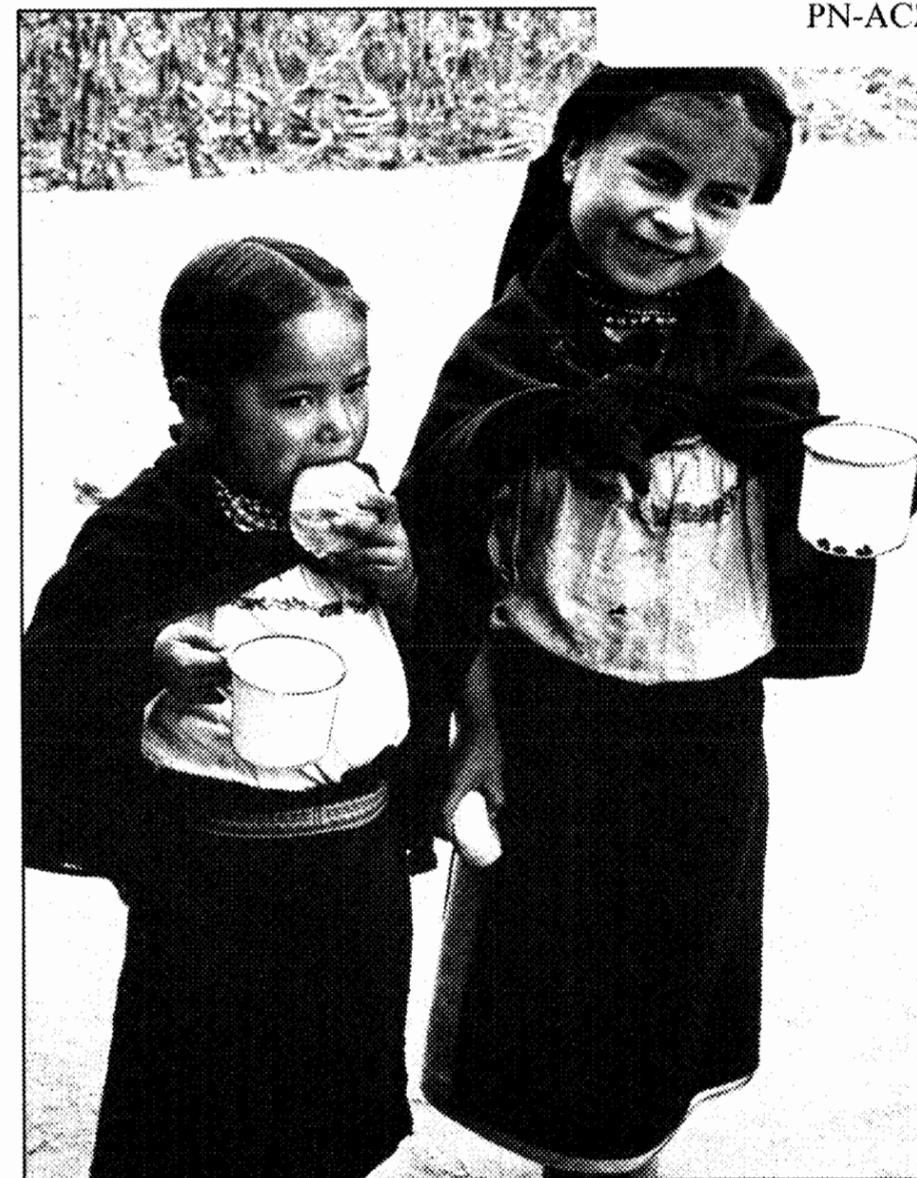
# FRONT LINES

THE AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

NOVEMBER 1989

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

PN-ACZ-567



**President Presents End Hunger Awards**  
**CFC Aims for Another Record Year of Giving**  
**Africa Success Stories Highlighted**

## President Bush Recognizes Hunger-fighters

by Jane Sevier Johnson

**A**lthough the battle against hunger is as old as mankind, today between 450 million and 1 billion men, women and children still suffer from malnutrition. Each year, 13 million to 18 million people die as a result of hunger and poverty. Every day, 35,000 die of hunger-related causes. Every minute, 25 people die of hunger, 18 of them children under the age of five.

Yet, each day thousands of people join forces against the scourge of hunger, devoting their time, talents, resources and lives to the goal of defeating this ancient foe. USAID honored 12 of those individuals and organizations Oct. 16 for their efforts to end world

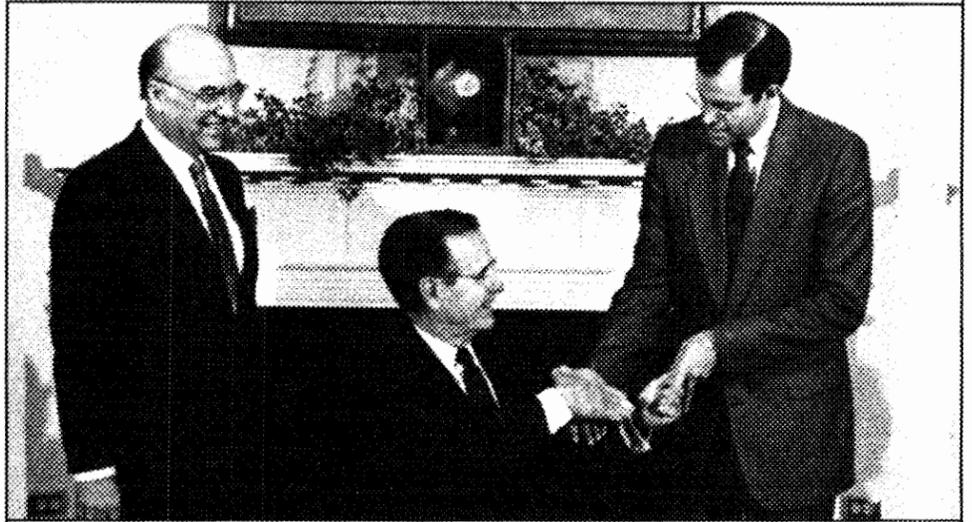
hunger.

The 1989 Presidential End Hunger Awards were presented at the Old Executive Office Building on World Food Day. World Food Day was begun in 1979 to mark the 1945 founding of the U.N. Food and Agriculture Organization (FAO), which aims to eliminate hunger by improving production and distribution of agricultural products and by promoting rural development.

Before the awards ceremony, President Bush met privately with the award recipients at the White House.

"I can't tell you how honored I am to meet the End Hunger Award winners—12, if you will, of 1,000 points of light who are bringing hope to the hungry," said Bush. "You've all heard me say before that from now on in America, any definition of a successful life must include service to others.

"By that standard," he continued, "the people I've just met with in the Oval Office are the kind of success stories to inspire us all. Each of us can make a difference, right in our



After signing a proclamation marking World Food Day Oct. 16, President Bush receives expressions of appreciation from Acting Administrator Mark L. Edelman (right) and Secretary of Agriculture Clayton Yeutter. Before the signing ceremony, President Bush met with the Presidential End Hunger Award recipients.

own neighborhoods and on the other side of the world as well.

"I know this is a proud moment for all of you, but I'd like to single out the five award winners who are not here:

- Ambassador Alan Woods, the administrator of USAID who cared so deeply, working until the very end of his life to help the world's hungry;
- Congressman Mickey Leland,

(continued on page 4)

## Crash Kills IG Auditors

**T**wo USAID employees were killed and a third critically injured in the Oct. 22 crash of a Honduran aircraft.

Robert Hebb and Rolando Barahona, auditors for the Agency's Regional Inspector General's Office in Tegucigalpa, were among the 131 people authorities say died when the Boeing 727 crashed into a mountainside shortly before it was scheduled to land in the Honduran capital. A third auditor, Eugene Van Dyke, is in critical but stable condition in the Brooks Air Force Base burn unit outside San Antonio, Texas.

Hebb, Barahona and Van Dyke were returning to Honduras after a trip to San Jose, Costa Rica, where they were conducting a routine audit of a USAID project to help improve the Costa Rican judicial system.

Hebb was on his first assignment for the Agency after coming from the Department of Health and Human Services (HHS) in 1985. Before serving at HHS (from 1977 to 1984), he worked for the Interstate Commerce Commission. Hebb is survived by his father, Thomas, his brother, Theodore, and his sister, Helen Taylor. He was 43.

The 63-year-old Barahona was a Foreign Service National who worked in the Agency's Controller's Office in Honduras from 1963 to 1984 when he became the resident auditor for the Regional Inspector General's Office. He is survived by his wife, Argentina, and their four children.

Van Dyke, 41, has been with the Agency since 1984 and in Honduras since 1985. Before joining USAID, he was a supervising management auditor for the General Accounting Office.

—Daniel McLagan

## Agency Kicks Off CFC Drive for 1989

— Ceremony Honors History of Giving —

by Nancy Long

**O**ne out of three of our neighbors in the Washington, D.C., metropolitan area is receiving some kind of service from one of the 1,040 agencies listed in the 1990 Combined Federal Campaign (CFC) catalog.

With this in mind, the Agency proudly recognized both its past CFC accomplishments and took on its new fund-raising goal during the 1989 CFC Awards Ceremony and 1990 Kickoff Rally at the State Department Oct. 12.

During the combined event, USAID received laurels for surpassing its goal last year and revved up for another opportunity to help those in need. The Agency's 1989 campaign collected \$378,000 — \$90,000 more than its goal.

Frank Marchand, executive director of the CFC, presented awards for the "tremendous job the Agency has done for the combined campaign."

A "Special Recognition Award" was presented to the late Administrator Alan Woods in appreciation for his "inspirational leadership in the 1989 CFC." Marchand said Woods was a strong supporter of the federal campaign.

Marchand also presented the Agency with the CFC Chairman's Award, which honors agencies that average \$100 or more in contributions per employee with at least 75% participation.

As he accepted the awards, A. Raymond Love, counselor to the Agency, said, "The fact that the

Agency and the administrator's office did so well last year is a tribute to Alan's leadership as well as a tribute to all of you who worked on the campaign.

"I'd like to express my appreciation for the Agency and my gratitude to all who worked on this rather amazing achievement," he added, noting that last year the Agency had the largest per capita contribution to the CFC of any other agency in town.

"The CFC is another example of what is good in federal service," Love continued. "President Bush particularly has supported the spirit of volunteerism. For those of

us who have spent our careers working to help the people of developing countries, it is an opportunity to lend our help to the people in the United States through the CFC. I'm pleased to see that we're able to do as good a job for them as we have done for people overseas."

Love said that the significant aspect of the CFC "is not just the amount we give as individuals or as an Agency but that we work as a group."

Looking at the Agency's record of giving to the CFC, Marchand pointed out that in 1983, 32% of the

(continued on page 10)

## New Administrator Named

**P**resident Bush announced his intention to nominate Ronald Roskens, former president of the University of Nebraska, to become the new administrator of USAID. Roskens, 56, would assume the post left vacant since the death of Administrator Alan Woods in June.

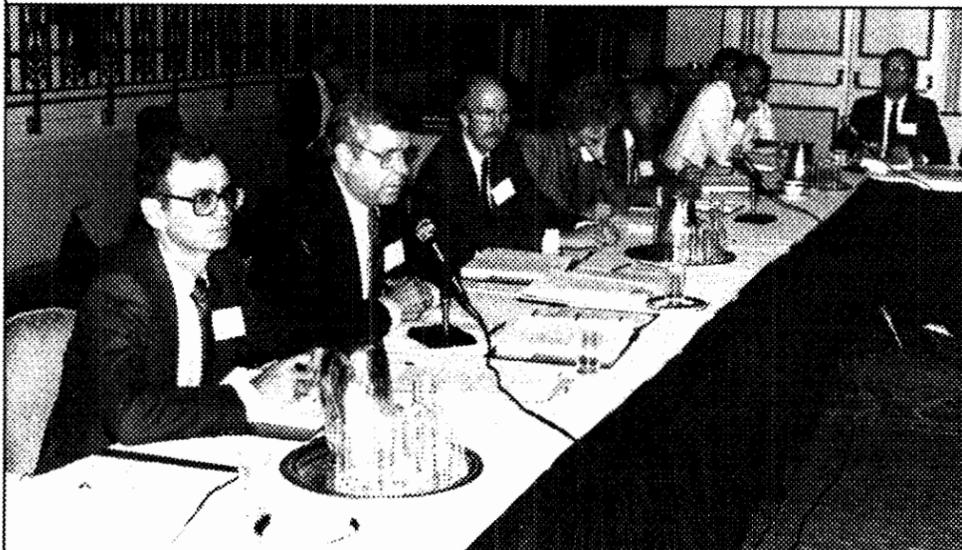
Deputy Administrator Mark L. Edelman, who has served as the Agency's acting administrator since Woods' death, called Roskens an "excellent choice" following the Nov. 1 announcement.

Roskens has served in a number of capacities at the University of Nebraska and at Kent State Uni-

versity. He also was elected chairman of the American Council on Education in 1984.

Roskens has pioneered exchange programs in the People's Republic of China and Afghanistan and has negotiated on behalf of the University of Nebraska for USAID and U.N. contracts. Among these was a \$30 million agreement to help provide educational services to Afghanistan and to Afghan refugees in Pakistan, which was the largest contract in the university's history.

Before assuming his new position, Roskens must undergo an FBI background check and be confirmed by the Senate.



Development professionals attend a seminar cosponsored by USAID entitled "Including the Excluded: Extending the Benefits of Development."

## Seminar Focuses on Economics

Economic growth and equitable distribution of income, the twin problems of Third World development, are the topics of a series of seminars, sponsored jointly by USAID and the Sequoia Institute.

The series, "Including the Excluded: Extending the Benefits of Development," is directed at scholars and development professionals with an interest in economic development issues.

The series, now in its fourth year, has attracted a diverse audience of development experts and academicians. Participants have included economic consultant Eliot Berg, former professor of economics and director of the Center for Research on Economics Development at the University of Michigan; Hernando de Soto, president of the Peruvian-based Institute for Liberty and Democracy; and Anne Krueger, professor of economics at Duke University and former vice president for economics and research at the World Bank.

"We hope that the seminars will stimulate greater and more sustained interest in the economic growth of developing countries," says Richard Bissell, assistant administrator for the Bureau for Program and Policy Coordination.

"So far we've been quite pleased," says Neal Zank, project manager for the seminar series. "The interest has been high, and the quality of discussion has been quite good."

The most recent seminar on Oct. 20 compared banking and financial systems problems in Chile and Texas, both of which have had significant impact on regional economies. In the 1980s, participants said, prolonged declines in world commodity prices, combined with prolonged rising world interest rates, led to a number of bank failures throughout both the developed and the developing world.

Important issues discussed at the seminar included the relationship between politics and economics in helping to understand highly complex and distressed financial systems, as in Chile and Texas, and how the transition from heavily regulated financial systems to largely deregulated systems, a char-

acteristic common to both Texas and Chile, may have contributed to the instability of the banking systems in both places, says Zank.

Previous seminars have discussed topics such as the role of taxes and quasi taxes in stimulating or slowing development in less-developed countries, the role of trade and less-developed countries in the international economy, and ways to extend the benefits of development to populations that, in the past, have failed to benefit from economic growth.

Three more seminars are planned, extending through fiscal 1991.

## Ethics Quiz

*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:** T. Hanks Giving, a USAID employee, is attending a training conference run by an Agency contractor. Part of the conference is a "rubber chicken" luncheon where there is a speaker. T. Hanks is worried because he remembers something about employees accepting free food and entertainment from contractors. Can he gobble while he listens?

**A:** Yes, he can. His goose is not cooked (but one hopes the chicken is). The regulations do prohibit accepting food from contractors without paying. But in this case, the Agency has paid for the lunch as part of the training program, so he is not accepting a gift of free food. Consequently, he can have a happy T. Hanks Giving!

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**Cover Photo:** The many efforts of individuals and organizations to end hunger in the United States and around the world were recognized during the Agency's annual World Food Day Presidential End Hunger Award Ceremony. Four Agency employees were honored posthumously for their contributions to the cause.

by Daniel McLagan

A USAID program that makes affordable textbooks available to Central American university students was called "a spectacular success" by members of an independent evaluation team contracted by the Agency to review the program's progress.

Peter Davis, president of Development Associates, which conducted the evaluation, said that of the more than 40 evaluations his firm conducted for USAID in fiscal 1989, "this was by far the most successful project I have seen."

The \$12 million, five-year Regional Technical Aid Center II

*"Professors... had been teaching the same material they themselves had learned 15 or 20 years ago."*

(RTAC-II) project provides low-cost, U.S.-origin, Spanish-language textbooks in technical and scientific fields to university students in five Central American countries. Under contract to Aguirre International, the project also aims to counter the presence of Soviet textbooks supplied to the region in large numbers for the past decade. Without an equivalent U.S. program in place, students seeking quality textbooks tended to see the Soviet Union as the world's source of technology development.

Davis said that the project was a success, not only in terms of its objectives, but also in ways unantic-

# Books Help Central American Students

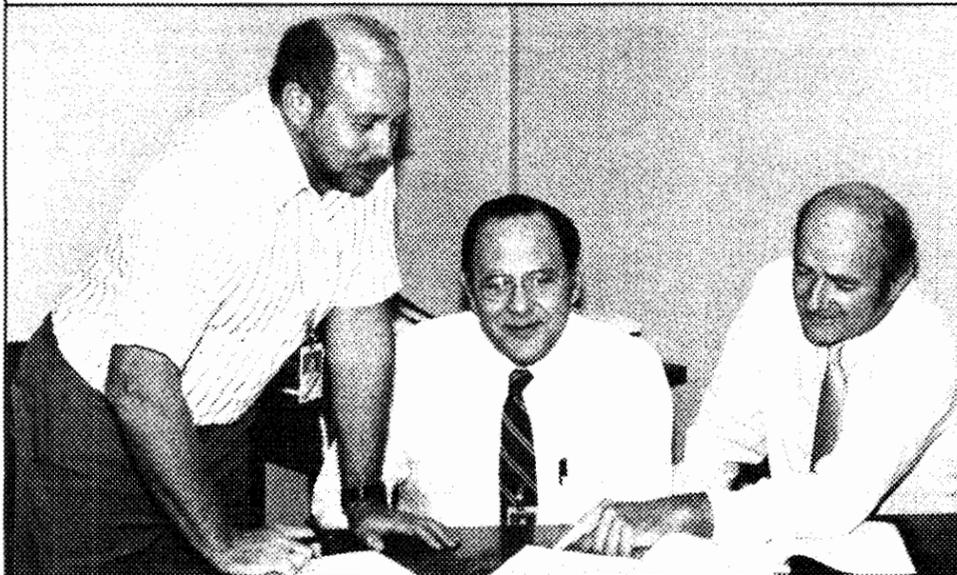
ipated. Among these was a marked change in attitude toward Americans on campuses affected by RTAC-II.

"The warm reception we received on the campuses we visited was a remarkable experience for anyone who remembers the reception an American would have received just a few years ago," said team member Allen Hansen. "I think RTAC-II can take a great deal of the credit for this change."

The high regard for the project held by professors, students and university administrators was expressed by the newly-elected president of the Honduran National

University Student Federation who called the program "magnificent, a great help to students—I only wish it included additional fields like law and economics." He went on to say that professors who, for lack of modern texts, had been teaching the same material that they themselves had learned 15 or 20 years ago were now modernizing their courses around the new RTAC-II material.

While evidence found in the study shows that the vast majority of students assisted by RTAC-II are from the lower economic classes, some students are so poor that they cannot afford even the average



(from left) Tony Vollbrecht, RTAC-II project manager; Leo Garza, deputy chief of the Education and Human Resources Office of the Latin America and the Caribbean Bureau; and Joseph Carney, chief of the Education and Human Resources Office, discuss the RTAC-II book project.



A worker in a bookstore points out the number of RTAC-II materials available to students.

Dominican Republic (given the system currently in place, this could be done at a relatively low cost); and,

- expanding the number of disciplines covered by the RTAC-II texts to include social, economic and political sciences if additional funds are forthcoming to ensure that project resources aren't spread too thinly to be effective.

The team cautioned against transforming RTAC-II into a program financed and operated by the private sector (the printers, distributors and bookstores) because such an action would "work against the political and educational objectives of the United States," according to Davis. This is because the price of the books would rise, and the credit and praise the United States currently receives for the program could be lost.

The evaluation team also made recommendations for ensuring a smooth transition if, at some point, funding had to be reduced. Chief among these would be the establishment of a Central American Council to supervise the purchase and distribution of standardized texts because transportation and per-unit costs are the two largest determinants of final book prices. The team recommended that USAID finance the operations of the council.

The main concern of the evaluation team, as well as those directly involved with the program, was that USAID may not extend RTAC-II funding beyond its scheduled expiration in 1991. This, in their opinion, could end the goodwill the program has generated toward the United States in the region and jeopardize receptivity to other mission programs.

Davis and Hansen were joined by their Development Associates colleagues Wilbur Knerr and team leader Earl Jones, Carney and RTAC-II Project Director Rene Greenwald at a presentation of the evaluation's findings before USAID officials Oct. 13 in Washington, D.C.

## RTAC-II PROGRAM EXCEEDS GOALS

The goals for the Agency's five-year RTAC-II project, which provides affordable textbooks to Central American university students, already have been exceeded with two years still left before the project's completion. The following examples were provided by Development Associates, which conducted a recent evaluation of the project for USAID.

Project Goal	Goal Status
30% increase in use of U.S. texts	300% increase
10% increase in sales of RTAC texts in bookstores	1,000% increase in sales of RTAC texts
10% increase in displays of materials in bookstores	more than a 100% increase with 11 additional stores selling books
Increased ratio over Soviet sales	Ratio increasing at over 100% per year
Increased availability of books to students	All except very isolated universities can obtain books

The project anticipated the sale of 500,000 books during its five-year lifetime. To date RTAC-II has shipped over 560,000 books. If, as suggested in the evaluation, textbooks covering new subjects are added, demand could increase 30%.

\$6.05 textbook. The evaluation team learned that with a little ingenuity, these students still could benefit from the USAID program. According to one student: "Even at the low [RTAC] price, we cannot afford books for all of our classes so friends get together, pool our money and buy one text for each of our classes. Then, at night we get together, read the chapters out loud and discuss them."

Joseph Carney, chief of the Education and Human Resources Office of the Bureau for Latin America and the Caribbean, initiated the evaluation as a mid-project study to assess to what degree RTAC-II was accomplishing its goals and to determine whether renewal of the project in 1992 would be warranted. He also wanted to analyze steps that could be taken toward self-sufficiency and institutionalizing the program.

In light of its findings, the evaluation team made several recommendations to USAID, including:

- extending RTAC-II for a minimum of five years past its scheduled completion date in 1991;
- providing additional funding to expand the project to countries such as Ecuador, Peru, Bolivia and the

# Hunger

From page 1

people here in Washington and back in Mickey's home town and mine, Houston, and the starving children in Ethiopia will never forget this man and his great love and compassion; and, of course,

- Tom and Roberta Worrick and Gladys Gilbert, who lost their lives on the way to the Ethiopian refugee camps with Mickey Leland.

"The End Hunger Awards underscore a simple fact about America. We are a compassionate people, a nation of neighbors and neighborhoods, and America will never sleep well so long as a single man, woman or child goes to sleep hungry or homeless...or hurt. Hunger cuts across all nations and people—black, white, brown. Every time you feed a family—even a single man, woman or child—along with nourishment, you give them dignity and hope.

"I salute the winners of the End Hunger Awards, and with that salute goes the gratitude of the nation to each of you for answering the call to provide this most basic of needs. Because of you, we are one step closer to a world without hunger."

Acting Administrator Mark L. Edelman opened the awards ceremony that followed the meeting with the president.

"By turning the focus of America's foreign aid on programs that encourage economic growth, we not only help end hunger, but we also

lasting and unique contributions to end hunger," Allen said. "Both Connie and I are proud to be part of this tribute to people who have made ending hunger their highest personal priority."

There were five winners of the **Government/Legislative Award.**

Rep. Bill Emerson (R-Mo.), vice chairman of the House Select Committee on Hunger, was cited for his leadership in seeking solutions to chronic hunger and malnutrition in the United States and abroad. He has been credited with playing a critical role in expediting lifesaving aid to thousands of people who faced death from starvation in the Horn of Africa during the droughts and famines of the mid-1980s.

Earlier this year, Emerson went with a congressional delegation to conflict areas in Sudan and Ethiopia to ensure that food was delivered to refugees before seasonal rains closed the roads. The effort helped save an estimated 100,000 lives. As a senior member of the Agriculture Subcommittee on Domestic Marketing, Consumer Relations and Nutrition, he helped craft the Emergency Hunger Relief Act of 1988.

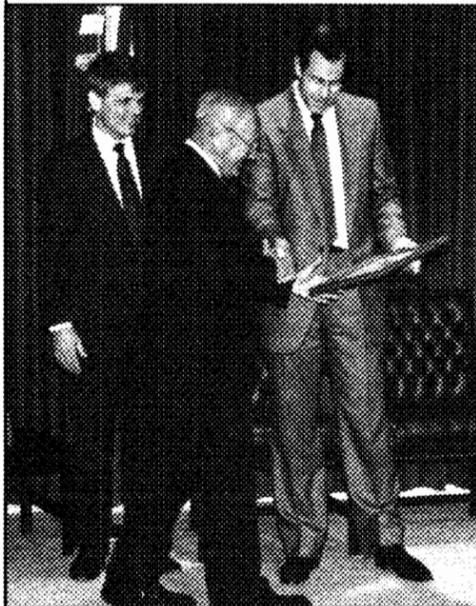
Among the Americans killed with Rep. Mickey Leland (D-Texas) when the plane they were on crashed in Ethiopia Aug. 7 were three Agency employees—Gladys Gilbert, Thomas Worrick and Roberta Worrick.

Gladys Gilbert was a special projects officer in Ethiopia responsible for U.S. drought relief pro-

situation that contributed greatly to the U.S. drought response. She was cited for her exemplary work overseeing the emergency relief efforts of various donors.

The Worrick's son, Rafael, received the award on their behalf.

Julia Taft, former director of the Agency's Office of U.S. Foreign Disaster Assistance, was honored for her rapid mobilization of U.S. disaster relief efforts—particularly in Ethiopia, Somalia and the Sudan in the mid-to-late 1980s—and for organizing an international campaign that saved millions of acres of



**As he receives the Educator Award, President of Tufts University Jean Mayer (center) is congratulated by Acting Administrator Mark L. Edelman (right) and Acting Assistant Administrator for External Affairs Jim Kunder.**

cropland in Asia and Africa from threatened devastation by locusts and grasshoppers.

Receiving the **Corporate Presidential End Hunger Award** was Chevron Corporation, recognized for lending its support and experience to international efforts to stave off massive starvation in southern Sudan, the site of a continuing civil war.

Among other actions, the company made available its airfield and refueling facilities at Muglad in central Sudan to support a 90-day airlift of food to the besieged town of Aweil, where 65,000 people had gathered. Chevron installations scattered throughout the conflict zone played an important role in averting thousands of deaths from starvation.

Richard Metzke, president of Chevron Overseas Petroleum Incorporated, accepted the award.

In recognition of his work to feed the hungry, Maurice "Mickey" Weiss was honored with the **Individual Achievement Award.**

A wholesale produce merchant in Los Angeles for more than 40 years, Weiss realized that large quantities of perfectly edible but not saleable food were thrown away each day at the Los Angeles market because the produce was too ripe to pass the 10-day shelf life requirement for delivery to supermarkets. In 1987, he established and funded the Los

Angeles Charitable Distribution Center at the Los Angeles Wholesale Produce Market. Since it opened, the center has distributed to the needy 7,225 tons of fresh produce that would otherwise have been thrown away—produce worth about \$8 million.

Jean Mayer, president of Tufts University, received the **Educator/Scientist Presidential End Hunger Award.**

Mayer was chairman of the first White House Conference on Food, Nutrition and Health in 1969 and was instrumental in establishing the nation's food stamp program, subsidized school lunch programs and food labeling regulations. At Tufts, he founded the first U.S. graduate school of nutrition.

A member of the Nutrition Division of the U.N. Food and Agriculture Organization, Mayer also has been a consultant to the World Health Organization and UNICEF and has led technical missions on various continents.

The late Administrator Alan Woods was honored posthumously with a **Special Recognition Award** for his leadership in the fight against hunger.

Woods, who died of cancer in June, served at the Agency from 1987 until his death. As administrator, he directed massive humanitarian and disaster relief efforts to help developing countries while seeking better ways to foster the long-term development necessary to improve living standards. Also noted in Woods' citation were his efforts to integrate better the Agency's food and agriculture programs.

The award was presented to Woods' widow, Cameron.

Also recognized with a **Special Achievement Award** was the group Hill Staffers for the Hungry and Homeless. Founded in 1986, the organization seeks to improve the lives of the Washington, D.C. area's hungry and homeless.

Begun as a food and clothing collection drive, Hill Staffers encourages congressional employees to volunteer at shelters and soup kitchens. As a result of the volunteers' efforts, dozens of bags of donated food and clothing are picked up from Capitol Hill each week. In 1988, the group successfully distributed nearly 2,000 books to homeless children living at the Capitol City Inn. They also gathered to harvest fields at four area farms, providing hundreds of pounds of surplus vegetables to area soup kitchens.

Ben Field, one of the founders of Hill Staffers for the Hungry and Homeless, accepted the award.

The **Private Voluntary Organization/Cooperative Award** went to Volunteers in Overseas Cooperative Assistance (VOCA). VOCA was cited for translating the spirit of American voluntarism into action in developing countries.

Under the aegis of its Cooperative Assistance and Farmer-to-Farmer programs, VOCA sends experienced senior cooperative

(continued on page 5)



**(from left) Rep. Benjamin Gilman (R-N.Y.) looks on as Rep. Bill Emerson (R-Mo.), vice chairman of the House Committee on Hunger, receives the Government/Legislative Award for his work to end hunger from entertainers Connie Stevens and Steve Allen.**

help end the causes of hunger," said Edelman. "Through economic growth, we can eliminate poverty and the symptoms of poverty such as hunger and sickness.

"Those who work to end hunger deserve special thanks and special recognition...They know that individual involvement, individual commitment, individual contributions to greater causes...can make all the difference in the world."

Entertainers Steve Allen and Connie Stevens introduced the award recipients in each of the eight categories.

"We are...honoring...individuals and groups that have made deep,

grams, as well as programs to control locusts and assist refugees and orphans. Gilbert was recognized for her efforts to ease the suffering and despair of the Ethiopian people and refugees fleeing the ravages of drought and war in the Sudan and Somalia.

Gilbert's husband, Michael Cairney, accepted the award.

Thomas Worrick was the acting USAID representative in Ethiopia; Roberta Worrick was a monitor of U.S. food relief stocks in Ethiopia. He was cited for volunteering to serve in Ethiopia when drought and the prospect of famine surfaced and for providing analyses of the food

# American Farmers Volunteering Expertise

by Clyde Linsley

In the process of developing one of the most productive agricultural sectors in the world, American farmers have become experts in virtually the entire range of agricultural activity from farm to market.

Putting this expertise to work beyond America's borders is the purpose of the Farmer-to-Farmer Program. Funded by USAID, the program is carried out by a Washington-based volunteer organization known as VOCA (Volunteers in Overseas Cooperative Assistance).

VOCA President Donald Cohen says, "We offer a very cost-effective way to have a substantial development impact with USAID's target group."

The program, the brainchild of Rep. Douglas Bereuter (R-Nebr.), grew out of a provision in the 1985 Farm Bill, which directed that the program receive up to one-tenth of 1% of annual P.L. 480 (Food for Peace) availabilities.

Since its beginning, the program has operated in 44 countries, and volunteers have carried out more than 200 individual projects. The projects cover most, if not all, of the agricultural landscape: livestock care, field crop cultivation, poultry and fish production, food processing, farm credit, marketing strategy and agricultural extension, among others.

An independent evaluator asked by USAID to study the program concluded that the cost of providing

technical assistance through the Farmer-to-Farmer Program was 40% to 50% lower than it would be if the same assistance were provided by technical service firms.

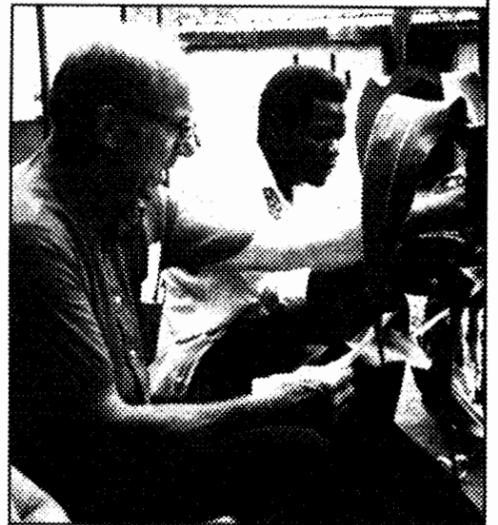
"Increased incomes on sample farms alone were at least double the cost of the entire Farmer-to-Farmer Program," the evaluator noted.

The Farmer-to-Farmer Program was one of several VOCA activities that led to the organization's selection for a 1989 Presidential End Hunger Award in October.

The award cited VOCA for "vision, initiative and leadership in the effort to achieve a world without hunger." The citation noted, "The 150 years of American experience in cooperative business enterprises has created a tremendous reservoir of experts. These experts have transferable talents in improving incomes of farmers and other producers of goods and services and in reducing the cost of what they buy—farm supplies, electricity, consumer goods and housing."

The Farmer-to-Farmer Program was custom-made for the sort of activity in which VOCA already was engaged: providing short-term technical assistance to overseas cooperatives, governments and organizations at the grassroots level.

Organized in 1970 by a group of U.S. cooperative leaders, VOCA is modeled on the highly successful International Executive Service Corps, which taps the talents and experience of business executives to assist struggling entrepreneurs in developing countries. The VOCA



**VOCA volunteer William Stewart of Iowa teaches a young farmer in Cote d'Ivoire about maize production and disease control.**

approach is to apply the same principles to the widespread cooperative community, which includes agricultural cooperatives, employee credit unions, housing and rural electric cooperatives.

Traditionally, more than two-thirds of its projects involve working with agricultural cooperatives, says VOCA Vice President Joan Leavitt, and most of its volunteers have come from the agricultural community. The Farmer-to-Farmer Program permitted VOCA to increase substantially its direct farm involvement.

Farmer-to-Farmer projects originate with a request from a developing country organization—generally a cooperative or other farmers' association, though sometimes from the government. Once a project is accepted, VOCA's staff matches the appropriate volunteer to fit the specific need identified by the host organization.

"If we determine that it's a viable project, and we can find the right volunteer to send, it's usually a turnaround of only two or three months," says Leavitt.

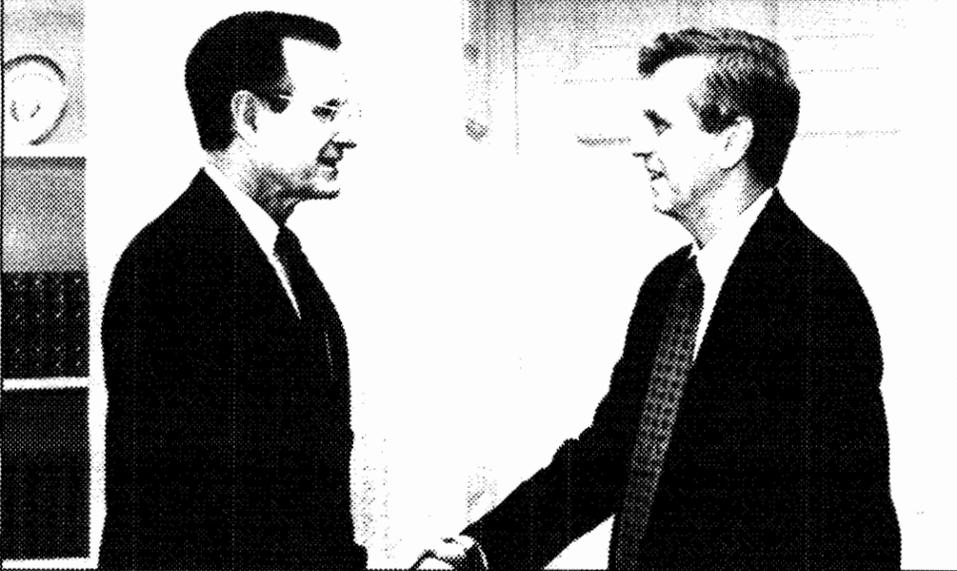
All volunteer placements are short-term, most lasting no more than 90 days, some lasting no more than 20. The brevity of the placements requires that measurable results be demonstrated relatively quickly, which reflects the high quality of volunteers recruited.

"Our people are hard-working, experienced people, and they don't go out there with the idea of being entertained," says William Brands, VOCA program coordinator.

As a recent USAID cable about VOCA activities in Thailand put it: "Probably the secret to the success of VOCA volunteers is the fact that they are indeed volunteers more interested in assisting others, visiting new lands, observing new cultures than in making more money."

There is, apparently, no shortage of available volunteers. In fact, says Brands, one of VOCA's biggest problems in selecting volunteers is in determining which of several

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**President George Bush congratulates VOCA President Donald Cohen for the organization's cost-effective development efforts.**

## Hunger

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executives and agricultural experts overseas as volunteers to provide short-term technical assistance to cooperatives, private sector agricultural enterprises and government agencies in developing countries. Since its founding in 1970, VOCA has completed more than 800 projects in more than 75 developing nations.

VOCA President Donald Cohen received the award on behalf of the organization.

Actor Ted Danson, who was honored with the **Celebrity Award**, has helped persuade the three major television networks to join in the Prime Time to End Hunger initiative through which the networks will feature prime-time shows dealing with hunger, homelessness and poverty during the same week in December. The initiative aims to link 100,000 new volunteers with opportunities to make a difference in their communities and around the world.

Star of the popular television series *Cheers*, Danson also was national chairman for World Health Day, speaking on the global cam-

paign to immunize the world's children against polio, diphtheria, measles, whooping cough, tetanus and tuberculosis by the year 2000. He is a director of Futures for Children, a New Mexico organization that sponsors education and self-help programs for American-Indian children. He also founded Oceans, an organization that focuses on global environmental concerns.

Fritz Attaway, senior vice president of the Motion Picture Association of America, accepted the award for Danson, who was unable to attend the ceremony.

The late Rep. Mickey Leland, a founder and former chairman of the House Select Committee on Hunger, was honored posthumously with a **Lifetime Achievement Award** for his efforts to eliminate world hunger.

Coauthor of legislation to establish the House Select Committee on Hunger, Leland was appointed chairman when the committee was created in 1984. Under his leadership, the committee was in the forefront of domestic and international hunger issues. In 1984, he led a bipartisan congressional delegation to drought-ridden Ethiopia to assess conditions and

relief operations. The result was a massive infusion of food aid.

Leland also introduced the first legislation addressing the needs of the homeless; helped expand Medicaid benefits and the Special Supplemental Food Program for Women, Infants and Children; introduced legislation to set up farmers' market demonstration projects in low-income neighborhoods; and worked to improve access to federal assistance programs.

The representative's widow, Alison, received the award.

"The achievements of today's award recipients have brought us much closer to our goal, but we are still far from that goal," said Steve Allen in closing the program. "In the years to come, we can make personal, national and international decisions that will ensure that our children and the world's children... will have an opportunity to live in a world without persistent hunger, disease and poverty."

"If we remember the example of today's recipients of the Presidential End Hunger Awards, it will be much more likely that we will make the right decisions."

The award recipients also were honored with an evening reception at the Library of Congress.

# Conference to Set Global Education Agenda

by Daniel McLagan

The most ambitious effort in three decades to set a global agenda for education will culminate in an international conference in Bangkok, Thailand, next March.

The World Conference on Education For All, sponsored by the World Bank and three United Nations organizations (UNESCO, UNICEF and the UNDP) and co-sponsored by USAID, comes after decades of concern regarding the adequacy of basic education in developing countries. It is expected to have a profound impact on education assistance priorities into the next century.

"I've been working on education policy and education assistance issues for more than 20 years, and I have never perceived an opportunity for change as powerful as this," said Frank Method, social sector division chief in the Bureau for Program and Policy Coordination (PPC).

The conference is a response to the grim reality of over 800 million illiterate adults world-wide and 100 million children with no access to primary education. In light of these

statistics, the conference is expected to advocate an approach to the problem on two levels: the provision of acceptable primary education for school-age children, including equivalency programs for those past school age, and the teaching of basic skills and knowledge to adults so that they may improve their quality of life.

The 1980 World Development Report summarized the growing

*"I have never perceived an opportunity for change [in education] as powerful as this."*

body of empirical evidence on the impact of basic education. According to Method, the benefits of an improved educational system in the developing world include increased acceptance of family planning and family health as well as improved economic productivity and wider participation in democratic institution building.

USAID currently provides over \$80 million annually for education improvement, with major projects in 15 countries, and works with the World Bank and other donors on large-scale education programs.

"Developing human resources is key to economic development in any country," said Assistant Administrator for PPC Richard Bissell.

"Without opportunities for education and life skills, individuals and nations will remain handicapped in the struggle for economic and social progress and democratic freedom."

According to Bissell, there have been promising signs in recent years with school enrollments rising from 25% to about 70% in Africa and south Asia and 90% or more in other regions.

But, he added, "the averages mask great differences in educational access and quality between and within countries." For example, he said, in Zimbabwe primary school enrollment is over 95%, while in Mali comparable enrollment is only 16%.

Approximately 1,500 delegates from some 160 countries will be involved in the conference. Delegations will include finance, planning and education ministries, private

voluntary organizations and eminent individual educators. Delegates from the United States will represent state and local school boards, teachers' organizations and private sector employers as well as federal agencies such as the Department of Education.

USAID will participate at three levels. As one of the conference co-sponsors, it is represented on the steering committee, which will shape the agenda and encourage widespread participation in the development and review of background papers for the event.

The United States joins Canada on the conference's North American working group, which is planning a forum in Boston Nov. 6-7 to review conference papers and plan exhibit themes for Bangkok on North American education approaches and lessons. The Agency is also participating in a donor working group to discuss international cooperation and educational assistance for the next decade.

Preparations for the conference run parallel to programs highlighting International Literacy Year and the planned announcement of the findings of the U.S. Task Force on Literacy.

## VOCA

From page 5

possible volunteers offers the best fit with the specific objective of a specific project.

"There was a five-sentence blurb in the *Des Moines Register* recently," says Brands. "Out of that we got 120 corn farmers who were ready to go immediately."

Not all the volunteers are farmers or former farmers, however. Often the needs of the host country can be better served by academicians whose research in a particular field—disease control, perhaps—

*"The people we send over are by far the best ambassadors..."*

happens to coincide with the problems of farmers in a less-developed country. Agriculture extension agents may be better suited to a specific assignment, and in those cases VOCA will turn to them.

The distance between the thousand-acre farms of the Great Plains and the meager subsistence farms of less-developed countries is not merely one of miles but of decades. Rural populations in less-developed countries often are farming with equipment and methods not seen in the United States for a generation or more. In the U.S. farm community, an institutional memory of sorts can be found among farmers

who are now retired from active cultivation, whose own land has been passed on to their children, or who have lost their farms because of economic setbacks.

Even these farmers, with their lifetime of experience, may be forced to rely on memories from childhood of the practices of their fathers and grandfathers to find adequate parallels for the conditions they encounter in the field, says Brands.

"Calvin Meister, who had been a cheesemaker in Wisconsin for Bordens, Inc., volunteered to help small dairy farmers in Madagascar improve their cheesemaking operations. He saw a situation in Madagascar very similar to the conditions his father had used 50 years ago," Brands says. "He gave them ideas on how to develop better, safer cheeses. To use a parallel, he was helping them make the step from the farmhouse to a basic cottage industry."

As a result of his report at the end of the project and the encouragement of the head of the local farmers' cooperative, Brands says, the U.S. Embassy contributed \$10,000 to furnish cheese processing equipment to the farmers' organization.

A Virginia peanut farmer, during a two-week placement in St. Vincent, encountered similar technological disparities, Brands says. By demonstrating the proper planting depths and the need to compact the soil in order to retain moisture—and by developing in his own home workshop some simple planting machinery similar to that he

recalled his father using—he was able to help farmers increase peanut yields by 5% to 95%.

VOCA reports a number of such success stories. In Thailand, dairy farmer Clinton Bolton spent a month working with the Thai National Dairy Herd Training Institute, developing computer programs for herd management, advising on nutrition questions and consulting with dairy farmers throughout the country.

In Cote d'Ivoire, a group of 387 young farmers was introduced to the techniques of corn production by VOCA volunteers. At the end of the growing season, each farmer had increased his family income from about \$250 to an average of \$1,000—money that could then be used for building a school and houses, building a well, and expanding farm production by the purchase of cows and chickens, according to Leavitt.

VOCA volunteers are increasingly being asked to work at the other end of the agricultural scale—to assist small-scale agribusinesses with the development of more sophisticated operations, such as food processing, mechanization and marketing.

"We sent volunteers to Bolivia, and they came back with 55 additional requests for assistance," says Brands. "One good indication of whether a program is successful is if people want more. These things happen all the time. The program has taken off on its own."

In fact, he points out that many USAID missions are requesting additional assistance from VOCA,

which they are willing to fund through their bilateral assistance programs.

Volunteers may go abroad with some reluctance of advising farmers in fields that potentially may compete with U.S. exports, but they soon realize that subsistence farmers in less developed countries pose no serious threat of competition with the United States. Indeed, by helping raise standards of living abroad, volunteers may eventually foster additional trade with the United States, Brands says.

"The people we send over are by far the best ambassadors for foreign assistance when they come home," he adds. "They go back to their churches, and their Kiwanis Clubs, and their Lions Clubs. These are the people who sell foreign assistance."

From the standpoint of USAID missions abroad, the Farmer-to-Farmer Program offers additional advantages, says Leavitt. "Because we work so unbureaucratically, we don't cause problems for the missions. Even with buy-ins, they don't have to find people to manage the programs. Our people always call on the missions abroad, but we manage our own programs. Missions don't have to provide logistics support."

Cohen, who came to VOCA after a career at the Agency, agrees. "What appealed to me (about VOCA) is that USAID will not have additional resources over the next few years, so it has to come up with a more cost-effective way of delivering services. This is one way of doing it."

## Personality Focus

# Janet Ballantyne

by Nancy Long

On her first tour as a USAID officer in Peru, Janet Ballantyne remembers the country's newly designated public health minister requesting 50 kilometers of sheets for Peruvian hospitals.

The special request dramatized for her the desperation of the Peruvian government as it began the task of reestablishing health services for its people in 1979. "It was an exciting time coinciding with Peru's return to an elected government after an 11-year rule by military dictatorship. The Agency was very much in the forefront trying to help Peru get back on its feet," she says.

Ballantyne, now the director for the Center for Development Information and Evaluation (CDIE), says that it is the Agency's passion about what it does that separates USAID from most other govern-

After two years serving as a project development officer, Ballantyne entered the Agency's executive corps moving into the mission's deputy director slot, a position she held for three years.

"Although everyone who joins the Agency has thoughts of moving into the executive ranks, it was with some trepidation that I took the deputy job. But I'm glad I did."

Ballantyne calls Nepal a fascinating program because it represents one of the pure development missions the Agency has. "There really are few strategic interests, few political reasons for our being there," she explains. "We worked hard with the government



**Janet Ballantyne: "Management has a responsibility to set the tone of the quality and quantity of work that is done."**

**"The Agency is made up mostly of believers who nurture it and make it the kind of organization it needs to be."**

ment organizations and helped her decide to join the Agency.

Ballantyne, who was hired in 1976 as a project development officer for the Bureau for Latin America and the Caribbean (LAC), previously worked with the Agency as a personal services contractor in Peru in 1974, just after project development restrictions were lifted. "I had spent a lot of time there and knew the Peruvian ambiance very well."

Ballantyne went back to Peru in 1978. After two years working on background economics and project development, the mission director approached her about moving into management. "You probably can be a very good economist for the rest of your life," she recalls him saying, "but I want to make an executive out of you."

And so putting her into her first supervisory position, the mission director assigned Ballantyne to direct the "HEN House" (the Health, Education and Nutrition Office), a position that allowed her to work with a newly elected government faced with critical needs like resheeting hospital beds.

Ballantyne's next assignment—one that took her across the world to Nepal—represented a whole new experience. "A land-locked country, Nepal was closed off from the rest of the world until the 1950s, when it started its move toward modernization," she says.

"There is a fierce feeling of patriotism among the Nepalese. Despite the poverty, there is a spirit and a belief that their country can and will make it."

to identify areas that would make a difference in Nepal—education, child survival and resource conservation."

Nepal has severe infrastructure limitations, and Ballantyne says that there were only a few hundred kilometers of useable roads in the country when she first arrived there. "To visit some of the projects involved a walk of 30 or 40 days."

There were challenges outside of work as well. "When you live in a place like Kathmandu, frankly, despite its exotic name, there really is not a whole lot to do. So you make your own fun," she says.

And the expatriates in Nepal did just that. According to Ballantyne, there were sock-hops, spring proms and every January 1st, the Sober Bowl—the Peace Corps versus the Embassy football game. "One of the biggest thrills of my life was being the queen of the Sober Bowl for two years running," she says. "If only I had been 30 years younger."

On her next tour in 1986, Ballantyne was assigned to yet another region of the world—North Africa—to be the deputy director for the Morocco mission. "In the USAID world, I went from one of the poorest countries to one of the more developed. Morocco represented a whole new set of problems and required new ways to respond to the needs of the country. It took me about six months to move from one mind-set to the other."

A high-tech country with six Club Meds, you only have to scratch the surface to realize why the Agency has a mission there, says Ballantyne. "Despite the fact that

two or three cities serve as watering holes for the rich and famous of Europe, Morocco is still a poor country with lots of structural problems. Infant mortality is still far too high, and rain-fed agriculture needs applied research if the country is to feed itself."

Looking at what she calls the development tunnel, Ballantyne says that in Morocco you can see the light at the end. "Morocco will move into the ranks of developed countries sometime in the next 10-30 years. On the other hand, Nepal is still far back in the tunnel—you can see the light flickering up ahead, but it's a long way off," she notes.

"It's figuring out where you should be in this tunnel and what set of activities makes the most sense for a particular country that is important. For the Agency to do its job correctly, it has to craft programs so the light becomes brighter and brighter."

Her career took a new twist in June of 1988 when the late Administrator Alan Woods asked her to serve on the task force for *Development and the National Interest*, also known as the *Woods Report*. "It was a real eye-opener to see the politics of how the Agency works. The task force was composed of a handful of career people and a lot of people from the outside. I felt strongly that the insiders on the task force had an important job to play in ensuring that the outsiders knew what the Agency was all about," she says.

"We have an important job to do—economic development is one of the most crucial jobs facing any of us in this decade. And, it can work a lot better than it does. I think Woods was challenging the foreign assistance community and Congress to make it work better. In fact, if you ask any career person in the Agency, could we be doing our job better? 100% would say, 'yes.'"

Last January, Ballantyne took on her present position as director of CDIE. "In my heart of hearts, I thought I could be the exception to the rule and never serve in Wash-

ington. But CDIE—the human resources we have here and the services we can provide—make the job of delivering the development product overseas easier."

CDIE has two major "products" to offer the Agency—evaluation and information—and it is striving to improve USAID's access to and use of both. Ballantyne is concentrating her efforts on two projects: the CDIE impact evaluations and targeting publications to specific audiences. "Impact evaluations were fabulous the first two or three years after they were instituted, but then they started to hobble," she says. "Agency personnel were too far removed from the process, and the reports themselves became too detailed and technical. The guidelines state that the impact studies should read like *New Yorker* magazine articles. Involving Agency people in the studies again will help improve them."

She says that if carried out well, the series can help answer the critics of the Agency. "All too often, when Congress, the Office of Management and Budget or critics ask what we've done, we tend to tell them what we're going to do next year," she says. "I hope the impact evaluations are readable and demonstrate that something has happened in the field."

Ballantyne also has instituted the *CDIE Bulletin for Senior Managers*. "I tackled people in the corridors and asked them of all the CDIE publications that crossed their desks, how many did they read. Well, the answer was not absolute zero, but almost," Ballantyne says. Searching for a way to keep managers current, she asked one assistant administrator how many pages of a project evaluation she had time to read. The answer was one.

CDIE's solution was the *Bulletin for Senior Managers*. A one-page publication that made its debut in August, it emphasizes what actually happened and skips all the methodology.

"CDIE is also at the heart of USAID's information revolution," Ballantyne notes. "This Agency has perhaps the best information service of its kind in the government—and certainly among the international donor organizations—and I am extremely proud of the work that our Development Information Division does. The service they perform makes everyone's job easier by giving them up-to-date information on virtually any development topic."

Born on Long Island, Ballantyne grew up from the age of five in Dayton, Ohio. After high school, she went on to Cornell University, where she says, "If the truth be known, I majored in bridge. I switched majors every time a required course conflicted with my bridge schedule." After switching from English to geology to American studies, she finally discovered that no economics courses interfered with bridge playing.

After graduating in 1961,

(continued on page 13)

# Botswana Strengthens Its Market Economy

by Clyde Linsley

**T**he rains are returning to the Republic of Botswana after six years of drought and famine. Near Namibia, on the edge of the Kalahari Desert, cattle are thriving, and wildlife is coming back. Elsewhere, the nation holds its breath and waits for the promise of relief to be fulfilled.

But in the Botswanan capital of Gaborone, the government is doing more than hope. The end of the drought offers a rare opportunity to further diversify the nation's economy. The Botswana are taking advantage of it, and the United States government is helping.

"Botswana's a very special country," says John Hummon, director of the USAID mission in Botswana. "The people use their resources well. They rely on market forces. They have a good emphasis on private enterprise. They welcome responsible foreign investment. They're trying to develop a local private sector . . . Our money is well spent in Botswana."

The Agency is responding to the government of Botswana in its efforts to develop a strong private sector economy. For example, a \$1.6 million loan guarantee program provides funds to private banks to make loans to small- and medium-scale entrepreneurs. And USAID funds paid for the paving in 1984 of the Nata-Kazungula road, the nation's primary highway link with Namibia, which improves the ability of farmers and small-scale manufacturers to move their goods to market.

"The economy has been very prudently and expertly run since Botswana gained its independence in 1966," says Will Elliott, USAID project and private sector development officer in Botswana. You could call it one of the gem stones of performance in Africa."

"Gem stone" is an apt metaphor for Botswana because much of the republic's economy is based on its large supply of gem-quality diamonds, one of the largest in the world.

"We are a mineral-led economy," says Peter Mmusi, Botswana's vice president and minister of finance and development planning. "Diamond prices and other metals, such as cobalt, have done very well. The balance of trade is doing quite well. We have some government surpluses this year, and our foreign exchange reserves are also rising."

On the other hand, "there's a certain fragility to the economy since it has been based primarily on diamond growth, which is a commodity," says Elliott. "There could be swings in that commodity that could upset the strength of the Botswana economy."

As a consequence, one of Botswana's primary objectives is development of a vigorous private-sector economy. With a rapidly

growing population, the republic faces a continuing problem in providing enough work for its people.

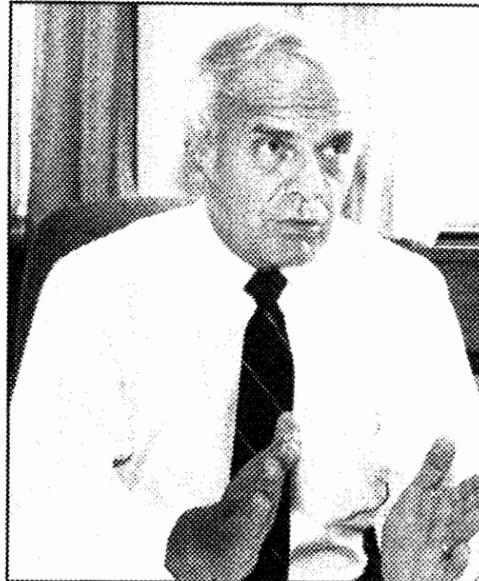
"Every Botswana is a person who would like to own cattle. This has been their primary livelihood. The Botswana are a pastoral people who are now emerging into a commercial-industrial society."

Consequently, Botswana is looking for investors interested in developing industries based on the raw materials already at hand, such as by-products of the cattle industry. "As a cattle-raising country, we have hides and skins," says Mmusi. "Any industry based on those raw materials would be welcome. But there will also be other manufacturing industries, particularly producing articles for export as we are a small population and a small market. Anything that can replace imports, or export-oriented goods—we'll be very happy to have such investors."

Meanwhile, the economic ministry is working to make the country more attractive to investors. The stable political climate is helpful because it offers assurance that an investment will be safe. Botswana also has a financial assistance policy and a liberal currency-exchange policy. To encourage foreign investment, the nation recently announced plans to streamline requirements for work and residency permits.

"Investors must be satisfied that their investments are safe," says Mmusi. "We are assuring this by creating a political climate that will be conducive to outside investors."

Tourism is another possibility for diversifying the nation's economy. About 16% of Botswana's land is designated as national park or wildlife reserve. The Chobe National Park and Moremi Wildlife Reserve are among the world's finest. A national conservation strategy is under development, and Mmusi sees tourism as being the next "engine of growth" for the nation. The national conservation strategy, says Hummon, has been



**John Hummon, mission director in Botswana: "Botswana is trying to develop a local private sector... Our money is well spent here."**

under development for five years.

"That's the way they do things in Botswana," Hummon says. "The Kotla tradition they have of sitting around in a group and trying to work out their common problems antedates Greek democracy. I think that's one of the reasons in their 22 years of independence they've had so much success in maintaining a parliamentary democratic system."

Development of a conservation policy from the grassroots level has been assisted by outside experts brought in by USAID from U.S. universities, the World Wildlife Fund, National Resources Defense Council, the Sierra Club and other sources.

A new international airport has been opened, and the Maun airport in the Okavango has been improved to make the country's wildlife reserves more accessible to tourists. A new airport at Tsane, in the center of the wildlife area, is expected to be completed next year.

"The great wildlife resources they have here can help increase income and development for the people in this country," says Hummon. "You think about Yellowstone or

Yosemite, or the Great Smokies or the Grand Canyon—well, here in Africa you think about Mount Kilimanjaro or the Serengeti, or Chobe and Okavonga here in Botswana as the type of precious resources you want to maintain."

In addition to its geographic and political problems, which stem in large measure from its proximity to strife-ridden South Africa, Botswana faces significant unemployment. "We are working on that," says Mmusi. "We are trying to create as many jobs as we can. We will try to make it easy for investors to come to Botswana and to make Botswana as attractive as we can so investors can come and create employment."

Among the investors attracted to Botswana are H.J. Heinz and Colgate-Palmolive. Elliott, in particular, is excited about the Heinz opportunity because the food giant intends to refine and produce sunflower oil, a product that could lead to new markets for Botswanan farmers.

"In the past, Botswana farmers have had no incentive to grow sunflower seeds. There hasn't been a ready market, so they've grown other crops that they could eat themselves," he says. "But with Heinz coming in, they'll need to be getting their sunflower seeds from various sources. And if the Botswana can grow enough high-quality sunflower seeds, it could be commercially attractive to this American company."

The role of USAID is, in large measure, to assist the country in developing what Elliott calls "the indigenous citizen entrepreneur." That sector, which is responsible for the growth of small, independent businesses that create most of the additional jobs in an economy, remains small. But it is growing as the traditionally pastoral labor force moves from cattle to commerce.

Another problem, not uncommon in developing countries, is what Elliott calls the "skills deficit"—a shortage of people with the skills suitable to a manufacturing and commercial, rather than a subsistence-agricultural economy. The rapid economic growth resulting from Botswana's diamond boom had the secondary effect of further increasing the need for skilled labor and general business skills.

"When Botswana became independent in 1966, there were only 35 kilometers, or about 22 miles, of paved road and two secondary schools," says Elliott. "So you could say that, in terms of development, Botswana was behind the eight ball. In a sense, it was mortgaged at the very beginning, so the government has placed a high degree of attention on education. But since the economy has grown so quickly, the skills deficit has been a very hard deficit to catch up on."

The Botswana Workforce and  
(continued on page 9)



**Michael Marlow (right) of the Bureau for External Affairs interviews Will Elliott, project and private sector development officer in Botswana, about the country's progress in private enterprise.**

by Millie Konan

Last year was a year of plenty for Joseph Vaidjo and his extended family, who farm five hectares near Salak, a town in northern Cameroon. On a portion of their land, they planted a new variety of cowpea that yielded 20 times more than ever before.

Cowpea is a favorite food in the Vaidjo family. As a high-quality protein, it makes a valuable contribution to family nutrition. But in the past, the family seldom enjoyed a surplus because insects, diseases and drought usually limited production.

Last year the Vaidjo family used a new variety of cowpea. The new variety, called uya, is known for its high yields and its hardiness. It became available after extensive testing by local agronomists working in a nearby research station.

Scientists from Michigan State University and Purdue University collaborated with Cameroonian scientists at the Institute for Agronomic Research, Ministry of Scientific Research and Higher Education in the research effort. USAID provided financial support for the research through a Collaborative Research Support Program (CRSP) and the National Cereal Research and Extension project (NCRE).

Over a five-year period, researchers evaluated more than 600 breeding lines to identify a small number with acceptable characteristics and resistance to insects and diseases. The new varieties were made available to farmers through the extension services of SODECOTON, an agency that partners private and governmental interests in the production of cotton.

Farmers have been highly motivated to adopt new varieties and follow production recommendations, says Moffi Ta-ama, technical director for cowpea research in Cameroon. During the drought of

## New Crop Varieties Big Hit in Cameroon

1984, they learned that the new cowpea varieties produced high yields in spite of difficult growing conditions. "That experience boosted demand for the new varieties," notes Ta-ama. "Farmer response was amazing. Within one year, the amount of seed distributed increased sixfold—from one ton to six tons." Since cowpea is a nitrogen-fixing plant, increased planting also benefited local soils, adding a natural source of fertilizer.



**These farmers are among 4,000 in northwest Cameroon harvesting a new variety of maize. They are achieving yields up to 80% greater than they had using traditional varieties.**

In the various regions of Cameroon, NCRE project researchers, supported by USAID funding, work with scientists from the International Institute of Tropical Agriculture and the Institute for Agronomic Research. Their efforts have had similar influence on the production of rice, maize and sorghum. In the Ndog and Mbo Plain areas, for example, 6,000 families now have rice yields that are 30-50% higher than they were five years ago. The increase comes from the use of improved varieties with better grain quality and more tolerance to local diseases.

In the northwest, farmers are achieving maize yields up to 80% higher than those obtained from traditional varieties. About 4,000 farmers are using an improved maize variety, following guidelines regarding plant density and applying moderate amounts of fertilizer. Since 1982, more than 300 village extension workers have participated in the transfer of this maize package to farmers.

In the extreme northern province, farmers using a new variety of sorghum called S35 are able to achieve stable production year after year in spite of extremely variable and unpredictable rainfall patterns. The new variety matures in 90 days, is resistant to disease and has a high yield potential even under poor rainfall conditions.

"USAID is ...making available the best of the world's agricultural technology," says Cameroon President Paul Biya. Commitments to cereals research and extension are long-term for both USAID and the government of Cameroon; NCRE is a 15-year project.

To develop and sustain a strong agricultural sector, Cameroon needs trained personnel and institutions that can meet ongoing needs for education, research and outreach. At the University Center at Dschang (UCD), a companion USAID project is oriented toward meeting these needs. At the university, managers, researchers, planners and teachers conduct research on topics of priority to Cameroon agriculture. They work with extension personnel in the Ministry of Agriculture to facilitate the transfer of agricultural information and technology.

The president of Cameroon established the university in 1977 and asked the U.S. government for assistance. USAID established an agricultural education project, which is carried out by the University of Florida.

"Cameroon wants a first rate agricultural university, and we're there to help develop it," says Bud Paisley, assistant director of International Programs at the University of Florida. The task is monumental. It involves constructing facilities, establishing building

maintenance, creating demonstration farms, developing research capacities and links with client agencies, and training faculty in agricultural disciplines. Two other donors—Belgium and the World Bank—also are helping to develop the university.

Under the Agricultural Education Project, USAID is financing graduate training at U.S. universities for almost 50 faculty members. "We are pioneers," says Koulagna, a faculty member who recently earned a master's degree at Auburn University. "I am one of only five people in the whole of Cameroon with training in fish culture and the only fisheries biologist on campus." Koulagna teaches statistics and aquaculture and is working to establish a fish pond at the university.

Faculty members are pioneering in other areas. Mboe Zoa is developing dairy production on campus so students can gain practical experience. Over time, he wants to help develop Cameroon's ability to process milk for yogurt, ice cream and other products that Cameroonians are beginning to appreciate.

Martin Tchamba, a graduate of Texas A&M, recently obtained funds from the New York Zoological Society to study elephant ecology in one of Cameroon's wildlife reserves. A better understanding of elephants' diets and activities will help planners to preserve an environment that is appropriate to the elephants' needs.

"We want UCD to be a center of excellence in the region," says Mouzong Boyomo, an administrator at the university. As a bilingual institution offering courses in both French and English, it is unique in sub-Saharan Africa. Also, research conducted in Cameroon's diverse ecological zones is often relevant and transferable to neighboring countries.

"Research conducted in Cameroon produces technologies that other countries in the region can use," says John Balis, supervisory agricultural development officer.

Research is an ongoing process. As some agricultural problems are solved, other problems emerge, he adds. With the increased production of cowpea, for example, many families tried to store quantities of seed for planting or for food during the months after harvest. Because cowpea is highly vulnerable to insects, losses during storage were high. Cowpea researchers are now focusing their efforts on improving storage techniques to reduce post-harvest losses.

"Although advances to date have been significant, much remains to be done if Cameroon is to meet its food needs in the years ahead," says Mission Director Jay Johnson. "With a population growth rate of 3%, Cameroon's self-sufficiency in food production is at risk. Research, education and outreach must continue."

*Konan is a consultant assigned to the Bureau for Africa.*

## Botswana

From page 8

Skills Training Project (BWAST 1) was designed to attack the skills deficit head-on. A second program, known as BWAST 2, was begun in 1982. "Unless you have the business acumen, you'll find it quite difficult to survive in a very competitive world," says Elliott. A team of financial management and planning advisers has been working under USAID contract in Botswana to train entrepreneurs in essential business skills.

Elliott estimates that USAID's assistance to the Botswanan private sector development effort is about 80% successful in generating new employment, and he believes the country's natural economic prudence is a major factor in its success. USAID people have been struck by the government's reluctance to become involved in new programs that will be a drain on its

future revenues, he says.

"Perhaps the country has been conditioned by its drought," he says. For whatever reason, "People think of putting money into their mattresses and saving for the rainy day, rather than spending as if there were no tomorrow.

"You can have a USAID program in any country in the world, and if the local people are not really interested in development for themselves, then development is not going to take place," says Hummon.

"What has happened here is that this country is interested in development, and they're going about it in the right way."

*Michael Marlow, of the Agency's Front Lines Radio, talked with mission staff and representatives of the Botswanan government about the country's development objectives on a recent trip to Botswana. This article is drawn from those interviews.*

## CFC Awards

From page 1

Agency's staff contributed \$141,064 whereas in 1989, 84% of its employees raised \$378,000. "This represents an increase of more than 260% over six years.

"Behind the scenes of this rapid change, there was a very special person—Mary Valentino. (Valentino is an Agency retiree who has served as the Agency's CFC coordinator for seven years.) Mary Valentino has worked diligently for CFC, sometimes visibly, sometimes not," he said.

Turning to what needs to be accomplished this year, Marchand said the overall goal for the 1990 CFC in the National Capitol Area is \$27.7 million. The Agency officially is expected to raise more than \$310,000 of this amount although Agency coordinators are eager to top last year's record. Individuals can contribute in one lump sum or through a payroll deduction, which allows employees to contribute to their favorite charities in biweekly amounts throughout the year.

CFC officials note that only 4% of contributions support the campaign's administrative costs.

For the campaign now in progress, Secretary of Veterans Affairs Edward Derwinski is the campaign chairman, and Postmaster General Anthony Frank is the campaign vice chairman. Acting Administrator Mark L. Edelman is the Agency's chairman of the campaign. This year, Chris Fisher from the Department of Education is the loaned executive to USAID, and Mike Curtiss, a Foreign Service officer, is the Agency's loaned executive to the U.S. Department of Treasury.

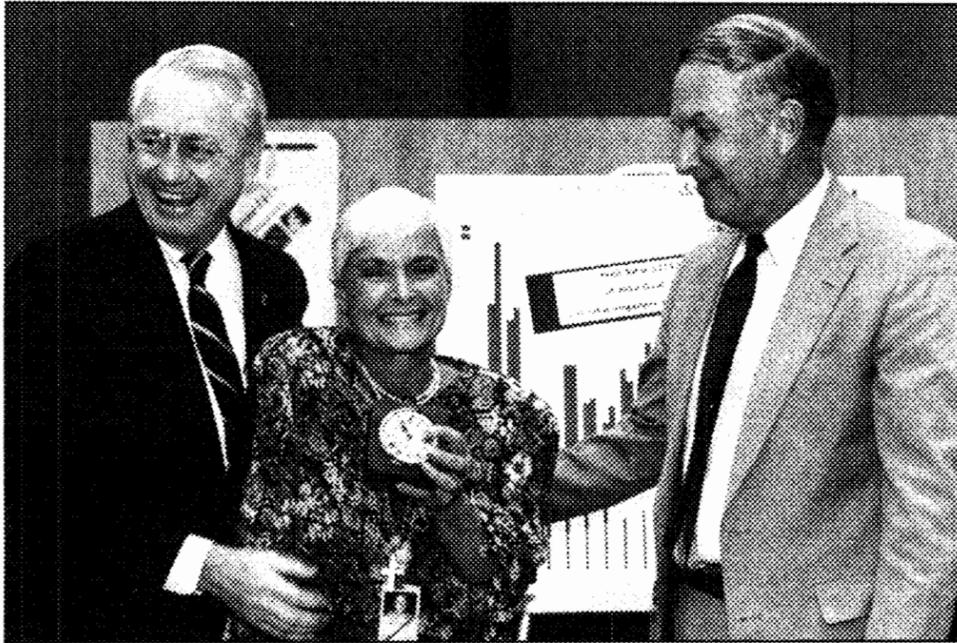
Last year, Larry Christopher from the Department of Health and Human Services served as the loaned executive to the Agency, and Allen Walls, now assigned to the Bureau for Management, worked at campaign headquarters for several government agencies.

In addition to viewing a movie, "Chain of Caring," Agency personnel, CFC coordinators and keyworkers listened to representatives of local voluntary organizations explain how CFC contributions enable them to serve the community.

Johanna Turner, community services coordinator of the Hospice of Northern Virginia, told how Hospice supports patients and families facing cancer. "Hospice care has a lot to do with this year's campaign motto, 'Help someone have a better tomorrow.' It is particularly crucial with our folks, because tomorrow may be all they have," Turner said.

Hospice provides medical, emotional, spiritual—any kind of care needed for persons dealing with terminal illness and the persons who love and care for them, she explained. There is a hospice in every jurisdiction in the Washington area.

"People choose Hospice care because they have made a decision that if they have only a limited number of days or weeks or months



**Frank Marchand (left), CFC executive director, presents Mary Valentino, the Agency's CFC coordinator, with a memento of her seven years of work on the campaign. Counselor Ray Love, who accepted the Chairman's Award for the Agency's record-breaking contributions last year, also lends his congratulations.**

to live, they want to be in control, comfortable and pain-free. They choose to be home with their families where nurses, social workers and dietitians are available to them. For patients who need a more acute level of care to control their symptoms, Hospice provides in-patient care as well. Hospice is available to everyone on a 24-hour basis," Turner added. "And that is also why we rely on contributions."

Joan McCarley, program administrator for Grandma's House, described how that organization provides a loving environment for children in need—whether an abandoned infant or an abused toddler or a youngster stricken with AIDS. Grandma's House is a division of TERRIFIC (Temporary Emergency Residential Resource Institute for Families in Crisis), a non-profit organization that has been in the area for about 15 years. The organization was devoted primarily to families in crisis—the elderly or handicapped. In January 1988, Grandma's House opened as a temporary home for children up to the age of five.

The ceremony began and concluded with a rousing song, "A Feeling Called Love," which was composed by two employees of the U.S. Postal Service especially for the 1990 CFC and sung by the Northern Virginia Postal Choral Group.

Robert Halligan, assistant to the administrator for Personnel and Financial Management and the Agency's vice chairman of the 1990 campaign, served as the master of ceremonies. Calling attention to the song, Halligan said, "I hope that song begins to get you into the mood for what we're about to embark on—another time to help others."

Halligan said the Agency faces a big job this year and noted that the Office of U.S. Foreign Disaster Assistance had doubled its goal just before the campaign began. "I think this presents a challenge to the rest of us," he said in commending the office for their exemplary fund-raising initiative.

*The following bureaus, offices, missions and individuals were recognized during the awards ceremony for their outstanding contributions to last year's Combined Federal Campaign.*

The **President's Award**, given to units with total contributions averaging \$150 or more per employee, was presented to: **Washington, D.C.:** Bureau for Africa, Coordinator: Betty Williams; Bureau for Science and Technology, Coordinator: Loren Schulze; Office of International Training, Coordinator: Elizabeth Carter; Office of Legislative Affairs, Coordinator: Kate Latta; Office of U.S. Foreign Disaster Assistance, Coordinator: Raymond Dionne. **Overseas:** Africa: USAID/Lesotho, Coordinator: Cynthia Bryant; USAID/Mali, Coordinator: Michael Ireland; USAID/Zimbabwe, Coordinator: D.J. Dwyer; USAID/Zambia, Coordinator: Margaret Knotts; USAID/Chad, Coordinator: Betty Morris; USAID/Cameroon, Coordinator: Nora Oliver; USAID/Somalia, Coordinator: Richard Thacher; USAID/Liberia, Coordinator: John Hicks; USAID/Malawi, Coordinator: C.A. Peasley; USAID/Sudan, Coordinator: Carol Snowden; REDSO/WCA, Coordinator: Charles Moseley; USAID/Senegal, Coordinator: Rosa Nelson; USAID/Zaire, Coordinator: Ronald Harvey; USAID/Botswana, Coordinator: Mark Anderson. **Latin America and the Caribbean:** USAID/Costa Rica, Coordinator: James Van Den Bos; USAID/Guatemala, Coordinator: Paul Tuebner; USAID/Dominican Republic, Coordinator: Joseph Woodward; USAID/Peru, Coordinator: Barbara Court; USAID/Ecuador, Coordinator: Alan Reed; USAID/El Salvador, Coordinator: Maria Baier; USAID/Haiti, Coordinator: Kent Hickman; USAID/Honduras, Coordinator: Robert Hansen. **Asia and the Near East:** USAID/India, Coordinator: Denise Awad; USAID/Thailand, Coordinator: B. Kellogg; USAID/Jordan, Coordinator: David Lockhart; USAID/Sri Lanka, Coordinator: Stephanie Sguera; USAID/Philippines, Coordinator: Bonnie Dong; USAID/Nepal, Coordinator: Latha Dawson; USAID/Pakistan, Coordinator: Gloria Malinowski; Representative for Afghanistan Affairs, Coordinator: Harriet Wilson; USAID/Bangladesh, Coordinator: Gary Cook; USAID/Indonesia, Coordinator: Patricia Smith; USAID/

Morocco, Coordinator: Patricia Chaplin; USAID/Yemen, Coordinator: Mary Gross.

The **Chairman's Award** for total contributions averaging \$100 or more per employee and 75% or more participation was presented to: **Washington, D.C.:** Office of the Administrator and the Executive Secretary, Coordinator: Gwendolyn Joe; Bureau for External Affairs, Coordinator: Susan Grinder; Trade and Development Program, Coordinator: Roger Leonard; Bureau for Program and Policy Coordination, Coordinator: Harold Gray; Bureau for Private Enterprise, Coordinator: Douglas Trussell; Bureau for Food for Peace and Voluntary Assistance, Coordinator: Joe Langlois; Office of the General Counsel, Coordinator: Barbie Thompkins; Bureau for Latin America and the Caribbean, Coordinator: Emily Leonard; Office of Equal Opportunity Programs, Coordinator: Sandra Winston. **Overseas:** USAID/Uganda, Coordinator: E. Lucas; USAID/Tunisia, Coordinator: Nancy Hooff.

The **Honor Award** for total contributions averaging \$75 or more per employee and 70% or more participation was presented to: Office of the Inspector General, Coordinator: John Popovich; Office of Small and Disadvantaged Business Utilization, Coordinator: Rhoda Isaac; Office of Personnel Management, Coordinator: Neal Meriwether; Office of Financial Management, Coordinator: Dorothy Shirley; Bureau for Management, Coordinator: Kevin Burke.

The **Merit Award** for total contributions averaging \$50 or more per employee and 65% or more participation was presented to: **Washington, D.C.:** Bureau for Asia and the Near East, Coordinator: Jeffrey Lee. **Overseas:** USAID/Jamaica, Coordinator: Floyd Spears.

The **100% Participation Award** was presented to: **Washington, D.C.:** Office of the Administrator and the Executive Secretary, Bureau for External Affairs, Board for International Food and Agricultural Development, Office of the General Counsel, Office of Legislative Affairs, Office of Financial Management, Office of U.S. Foreign Disaster Assistance, Bureau for Program and Policy Coordination, Office of Small and Disadvantaged Business Utilization, Trade and Development Program, and the Office of International Training. **Overseas:** Africa: USAID/The Gambia, USAID/Burundi, USAID/Tanzania, USAID/Madagascar, USAID/Nigeria, USAID/Malawi, USAID/Zambia, USAID/Somalia, USAID/Kenya, USAID/Chad, USAID/Mozambique. **Latin America and the Caribbean:** USAID/Belize, USAID/Colombia, USAID/RDOC (Barbados), USAID/Honduras. **Asia and the Near East:** USAID/Lebanon.

The **100% of Goal Award** was presented to: Office of the Administrator and the Executive Secretary, Bureau for Africa, Bureau for Asia and the Near East, Board for International Food and Agricultural Development, Office of Equal Opportunity Programs, Bureau for Food for Peace and Voluntary Assistance, Office of the General Counsel, Bureau for Latin America and the Caribbean, Office of Legislative Affairs, Office of Financial Management, Office of Personnel Management, Bureau for Management, Office of U.S. Foreign Disaster Assistance, Bureau for Program and Policy Coordination, Bureau for Private Enterprise, Bureau for Science and Technology, Trade and Development Program, Bureau for External Affairs, Office of International Training.

## Out of Order

If the words "Temporarily Out of Service" hanging from the doors of long dormant elevators strike you as a contradiction in terms, the Office of Operations would like to confirm your suspicions.

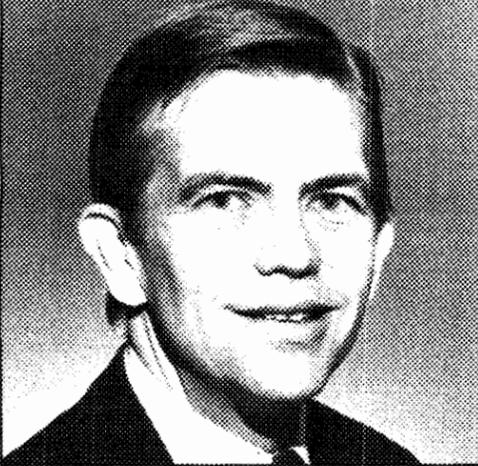
A/OPR has announced that it is engaged in a project to replace or refurbish half of the elevators in New State—a project that will last for three years.

This will severely limit the availability of elevators by taking up to one-fourth of them out of service at any time. Of the remaining cabs, some must be reserved for eighth floor traffic and will not service intervening levels.

Until the end of this period, A/OPR suggests that employees use the stairs more often and look forward to that day in mid-1992 when "the elevators will be faster, safer and more reliable."

Then they can start on the other half.

## Randlett Wins Confirmation



R. Ray Randlett, formerly director of public policy issues for Allied-Signal, Inc., has been confirmed as assistant administrator for legislative affairs. He was sworn in Oct. 18 at the State Department.

Randlett, who had been with Allied-Signal since 1977, will manage the Agency's relations with Congress and advise the administrator on the concerns of members of Congress and the status of pending legislation.

He became director of public policy issues for Allied-Signal, based at the firm's Morristown, N.J. offices in 1985. Previously, he had been director of legislative and regulatory affairs in the Washington, D.C. office.

Before joining Allied-Signal, Randlett served four years as a congressional liaison officer with the U.S. Department of Labor and two years as a Washington representative of PPG Industries. From 1968 to 1971 he served in the U.S. Army, including a tour of duty in Vietnam.

Randlett holds a B.A. and J.D. from the American University in Washington, D.C. He and his wife, Alie, live in Washington.

# USAID BRIEFS



Acting Administrator Mark L. Edelman (left) presents certificates of appreciation to Nigerian singers King Sunny Ade (center) and Onyeka Onwenu. Ade and Onwenu were honored by the Agency last month for their "use of music to teach the people of Africa about the need for voluntary family planning." As part of a USAID-funded project, the entertainers produced two hit songs, "Choices" and "Wait for Me," that encourage sexual responsibility. Ade and Onwenu are donating royalties from sales of their records to the Planned Parenthood Federation of America. Edelman lauded the two stars for their "commitment and concern for family planning" and pointed out that USAID is the world's largest supporter of international family planning, accounting for 45% of international population funding.

## National 4-H Honors Agency

The National 4-H Council recently honored the Agency at the 75th Annual National 4-H Congress in Chicago for contributing more than \$900,000 to the council's \$50 million fund-raising drive.

USAID's contributions helped fund the Central American Peace Fellowships Program (CAPS). John Swallow, agricultural development officer, who helped design the program while he was posted in Costa Rica in 1985, represented the Agency at the award presentation.

Under the CAPS program, 274 young Costa Ricans were able to come to the United States, stay with American families and spend about seven months living, learning and working in 27 states.

The program was designed to train young Costa Ricans in initiating community-level projects and activities and to promote a positive image of the United States in Latin America.

In June, 142 more Costa Rican youths arrived in the United States to stay with American families and participate in the CAPS program. They will be staying for nine months in 27 different states.

In addition to the \$900,000 previously provided for the program, an agreement signed in November 1988 by Costa Rica and USAID made available \$1 million more. About \$600,000 of the additional funds will go to the National 4-H Council for admini-



John Swallow (right) accepts the 4-H Award for the Agency from Robert Gill.

stering the U.S. portion of the training.

The program supplements the council's work with U.S. youth, says Grant Shrum, outgoing National 4-H Council president.

"We are launching a major expansion of the youth development mission," says Shrum, "particularly networking with other organizations and groups in community-based programming."

## State Sponsors AIDS Classes

Today, an estimated 1.5 million Americans are carrying the AIDS virus. There is an unprecedented need for Americans to learn more about the disease and how to protect themselves and their families from it.

The State Department will be conducting an educational program on the topic of Acquired Immune Deficiency Syndrome (AIDS) in the workplace. The goal of this program is to give employees of the State Department, USAID, IDCA, USIA and ACDA a better understanding of the Human Immunodeficiency Virus (HIV).

The first session will be held in the Loy Henderson Auditorium on Jan. 9.

Questions regarding the program should be directed to the Office of Medical Services at (202) 647-3617.

Any questions regarding the disease itself can be directed to the toll free Public Health Service AIDS Hotline at 1-800-342-AIDS.

## Food Shipped To Lebanese

More than 7,000 tons of U.S. food arrived Sept. 21 in war-ravaged Lebanon to feed needy families, according to Carol Adelman, assistant administrator for Asia and the Near East.

The food—rice, lentils and vegetable oil—arrived by boat in the northern port of Tripoli and will be distributed throughout Lebanon by Save the Children.

The humanitarian shipment is part of more than 29,500 tons of food that the United States will donate to Lebanon, with \$18 million set aside for fiscal 1989. With the recent shipment, 14,500 tons of that food are now in Lebanon.

## IN MEMORIAM

### WILLIAM McCLUSKEY

Bill McCluskey, 65, a retired Foreign Service agricultural and rural development officer, died of cancer at his home in Corvallis, Ore., Oct. 7.

McCluskey joined USAID in 1963 and served at overseas posts in Nigeria, Brazil, Bolivia, Laos, the Philippines, Guatemala and Jamaica.

During his 24-year career, he received several awards for outstanding service, including the Citation of Honor from the Philippine government in 1979 and the USAID Outstanding Career Achievement Award in 1987.

He is survived by his wife, Kathryn, and their four children. Condolences may be sent to Mrs. McCluskey, 221 N.E. Cambridge Circle, Corvallis, Ore. 97330.

## Q & A: Performance Standards Boards

**PFM** As a follow up to "Foreign Service Selection Boards: Questions Answered" that was published in the June '89 edition of *Front Lines*, the Office of Personnel Management has answered additional questions on the Performance Standards Board, which will be meeting this month.

### Q: Why does USAID have Performance Standard Boards?

**A:** The Foreign Service Act of 1980 was enacted to ensure that the United States would be served by a career Foreign Service characterized by excellence and professionalism. To accomplish this, the act established several administrative boards such as the Selection Board, Tenure Board and Performance Standard Board. Each board was organized to pass judgment based on specific precepts designed to further the intent of the act. The Performance Standard Board's function is to review and recommend for separation employees who fail to meet the standards for their class.

### Q: Does referral to a Performance Standard Board mean that an employee is performing unsatisfactorily?

**A:** Not necessarily. Selection Boards refer employees to the Performance Standard Board if an employee's performance appears to

be less competitive than other members in that grade within a particular occupational grouping. The Performance Standard Board makes the decision on performance.

### Q: Are boards given a minimum percentage or number that must be "selected out?"

**A:** The Selection Boards are given a minimum percentage (3-5%) of employees for each grade within each occupational grouping that must be referred to a Performance Standard Board. The Performance Standard Boards are *not* given any minimum percentage or number of employees who must be "selected out."

### Q: Do the findings of the Selection Board influence the final outcome of the Performance Standard Board?

**A:** Except for the final summary reports that are maintained in the board files in Personnel and the separate report card files that also are maintained in Personnel, all other notes and observations of Selection Boards are destroyed when deliberations are completed. When the Performance Standard Board reviews the evaluation files, the files contain only the information that was available to the Selection Board *without* input from the Selection Board.

### Q: How are the standards for

### the class, which are used by the Performance Standard Board, established?

**A:** The Performance Standard Board looks over a random sample of evaluation files that includes approximately 15% of the files for the grade level being reviewed. The board uses the Precepts for Performance Standards Boards (Attach 3B1 to Supp 3B, Handbook 30) while examining the selected files to establish the standards for the class.

The names of individuals referred to Performance Standard Boards are not revealed to the board until it has finalized standards for the class, as mentioned above. Once the board begins its process, each employee referred to the board is reviewed individually against the standards for the class.

The Performance Standard Board also can call on designated career Foreign Service members as technical experts who have knowledge of the occupational skills required to perform the work of the employee being reviewed.

### Q: What are the possible results for an employee who has been referred to a Performance Standard Board?

**A:** For career employees who are referred to a Performance Standard Board, the board can determine that:

- the employee meets the standards for the class;
- the employee marginally meets the standards for the class; or,
- the employee does not meet the standards for the class.

For career employees who are not eligible to be "selected out"

and/or limited appointees who have been judged not to have met the standards for the class, the board may recommend denial of a step increase.

### Q: What is the "Grandfather Clause," and why are some career employees not eligible to be "selected out?"

**A:** Section 2106(e) of the Foreign Service Act of 1980 states: "Any individual in the Foreign Service who is serving under a career appointment on the date of the enactment of this Act, and who was not subject to section 633(a)(2) of the Foreign Service Act of 1946 immediately before the effective date of this Act, may not be retired under section 608 of this Act until 10 years after the effective date of this Act or when such individual first becomes eligible for an immediate annuity under chapter 8 of Title I of this Act, whichever occurs first." The effective date of the Foreign Service Act of 1980 was Feb. 15, 1981.

Therefore, any individual referred to the 1989 Performance Standard Board by the 1989 Selection Board and recommended for retirement will not be retired under section 608 if he or she was a tenured career employee in the Foreign Service on or before Oct. 17, 1980, or is not eligible for voluntary retirement.

After this year, the "grandfather clause" will no longer be in effect. In 1990, anyone recommended by the Performance Standard Board to be retired can be retired by the director of Personnel after Feb. 15, 1991.

### Q: Can an employee recommended for "retirement" appeal the decision of the Performance Standard Board?

**A:** Yes. An employee can appeal the decision to the Special Review Board or file a grievance under 3 FAM 660. But he or she may not do both. The employee cannot grieve the decision or the judgment of the board under 3 FAM 660 unless he or she hopes to prove that the Performance Standard Board relied on erroneous, falsely prejudicial or inaccurate information or otherwise acted in a manner not in accordance with law or regulation.

## Employees Urged to Use Thrift Plan

**A**s the 1980s draw to a close, the Bureau for Personnel and Financial Management (PFM) is recommending that USAID employees start planning investment strategies for the 1990s and beyond.

One way to do this is by participating in the "tax deferred" Thrift Savings Plan (TSP), of which over 1.1 million federal workers now take advantage.

The TSP allows federal workers to use a tax deferral similar to an Individual Retirement Account (IRA). Through this system, neither the principal put into the plan nor the interest gained is taxed until the money is withdrawn.

The TSP Open Season will begin Nov. 15 and run through Jan. 31. Forms received by Dec. 31 will become effective Jan. 14.

Civil Service and Foreign Service employees hired *before* July 1, 1989, on a non-temporary appointment are eligible to participate. However, there are some exceptions to the rule that the Personnel Office can explain.

Employees covered under the

"new" Federal Employees Retirement System (FERS)/Foreign Service Pension System (FSPS) or the "old" Civil Service Retirement System (CSRS)/Foreign Service Retirement and Disability System (FSRDS) may participate in the TSP. Participation rules differ for FERS/FSPS and CSRS/FSRDS employees.

The TSP is a major part of the retirement system for employees covered under FERS/FSPS. As of last June, 76% of eligible USAID FERS/FSPS employees were contributing to TSP. This is up from the 71.7% rate last year.

On top of the tax advantage, FERS/FSPS employees receive automatic and matching contributions from the Agency. These Agency contributions can be as much as 5% of the employee's contribution. Though the maximum Agency contribution can go no higher than 5%, a FERS/FSPS employee may contribute as much as 10% of bi-weekly base pay to the TSP.

There are three types of investment funds available to FERS/FSPS

employees: Fund G (Government Securities Investment Fund); Fund F (Fixed Income Index Investment Fund); and Fund C (Common Stock Investment Fund). Investment in each fund has drastically increased in the past year. Fund G is up from a little over \$2 billion in August 1988 to nearly \$4 billion this year. Funds F and C are up from nearly \$2 million and \$3 million, respectively, in August 1988 to over \$12 million and \$33 million for the same period this year.

USAID employees covered under the old CSRS or FSRDS retirement system may make contributions to the TSP on a "tax deferred" basis. These employees may contribute a maximum of 5% of their bi-weekly base pay to the TSP and receive *no* Agency contributions. They are also restricted to investing in Fund G only.

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

—James Hampton

## -TV Specials-

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

"The Seventh Annual Report of the Secretaries of State" is a program in which six former Secretaries of State discuss issues facing U.S. foreign policy today. It airs Nov. 30 at 10 p.m.

"Blowing the Fortune" examines U.S. trade policy and foreign assistance as they are used as tools of foreign policy. It will air Nov. 21 at 10 p.m.

# University Produces Tomorrow's Leaders



Providing developing countries with qualified managers, scientific professionals and administrators is a major program emphasis of USAID. In Pakistan, several centers for higher education and specialized training have been established by the private sector to help meet the need for trained personnel.

The latest of these centers of higher learning established and sponsored by leading private and public sector industrial and financial organizations is the Lahore University of Management Sciences. It is the only university-level educational institution in Pakistan to be financed and managed by the local corporate sector.

In 1986, the university opened with the Graduate School of Business Administration, modeled on the Harvard Business School. The institution has plans to establish other graduate schools, including economics and law. USAID supports this initiative and has authorized \$10 million in assistance under the Development Support Training Project.

"Because the Lahore University of Management Sciences also will help achieve USAID's human resources and institution building development objectives in Pakistan, U.S. assistance for the university is supportive of the Agency policy of encouraging the private sector's role

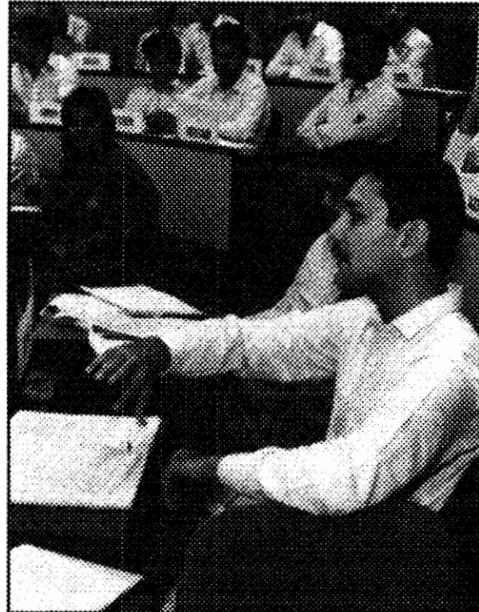
in promotion of socio-economic development," says Mission Director James Norris. "This also promotes USAID's policy of favoring private sector institutional development options over public sector approaches."

"The future lies not in continued handouts from the World Bank, the United States and the Asian Development Bank but in mobilizing the private sector and its energy and imagination," said U.S. Ambassador to Pakistan Robert Oakley at the signing ceremony for the initial grant monies.

The main objectives of the university's Graduate School of Business Administration are to develop business leaders who are committed to excellence, to improve the practice of management through a research and teaching program and to set new traditions for the educational system of Pakistan by developing and maintaining standards of excellence in every aspect of learning.

The school offers a master of business administration degree designed for the particular needs and requirements of business concerns in developing countries, with special consideration in areas of relevance to Pakistan.

"The Graduate School of Business Administration has established its reputation as a center of educational excellence by attracting a highly qualified and experienced



**At the Lahore University of Management Sciences in Pakistan, students learn business and management skills.**

Pakistani faculty, by admitting to the program only first-rate students who are prepared to work hard and by providing the most modern classrooms, offices and computer facilities," says James Erskine, the first dean of the faculty.

USAID grant funds will be used primarily for construction of a campus for the university. The National Management Foundation, the sponsoring body of the institution, will provide one-to-one matching funds in an endowment to meet the operating expenses of the institution. The main buildings to be constructed initially will include the academic bloc, student housing, the executive development center and recreational facilities.

The National Management

Foundation has set a target of approximately \$7 million to be collected from donations, of which approximately \$5 million will be placed in an endowment. By the end of three years, the endowment should be sufficient to generate income that, supplemented by tuition fees and consultancy fees, will meet the school's operating expenses.

"The grant assistance for the Lahore University of Management Science is in line with USAID priorities and its policy on institutional development," says Peter Davis, former mission program officer. "Agency policy guidance on the subject requires that all host country institutions involved in development and related fields receiving U.S. assistance should be encouraged to work toward complete coverage of all recurrent costs by the time donor assistance ends."

"The Lahore University of Management Sciences is the first private institution in Pakistan to receive major assistance under the development support training project," says David Sprague, human resources development officer at the mission. "In addition to funding training for thousands of Pakistani men and women and supporting the university, the project has assisted 17 training institutions in the public sector."

The Lahore University of Management Sciences Initiative signifies the Pakistan private sector's readiness to share increasingly the responsibility of overall national economic development.

—Anwar Khalil, information specialist, USAID/Pakistan

## Ballantyne

From page 7

Ballantyne attended Syracuse University where she earned her master's degree in public administration. She then spent two years in India as a Ford Foundation fellow and became interested in urban economics.

From 1965-68, she worked in Peru as an economist for the Central Bank of Peru. She returned to Cornell University as a professor in the business school for one year and then as a student to begin work on her doctorate in international development and economics. "I convinced them after a year of class work that it would be far better if I completed my dissertation in Peru," she says. From 1970-76, Ballantyne studied in Peru, worked as a stringer for magazines and taught at local universities.

She returned to the States in 1976. "I had been overseas for nine years, and it was a shock to be back in Washington, D.C.," she admits. "I must have set some sort of record for TDYs because anytime I could take a trip, I would," she says, noting that some 17 of 24 months in the LAC office were spent out of it.

One Friday, Ballantyne walked

into her boss' office and asked for the next Monday off. When he asked why, she told him she was getting married the next day. "Married? You haven't been here long enough to meet anyone," he said.

But meet and marry is what she did in 1977. Her husband, Bob Murphy, was a friend of a friend. Not to miss out on any trends, they currently are sharing the "special joys" of a long-distance marriage, with Murphy working as a contractor in Honduras since 1985. "We keep IPT in business," Ballantyne says, adding that they manage to get together every three or four months. Ballantyne and Murphy are the parents of one son, 13-year-old Ernesto.

"Ernesto is the closest thing to a true world citizen," Ballantyne says. A Quechuan-speaking Indian born in Peru, he has lived in or visited some 31 countries.

"Peru is the most beautiful country, and I am reminded every day how much I love Peru when I see him [Ernesto]," Ballantyne says. When the family was leaving Peru for Nepal some eight years ago, the president of Peru, Fernando Belaunde Terry, invited them for a farewell tea.

On the way over, the conscien-

tious parents asked Ernesto what he would tell the president if asked what he wanted to do when he grew up. Ernesto asked his parents for ideas, and they suggested he tell the president that he, too, would like to be president of Peru. Sure enough, the president asked the five-year-old the magic question.

"I would like to be in the circus—I mean be the president of Peru," Ernesto said. The president laughed and said, "Sometimes it means the same thing."

Ballantyne says Ernesto entered his first American school last year, as a seventh grader, and soon after, Ballantyne received a phone call from the teacher. "Ernesto is doing fine," the concerned social studies teacher said, "but he tends toward exaggeration. Everytime we talk about a foreign country, he says he's been there."

Ballantyne spends much of her spare time on weekends renovating a 70-year-old house the family purchased in Chevy Chase, Md. For hobbies, she likes to garden and has collected coins for "years and years."

Some time ago, Ballantyne decided she wanted a collection that no one else had. As a result of that desire, she now holds claim to some 106 air-sick bags from airlines

worldwide. "I think some day I'll plaster one of the walls of a room with them," she says.

Like her "outside interests" in life, Ballantyne infuses her work and the way she manages with spirit and fun.

Taking a look on how her ideas of management have evolved during her career, she says, "Management has a responsibility to set the tone of the quality and quantity of work that is done. It is a hands-on job with a dual responsibility: You are leader of a team and a part of that team."

But Ballantyne insists that the most important part of her philosophy is that what we do can also be a lot of fun. "And if we don't have fun, we're missing the best part," she says.

When choosing people to be on her "team," Ballantyne says she looks for what she calls "believers."

"Believers understand that what we do is important to how the world looks in the 21st century—from a humanitarian view and for U.S. interests. And they believe it can be achieved. Believers work harder, and they have more fun," she says.

"The Agency is made up mostly of believers. Believers nurture this Agency and make it the kind of organization it needs to be."

**RETIRED**

**Walter Boehm**, Mauritania, supervisory program officer, after 22 years

**Maura Hurley Brackett**, LAC/DR/P, public health analyst, after 24 years

**Nyle Brady**, SAA/S&T, assistant administrator, science and technology, after 8 years

**Allan Broehl**, LAC/DR/EST, manpower development specialist, after 6 years

**Dona Dinsdale**, AFR/SWA/CMGB, secretary, after 30 years

**Frank Egi**, The Gambia, program officer, after 23 years

**Stanley Handleman**, Liberia, human resources development officer, after 22 years

**Larry Hirschler**, RIG/A/Dakar, supervisory auditor, after 6 years

**Sarah Jane Littlefield**, Senegal, mission director, after 33 years

**Harold Lubell**, Senegal, supervisory program officer, after 11 years

**Van Dyne McCutcheon**, COMP/FS/DS, associate mission director, after 8 years

**Eleanor Morrison**, PFM/FM/CONT, secretary stenographer, after 13 years

**Arthur Schantz**, PFM/FM/CMP, supervisory financial management officer, financial analyst, after 23 years

**Barbara Williams**, El Salvador, supervisory executive officer, after 35 years

**Mary Williamson**, OIT/RS, program operations specialist, after 27 years

*Years of service are USAID only.*

**REASSIGNED**

**Cynthia Andrews**, M/SER/MO/CPM/M, mail clerk, to secretary typist, M/SER/MO/CPM

**Sonja Bennett**, COMP/CS/R, secretary typist, to OFDA/OD

**Michelle Lynn Chandler**, COMP/CS/R, clerk typist, to AFR/TR/PRO

**Edwin Chapman**, Ecuador, supervisory general development officer, to human resources development officer, ANE/TR/HR

**Jonathan Conly**, AFR/SA/SMAN, program officer, to supervisory program officer, Pakistan

**Denise Dawson**, COMP/CS/R, clerk typist, to PFM/PM/FSP/RSS

**John Dumm**, COMP/FS/LT/TRNG, supervisory population development officer, to supervisory health development officer, India

**George Flores**, Egypt, supervisory project development officer, to deputy director, ANE/MENA

**Carolyn Gay**, COMP/CS/R, secretary typist, to financial management assistant, PFM/FM/LM/AR

**Myron Golden**, Jamaica, deputy mission director, to director, AFR/CCWA

**Mary Huntington**, PFM/PM/TD, associate director, to deputy mission director, Swaziland

**Kelly Kammerer**, LEG/OD, director, to mission director, Nepal

**Deborah Norton**, PPC/MFI, clerk typist, to financial management specialist, PFM/FM/P/SM

# WHERE? IN THE WORLD ARE USAID EMPLOYEES

**Joel Schlesinger**, AFR/PD/EA, supervisory project development officer, to deputy mission director, Tanzania

**Keith Sherper**, AFR/TR, supervisory general development officer, to mission director, Uganda

**Benjamin Stoner**, Nepal, agricultural development officer, to agricultural economics officer, AFR/TR/ANR/PA

**Alan Swan**, ANE/EMS, supervisory executive officer, to M/SER/MS/OD

**John Thomas**, AFR/TR/HPN, health/population development officer, to health development officer, Liberia

**Shelley Ann Trifone**, AA/LAC, secretary, to executive assistant, Costa Rica

**Theresa Anne Ware**, AFR/SA/ZZMS, program officer, to special projects officer, S&T/HR/RD/DA

**Adolph Wilburn**, COMP/FS/DS, education development officer, to COMP/FS/AIDW

**MOVED ON**

**Maria Baldi**, Ecuador

**Jane Bartlett**, PFM/PM/FSP/A

**Mary Brackeen**, PPC/PDPR/RP

**Carla Burgman**, M/SER/OP/O/ANE

**Tia Michele Davis**, COMP/CS/R

**Pamela Dickerson**, Ghana

**Ernest Pierre Didot**, COMP/CS/R

**Shelia Douglas**, M/SER/MO/RM

**E. Morgan Gilbert**, AFR/PD/SWA

**Harold Givens**, COMP/CS/YOC

**Dorothy Hooker**, S&T/HP/POP

**Frances Li**, S&T/FA/AGR

**Herbert Mackey**, S&T/HP/H

**Howard Miner**, Indonesia

**Alba Ochoa**, S&T/HP/POP/R

**Duanevett Lynn Pannell**,

COMP/CS/COOP

**Toscanelle Parker**, AFR/ECO

**Charles Paul**, S&T/EN/FNR

**Patrick Pietrzak**, PFM/PM/FSP/A

**Veronica Rawls-Toland**, S&T/EN/

FNR

**Michelle Antoinette Reid**, COMP/

CS/COOP

**James Sherry**, India

**Anthony Taylor**, M/SER/MO/

CPM/M

**Simone Signoret Terry**, PFM/PM/

EPM

**Patricia Toner**, LAC/EMS

**Aylette Villemain**, COMP/FS/

LWOP

**Tangela Wilkes**, COMP/CS/YOC

**Donna Maria Woo**, SAA/S&T

**PROMOTED**

**Michelle Christine Adams**, COMP/CS/COOP, student training, computer

**Sandra Bennett**, COMP/CS/

social science analyst

**Maria Marigliano**, LAC/EMS, management analyst

**Teri Annette McCoy**, ANE/TR/ARD, secretary typist

**Alice Morrison**, IG, secretary typist

**Beth Paige**, M/SER/OP/O/LAC, contract specialist

**Valarie Rene Parks**, LAC/CAR, clerk typist

**Jeremiah Joseph Perry Jr.**, M/SER/MO/PA/RM, management assistant

**Renee Poehls**, M/SER/MO/PA/RM, management analyst

**Gary Robbins**, FVA/FFP, program analyst

**Eunice Settles**, AFR/PD/IPS, program operations assistant

**Florence Steinman**, PFM/FM/LM/LS, operating accountant

**Denise Stone**, M/SER/OP/TRANS, traffic management specialist

**Charlotte Suggs**, PPC/DC/UN, program analyst

**Carrie Thompson**, LAC/DR/SA, program analyst

**Alix Weldon**, LAC/CEN, secretary typing

**Tamara Leigh Wessell**, COMP/CS/COOP, program analyst

**IG HOTLINE**

Use the USAID Inspector General Hotline to report theft or misuse of Agency resources: (703) 875-4999.

## Special Notice

During this past year, the Office of Publications has experienced some complaints from retirees and others outside the Agency because *Front Lines* was not delivered each month.

Mailing and printing costs also have increased.

To remedy these problems, the office will mail *Front Lines* to those congressional offices with an interest in foreign affairs and to the businesses, contractors, schools and retirees who indicate they want to continue receiving the newspaper. Starting with the first issue in 1990, the office will not be using the same contractor and will be mailing the newspaper only to those who send their addresses to the Agency to be included on the new list.

Offices within the Agency and missions should at this time indicate how many issues they need to receive.

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# Honduran Privatization Promotes Efficiency

by Daniel McLagan

When Jose Azcona was elected president of Honduras in 1986, one of his first actions was to approve a USAID-financed project aimed at privatizing State-Owned Enterprises (SOES). Privatization has since been a key element of the country's economic stabilization and structural reform program.

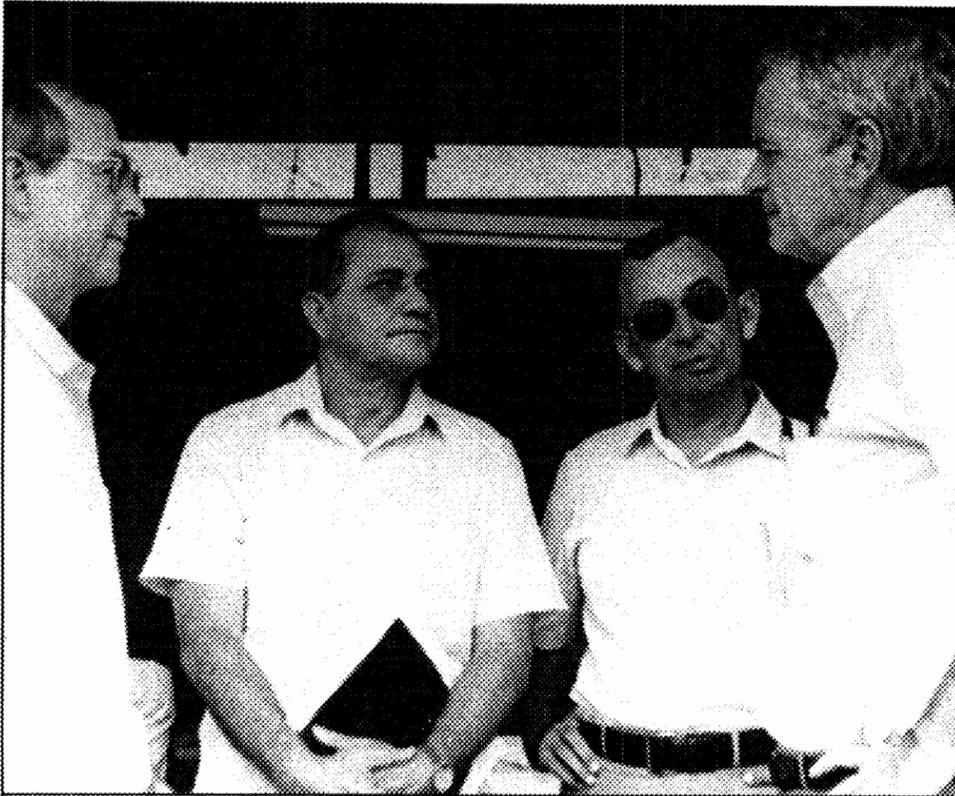
Support of privatization efforts has long been a priority for the Agency because it promotes efficiency and an entrepreneurial spirit that are much needed in the developing world.

A recent evaluation of the Honduran privatization project showed this pioneering effort to have produced significant results. Eight of the 65 companies controlled by CONADI, the Honduran national investment corporation, have been sold to private investors and two of the companies controlled by COHDEFOR, the national forest development corporation, have been leased to the private sector as a first step toward divestiture.

The International Science and Technology Institute has estimated total annual gains from privatization for the Honduran economy at \$68 million—not including one-time profits from the sales of the companies themselves. Among the gains from the 10 privatizations effected so far are:

- approximately 970 permanent new jobs created;
- \$15 million in export proceeds, which will be generated per year after three to four years;
- \$100,000 per year in recurring cost cuts to the government (including savings on property maintenance and security); and,
- a \$17 million net reduction in foreign debt.

"A major contributor to the



**Jim Grossmann, (from left) director of the Private Sector Office in Honduras; Jorge Craniotis, president of CONDI; Victor Paz, privatization project officer; and Hoyt Hackney, president of Wellington Hall Ltd., discuss Wellington's purchase of CONTESSA, a privatized furniture manufacturer.**

development of foreign assistance strategies in the 1980s has been the recognition of what a strengthened private, productive sector can do to promote economic growth," said Jim Grossmann, director of the USAID/Honduras Private Sector Office and one of the principal architects of the project.

"Much of the success of the Honduran project is due to the sensitivity of the Agency to the politics of privatization," added Jorge Segura, head of the working group that provides technical assistance for the Honduran privatization effort. This sensitivity led Agency personnel to keep a low profile and to allow their Honduran counterparts to take the lead in promoting the effort. USAID officials also consciously chose to begin the initiative with companies they knew would be easy to sell. This was part of a coordinated strategy to build upon successes.

"We felt if we could demonstrate that companies could be privatized, and that this, in turn, would provide a range of economic benefits, we could gain the kind of political support needed to sustain the effort," said Grossmann.

In addition to pioneering the use of debt-for-equity agreements to foster privatization, the Honduras project has developed a debt-for-assets program for the acquisition of state-owned companies. Siegfried Marks, who served on the project's evaluation team, estimates that the debt-for-assets agreements will reduce the Honduran foreign debt by approximately \$102 million by the end of next year and result in a net improvement in the balance of payments of \$33 million.

One of the corporations privatized in the pilot phase of the pro-

gram through a debt-for-assets arrangement was PACARSA, a manufacturer of tissue paper, which had been shut down for several years. A Costa Rican subsidiary of Scott Paper purchased the company's assets from CONADI—the proceeds reducing the Honduran external debt by \$5.2 million—reopened the plant and created 175

new jobs. Scott Paper then poured in \$3 million in capital investment and plans to employ 1,200 people within three to four years. Actual sales of companies are carried out either through public auction or in direct negotiations with potential investors after a period of legal clean-up and economic studies conducted by CONADI. The sale prices are determined by a commission of representatives of four Honduran public agencies and one from the private sector.

A detailed privatization law—drafted with USAID assistance—seeks to keep the process as open as possible and to involve key political and economic leaders. According to Victor Paz, USAID privatization project officer in Honduras, "This law has served to maintain the integrity of the [privatization] program in that it calls for an open process involving many government agencies creating a system of checks and balances."

The system may have complicated privatization in Honduras but, according to Paz, "its transparency has protected its integrity."

Because of the success of the program since it began in 1986, the Honduran minister of finance requested that it continue past its scheduled conclusion on Sept. 30. The mission plans to extend the program until the end of 1990 to permit the next Honduran administration (elections are scheduled for this month) time to formulate its economic policies.

## 77% of Population Lives In Developing Countries



The pace of world population growth increased in 1989. According to the 1989 World Population Data Sheet, the rate of annual growth nudged up to 1.8%, slightly higher than the 1.7% observed in 1988.

The higher rate of increase indicates that world population growth is declining more slowly than expected. This slower decline is due, in part, to persistent high birth rates in the two most populous countries, China and India, which together contain about 37% of the world's population.

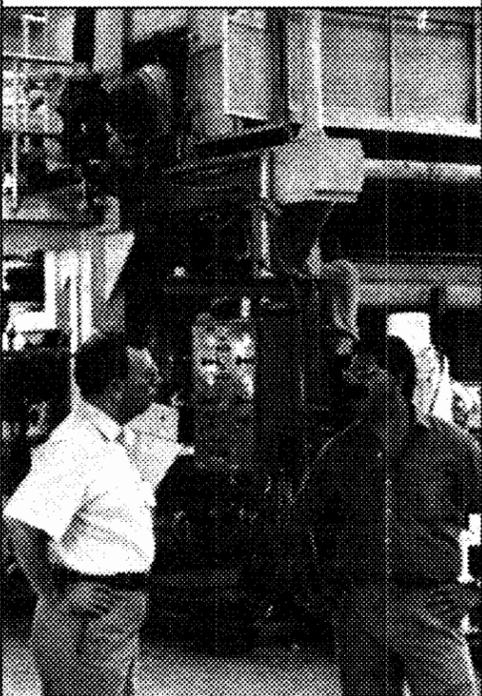
Some highlights from the 1989 Data Sheet are of particular interest. About 77% of the world's population of 5.2 billion people live in developing countries. By the year 2000, when the world's population is expected to reach 6.3 billion, 80% will live in developing countries.

Data Sheet statistics indicate particular problems in Africa. While individuals 15 years of age or younger equal about 37% of the

population in developing countries, in much of Africa, they represent nearly half of the population. By contrast, only 21% of the population of the United States and Canada is 15 or younger.

While modest fertility declines have occurred in all developing regions except Africa, the youthful population can be attributed to persistent high fertility, especially on that continent. As a result, Africa continues to lose ground in the battle for child survival. The infant mortality rate for Africa increased in 1989, while it declined modestly in all other developing regions.

The Data Sheet, published by the Population Reference Bureau, also provides country level and regional estimates of population size, fertility and mortality rates, and various other socio-economic and demographic indicators. Copies are available from the Office of Population's Policy Development Division, 711-SA-18, (703) 875-4401. Arabic, French and Spanish translations are expected to be available soon.



**Manuel Pereira (right), production manager of Scott Paper in Honduras, explains to USAID's Victor Paz his company's plans for the assets of PACARSA.**