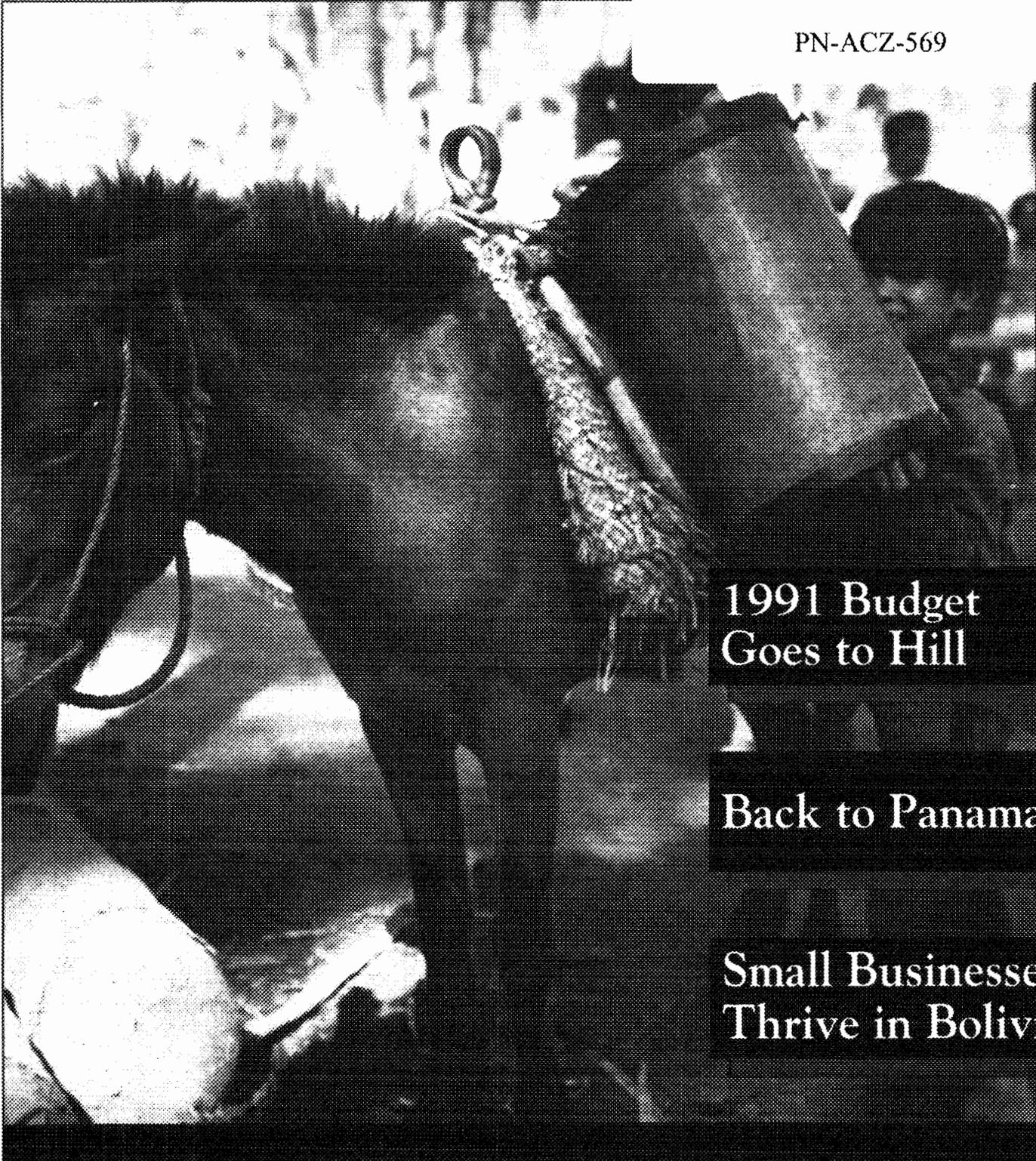


March 1990

FRONT LINES

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

PN-ACZ-569



1991 Budget
Goes to Hill

Back to Panama

Small Businesses
Thrive in Bolivia



THE FRONT LINES OF A LONG TWILIGHT STRUGGLE FOR FREEDOM—*John F. Kennedy*

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Reader Survey Results

Last October, a survey was printed to assess readers' opinions concerning *Front Lines*. We, in the Office of Publications, were pleased that so many took the time to write in with comments. This first issue of 1990 reflects the desires of the majority of respondents.

Most obvious is the change in the size. Readers indicated two-to-one that they would prefer the 8 1/2" x 11" size and stated, "The smaller size would be more convenient."

Although many expressed concern over the expense of the paper that has been used for *Front Lines* the last several years, that concern was unfounded. The paper was the printer's "workhorse" and the least expensive, except for newsprint. This issue of *Front Lines* is printed on recycled paper.

Readers expressed overwhelming support also for not changing the name of the paper. While some people thought the name had "too military a sound," many commented, "Why change a good thing?" "Don't change just for change."

Throughout the year, the staff will be working to include the kinds of articles that readers said they wanted—more from the missions, the Hill, "experts" outside the Agency. More projects and people (at all levels) stories will be featured. You will notice that the articles also are shorter. As you read this month's issue, you will notice, too, the variety of writers. Remember, Agency employees are encouraged to submit articles for publication.

Although the new format took some time to put together (thus, no February issue), the staff believes it will make a more interesting, less expensive paper, and we hope you like the changes. Let us know what you think.



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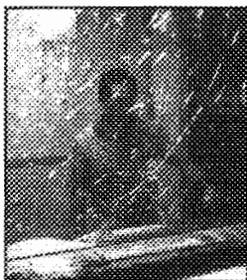
Cover Photo: A Philippine boy prepares to haul water to his home. Development activities that improve the living standards of people in the Philippines and in other developing nations are included in the foreign aid budget request President Bush sent to Congress. See pages 4, 5, 12, 13.

FRONT LINES

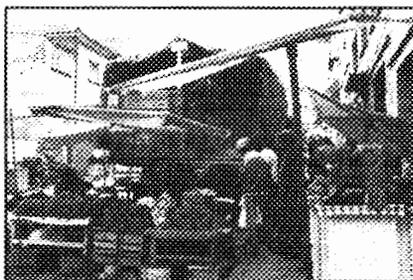
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President Sends Aid Budget to Hill

by Clyde Linsley

A foreign aid budget request including nearly \$7.2 billion in USAID-administered programs has been sent to Congress by the Bush Administration.

At a press briefing on the budget request with Deputy Secretary of State Lawrence Eagleburger, Acting Administrator Mark L. Edelman said USAID's budget request is structured to increase the Agency's ability to respond to changing economic needs and opportunities in the developing world.

He noted that a report of the House Committee on Foreign Affairs' Task Force on Foreign Assistance concluded last year that USAID was hamstrung by too many conflicting objectives, legislative conditions and earmarks and bureaucratic red tape to be an effective institution for development. At USAID, he said, "we couldn't agree more."

Outside Africa, he said, the Agency is constrained by "functional accounts, earmarks and other spending directives that tell us how our funds must be spent, based on yesterday's or today's pressures."

The Agency's 1991 budget request includes \$2.42 billion in Development Assistance funds, \$3.36 billion in

the Economic Support Fund (ESF) account. In addition, about \$898 million in P.L. 480 Food for Peace funds were requested by the Department of Agriculture to be administered by USAID.

The USAID request also includes \$300 million in new assistance for Eastern Europe and \$200 million for the second-year Philippines Multilateral Assistance Initiative (MAI).

The budget request seeks to increase flexibility by eliminating functional Development Assistance accounts, substituting a new method of accounting for development activities,

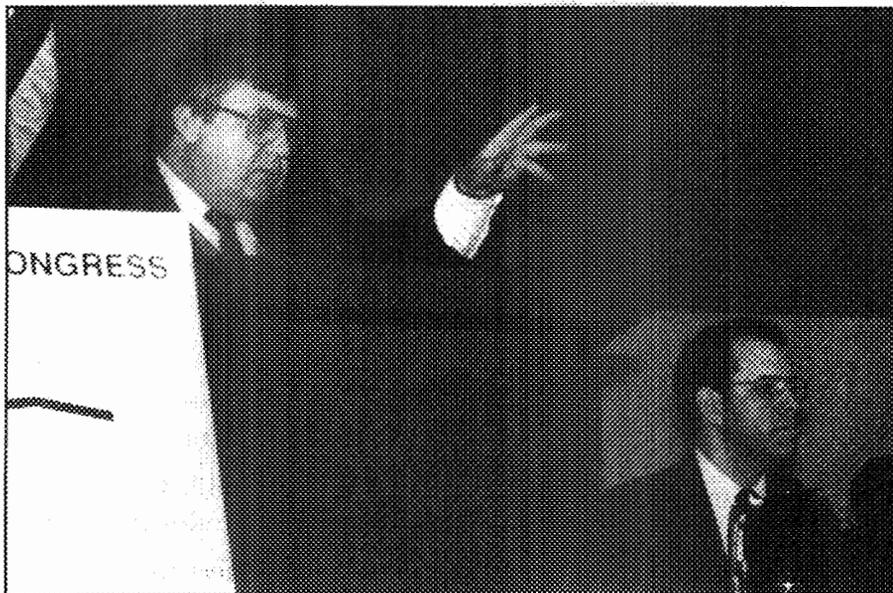
and a new Development Policy Reform Program (DPRP), modeled after a similar successful program approved by Congress for African countries. Decisions on use of the \$75 million proposed for the DPRP would be made later based on the performance potential of each country.

"In constant dollars, the 1991 request is virtually the same as the amount of appropriations that was available in 1988."

Eagleburger noted that the \$20.8 billion international affairs budget request, which includes funding for the State Department, totals 8.9%—about \$1.8 billion—higher than last year's appropriations.

Nearly all the increase, he said, will go toward three major objectives: initiatives in Panama, Eastern Europe, the drug war and international organizations; continued support for democratization and for key U.S. allies; and increased executive branch flexibility in meeting the nation's foreign policy goals.

Under the new budget proposal, about \$175 million in ESF money has been requested



At a press briefing on the foreign aid budget request, Deputy Secretary of State Lawrence Eagleburger (left) answers questions as Acting Administrator Mark L. Edelman looks on.

for the Andean Narcotics Initiative in Bolivia, Colombia and Peru, a request that accounts for virtually all the 5% increase in proposed ESF funding. Funding for Agency operations, development assistance and P.L. 480 Food for Peace would remain essentially level.

About \$560.5 million is proposed for the Development Fund for Africa, an effective increase from 1990 with the elimination of a \$15 million reserve fund for African disaster assistance, which would be funded under disaster assistance in 1991.

The 1991 request also includes \$4.08 billion in DA, ESF and P.L. 480 assistance for Asia, Near East and Europe, including the amounts proposed for Eastern Europe and for the second-year Philippines MAI. About \$1.28 billion in assistance is proposed for Latin America and the Caribbean, much of it aimed at promoting faster and more sustainable economic growth, economic policy reforms and democratization.

About \$1 billion in assistance to the Republic of Panama—half in ESF money for balance of payments support and public investment and the rest in loans and guaranties—will be included as a supplemental request to the Administration's 1990 budget.

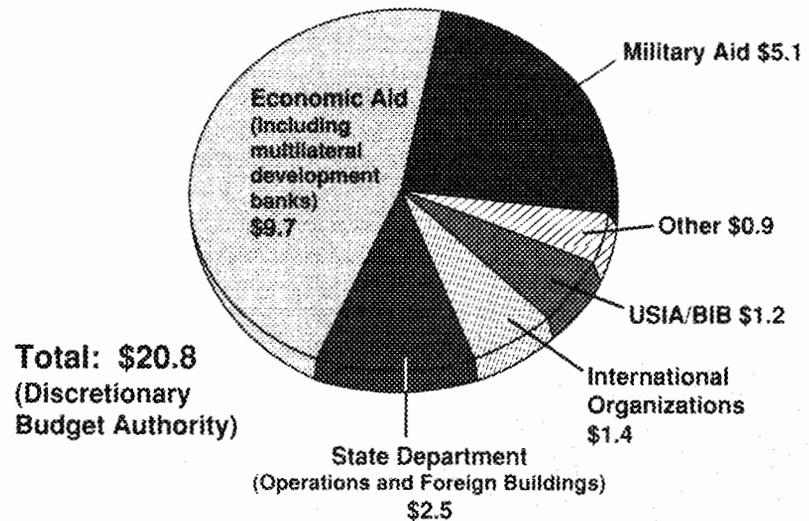
The 1991 budget request also contemplates an increase for the USAID inspector general's office. The increase—which totals 8% more than requested for 1990 and 10% more than appropriated—would bring the office's 1991 funding to \$33.9 million.

Foreign assistance makes up about 75% of the President's proposed \$20.8 billion international affairs budget account. Eagleburger pointed out that spending on international affairs, including foreign assistance, comprises less than 2% of the federal budget.

"International affairs spending in real terms has fallen from its peak in 1985," Eagleburger said. "In constant dollars, our 1991 request is virtually the same as the amount of appropriations that was available to us in 1988."

Major Categories

(\$ billion)



FIVE KEY FOREIGN POLICY CHALLENGES IN THE 1990s

1. Promoting democratic values through human rights, political choice, the rule of law, self-determination. When the barriers to democratic values come down, prospects open wide for legitimate government, revitalized societies and improved relations.

2. Fostering global growth by promoting market principles. The United States will pursue an active economic agenda bilaterally with its major trading partners and multilaterally through the International Monetary Fund, the World Bank and the General Agreement on Tariffs and Trade.

3. Promoting a secure global environment that is vital to allow democratic and market values to flourish.

4. Working with all allies to combat transnational threats, such as environmental degradation, narcotics and terrorism.

5. Reshaping and renewing alliances and other important ties. The United States needs to adjust its alliances to the largely favorable conditions that its Atlantic and Pacific partners created in the postwar period.

The State Department is requesting \$20.8 billion in discretionary budget authority for Budget Function 150. This represents an increase of \$1.7 billion or 8.9% over fiscal 1990 levels and balances budgetary stringency with the need to address foreign policy challenges. This request is linked to our ability to project American values and interests into the next decade.

Mission Back in Panama

by Timothy O'Leary

Expelled from Panama in December 1987, USAID was not far behind the American troops who liberated the country from military dictator Manuel Antonio Noriega.

The first Agency personnel, a four-member team from the Office of U.S. Foreign Disaster Assistance (OFDA), arrived Dec. 28, exactly one week after American troops landed. Headed by OFDA Director Andrew Natsios and OFDA Regional Adviser for Latin America Paul Bell, the team assessed emergency humanitarian needs resulting

from the fighting.

Several days later, a team from the Agency's Bureau for Latin America and the Caribbean arrived. Headed by Acting Assistant Administrator Fred Schieck, the team met with representatives of the democratically-elected government of President Guillermo Endara and the U.S. Embassy in Panama City to make preliminary recommendations for a U.S. aid program.

Acting Administrator Mark L. Edelman arrived in Panama Jan. 2 as part of a high-level delegation headed by Deputy Secretary of State Lawrence Eagleburger and Deputy Secretary of the Treasury John Robson. Edelman met with President Endara, members of his cabinet, Panamanian business leaders and U.S. diplomatic and military officials.

At a press conference the next day attended by



Francisco Gallardo, a local employee at the Agency office in Panama City, inspects the bulletproof glass protecting the offices. During the U.S. invasion, the offices were attacked by pro-Noriega troops.



Undersecretary of Commerce Michael Farren (from left), Deputy Secretary of the Treasury John Robson, Deputy Secretary of State Lawrence Eagleburger, Assistant Secretary of State for Inter-American Affairs Bernard Aronson and Acting Administrator Mark L. Edelman respond to questions in Panama City on Jan. 3.

some 50 reporters from the United States and other countries, Edelman announced that he had acceded to a request from President Endara to reopen the USAID mission in Panama. Noriega had closed the mission in retaliation for the U.S. suspension of aid following a mob attack on the U.S. Embassy and a vote by the Senate Foreign Relations Committee to cut off all aid.

"I would like the word to get out for the Panamanians and everyone else: We will be having a USAID mission open again in the very near future," Edelman said.

In Washington on Jan. 25, President Bush announced a package of aid and credits for Panama totaling more than \$1 billion.

The package includes \$500 million in aid for fiscal 1990 and \$400 million in credit guarantees. It also includes \$42

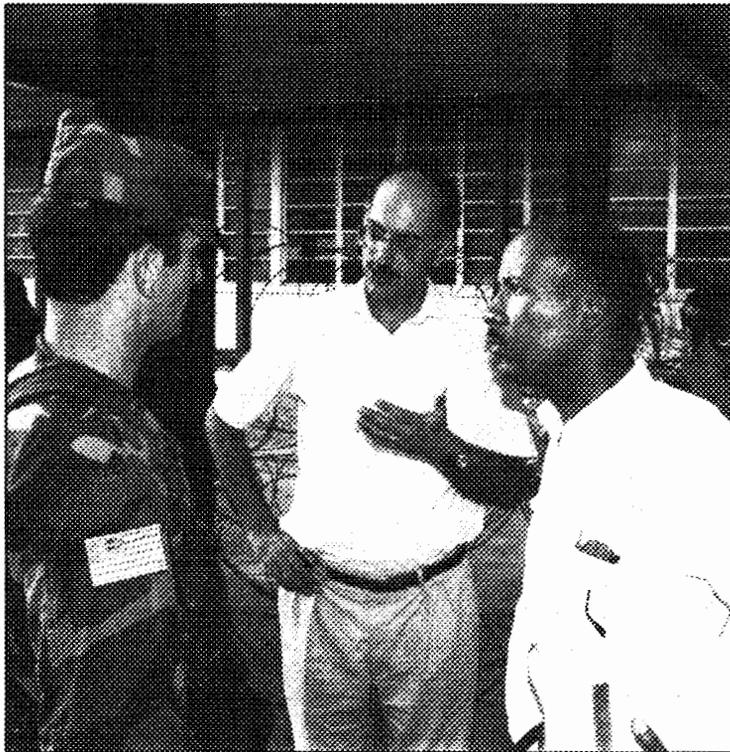
million in humanitarian aid to replace housing in the burned out Panama City neighborhood of El Chorrillo, repair public works and rehabilitate looted businesses.

Before returning to the United States with Edelman, Eagleburger and Robson, Natsios announced that the United States had committed \$700,000 in emergency humanitarian assistance to Panama. The funds are being used to remove rubble in El Chorrillo, which was damaged in the fighting around Noriega's *Comandancia*; to care for 2,500 displaced persons, most of whom come from El Chorrillo; and to help the Panamanian

Chamber of Commerce with expenses incurred in distributing domestic and international donations of foods and medicines.

During his visit, Edelman also inspected the displaced persons camp at Balboa High School in the former Canal Zone near Panama City. The temporary camp was established and managed by the U.S. Army in the days immediately after the fighting. Its approximately 2,500 residents were housed in the school's gymnasium and in tents on and around a football field.

Natsios, who accompanied Edelman to Balboa, complimented the U.S. Army on conditions in the camp, saying they were vastly superior to those he had seen in other countries. He noted that camp residents had taken responsibility for their own care, organizing them-



Andrew Natsios (center), director of the Office of U.S. Foreign Disaster Assistance, confers with U.S. Army Major Knoblock and Alejandro James, an OFDA officer based in Costa Rica, at Balboa High School. Sections of the school were used as temporary shelter for displaced persons.

selves into sanitation, cooking and security committees, among others.

As Edelman and Natsios inspected the camp, workers were preparing the residents' next temporary home: the hangar at Albrook airfield, also in the former Canal Zone. With OFDA funding, the hangar was fitted with toilets, showers, wash basins, a day care center and a dining area. Private living areas were constructed for each family with wooden frames and special plastic sheeting provided by OFDA. A nearby building was rehabilitated for the camp's elderly residents.

The displaced persons were moved to Albrook from Balboa on Jan. 17.

Natsios also met with church and civic leaders from El Chorrillo, who told him that the fires that had devastated the neighborhood were started by Noriega

supporters in retaliation for the residents' opposition to the military regime.

Natsios and Schieck said the United States would help find a permanent housing solution for the estimated 12,000 Panamanians displaced by the fighting. The Panamanian government was already considering several U.S. and Panamanian proposals for rebuilding El Chorrillo, they said.

The Natsios and Schieck teams did much of their work in USAID offices off the Via Espana, a major Panama City thoroughfare. Although USAID had been expelled from Panama, the Agency kept the offices and a skeleton staff of local employees to manage a residual participant training program. Thus, the teams had ready access to computers, telephones and fax machines, as well as helpful and competent support personnel.

Thanks to a gaping hole in the building's side, many Panamanians knew about the rocket attack on the U.S. Embassy shortly after U.S. forces landed. Few, however,

knew about the attack on the USAID offices.

In the first hours of the U.S. attack, armed Dignity Battalion members (supporters of Noriega), entered the building housing the offices. The paramilitary troops shot out the security camera in the hallway leading to the offices' main entrance, then forced open the anteroom door. Once inside the anteroom, they attempted to break through the bulletproof glass protecting the offices. The glass held, and the so-called "dig-bats" were unable to enter the offices, which, fortunately, were unoccupied at the time. They then proceeded to loot other offices in the building.

O'Leary is a press officer in the Bureau for External Affairs.

Informal Sector Offers Solutions for Shelter

by Clyde Linsley

Solutions to the urban housing problems of developing nations must take into account the role of the informal sector, which creates the slums and spontaneous settlements where nearly half of urban populations live, Peter Kimm, director of the Office of Housing and Urban Programs, told a Peace Corps audience recently.

"During my professional career of 30 years, this informal settlement process has produced the vast majority of all the low-income housing in developing countries," Kimm said. "Hard data is hard to come by, but I have no doubt that the informal sector has produced more than 90% of the shelter during this time. This is what has tended to work while apparently well-organized, public-sector programs have not.

"Today there is wide agreement that this informal process is essential to the growth of cities," he said. "Governments are searching for rational ways to invest available resources that would best support the informal sector and other effective processes."

Speaking on Dec. 19 to the Peace Corps International Development Forum in Washington, D.C., Kimm said the urban populations of developing countries have been growing at twice the rate of industrialized countries, "on a scale and at a pace unprecedented in world history."

At the same time, he said, rural population growth is beginning to level off. "As a result, the developing world will become more than half urbanized



Peter Kimm: "Today there is wide agreement that this informal process is essential to the growth of cities."

sometime early in the next century."

From 1950 to 1987, Kimm said, cities in developing nations grew by 237% to 966 million people. By the year 2025, cities in developing countries will grow another 300% to more than 3.8 billion people. Cities in developing countries will have to find jobs and housing for four times as many people as they have now.

By the year 2000, Kimm said, 30 cities in developing countries will have populations of more than 5 million, and 20 of the world's 25 largest urban areas will be in developing countries.

"Urbanization is not an optional matter to be addressed some time in the future," he said. "It is an issue that is shaping the very pattern of national economic growth, the settlement of vast populations and the social and political

stability of many countries in the developing world. The development community is only now beginning to acknowledge the profound influence that urbanization is having on economic and social development in the developing countries."

Kimm said the experience of many developing countries argues that realistic housing strategies should focus the government's role on dealing with shelter problems that individuals cannot solve for themselves. He listed six themes, which he said constituted the most effective policy initiatives: shelter policy, financing urban development and infrastructure, the informal sector, decentralization, land policy and the environment.

The Agency's tools for strengthening housing institutions in developing countries include technical assistance, training and loans, Kimm said. The Housing Guaranty Program, the Agency's principal loan resource, makes about

\$100 million available every year for private sector loans at attractive terms and about \$10 million more for technical assistance, research and training.

A primary objective of USAID's capital assistance agreements is policy and institutional development to make the delivery of housing to the poor more efficient by eliminating systemic obstacles to greater housing production, he said.

"Housing investment needs in urban areas of the developing world for the next few decades have been estimated at \$100 billion to \$150 billion a year," Kimm said. Because actual donor assistance, however, will probably be about \$3 billion to \$4 billion, he agrees with the conclusion of donors that the focus of their activities has to be on policies and institutions.

Cameroonians Prosper with Credit

by Millie Konan

In 1981, Elizabeth Ntuchu started a small business to make knitwear and household items such as bed covers. At first, she worked alone in a stall at an outdoor market. Over the years, she trained numerous employees, expanded her list of clients and moved to new modern quarters. Today, her company, The Rolling Enterprise, employs 22 persons.

Ntuchu is typical of many entrepreneurs in northwestern Cameroon who have financed business growth through a credit union. "The government helped with money to buy machines," she explains, "but I had no capital. My credit union loaned me money to run the business. That assistance was crucial."

As a member of the Azira Credit Union, Ntuchu participates in one of the oldest and largest credit unions in Cameroon. Azira started in 1967 with 13 members; it now has 6,000 members. Many other credit unions are just getting started and need assistance to become financially viable.

Since 1975, the Agency has been assisting in the growth of the credit union movement in Cameroon through a grant to the Cameroon Cooperative Credit Union League, an organization that helps develop affiliated credit unions. The Credit Union National Association of the United States is helping in this effort.

Most credit union members in Cameroon have never before participated in formal financial markets. Credit unions are designed to be friendly institutions, comprising primarily people who live in the same community or share a common occupation. Members may open an account with as little as three or four dollars. Banks are often distant, require much higher minimum



Elizabeth Mandu Ntuchu started a small business to make knitwear and household items through a loan from a USAID-assisted credit union.

deposits and have other regulations that small savers and borrowers cannot usually meet.

"Our slogan is save regularly, borrow wisely, repay promptly," says Timothy Annoh, technical adviser to the Azira Credit Union. "Credit unions offer convenient deposit and loan facilities, and they help members learn how to save and borrow wisely. During their first year of credit union participation, members often double their rate of saving."

Over the years, the credit union movement in Cameroon has expanded to provide services to hundreds of small communities. Currently, there are more than 68,000 members with savings of

more than \$30 million and loans of approximately \$20 million.

Many current members used to be skeptics. Fifteen years ago, Martin Allo argued that credit unions were not needed. But when he began to dream of starting his own business, he realized that bank regulations limited his options and that the small amount of capital available from traditional savings societies would be insufficient. Soon, he too became a credit union member and began saving.

In 1979, he obtained a loan to start his own business, a company that sells office machines and stationery. As the business grew, he continued to save and borrow. He borrowed to build a bigger store, to construct a new home and to start a farm where he eventually hopes to retire. "With the help of the credit union, I became a big man," he admits, smiling with evident self-satisfaction.

By local standards, Martin Allo is now a wealthy man, but many members operate on a much smaller scale, saving and borrowing relatively small amounts of money. Joseph Akoso, a member of the Bafut Credit Union, borrowed \$100 last year to buy tools and seeds for farming. Francesca Asoh borrowed \$700 to establish herself in the restaurant business. Her restaurant, an extra room on her home, is now a favorite meeting place for local residents who want good food and homemade beer.

By delivering financial services to small savers and borrowers, credit unions have provided a resource that was not available from banks. Many Cameroonians have learned how to use and manage credit and have started businesses of their own. By assisting in the development of the credit union movement, the Agency has stimulated the growth of rural financial markets and private enterprise in Cameroon.

Konan is a writer in the Bureau for Africa.

By Sparking Microenterprise, Project Benefits Bolivia's Poor

by Jane Sevier Johnson

For more than 20 years, Lino Aruquipa has been a hatmaker in La Paz, Bolivia. Last year, he was able to change dramatically the way he does business because of loans he received through the USAID-funded Micro- and Small Enterprise Development Program (PRODEM). By using his loans to buy more materials, Aruquipa increased the number of hats and the amount of profit he makes.

"Before, I had to wait to sell my hats to buy new materials," Aruquipa says. "Now I have doubled my production and can make about 24 hats a week. I earn about 360 bolivianos (\$120) a week, which I am using to buy more materials and to set my wife up in a skirt-making business."

Launched in 1987, the program provides credit and training to *micro-comerciantes* (street vendors) and *micro-productores* (microproducers). Merchants or producers must form small groups to obtain PRODEM loans. Each group gets a loan as a lump sum that they divide among themselves. They then collect the money owed and repay PRODEM with a lump sum. Only two of the 14,000 loans (\$302 out of \$2 million) have defaulted.

PRODEM offers training sessions on what is required to obtain a loan, the importance of group cooperation and guarantees, the use of loans, conditions for obtaining additional loans and leadership. PRODEM also offers accounting, sales, marketing and production courses for microproducers.

"Through the loans and training we

provide, our clients realize about a 70% improvement in earnings—some, more than 100%," says PRODEM Executive Director Pancho Otero.

"Like Lino Aruquipa, a lot of our

"An incipient entrepreneurial class exists here, and it should be encouraged to develop...."

people are using their profits to set other family members up in business. Small-scale industries generate more employment per investment of scarce capital than their large-scale counterparts. Project support of small enterprises also consolidates jobs of owners and family members. Job sustainability is as important a consideration as job creation, especially among the smallest and most tenuous enterprises.

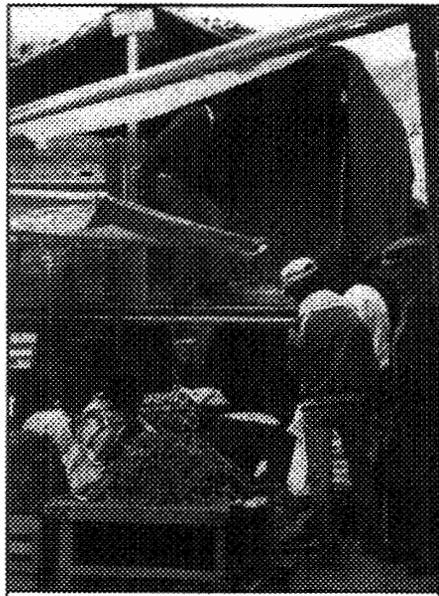
"Job maintenance is critical in Bolivia. Estimated total unemployment increased from 5.8% in 1980 to around 25% in 1989," Otero says.

For many, work in the informal sector is the first step toward integration into the formal sector. Informal sector workers gain skills on the job and microentrepreneurs learn basics of accounting and management that they can apply in the formal economy.

The micro- and small enterprise sector in Bolivia provides employment for nearly half of the country's non-agricultural workers. This sector expanded dramatically from 1982 to 1985 during a period of depression and hyperinflation as large numbers of urban

poor and unemployed established small enterprises.

"An incipient entrepreneurial class exists here, and it should be encouraged to develop and become more productive," says David Jessee of the mission's private sector office. "There are many advantages to funding a microenterprise project. For example, the investment needed to create a business is much more modest than in larger industries. Microenterprises tend to be low tech and labor-intensive, providing a high employment-to-investment ratio. They provide goods and services to their communities that might not be available from the formal sector. And they promote personal as well as financial development."



Like these street vendors, more and more of the urban poor are seeking employment in microenterprise.

Studies of microenterprise projects in other Latin American countries have shown that project beneficiaries improve their income in real terms as a result of expanding their businesses. They and their families also improve their standard of living. Compared to market and street vendors, production enterprises create the most real income growth and invest the most in assets such as machinery and equipment.

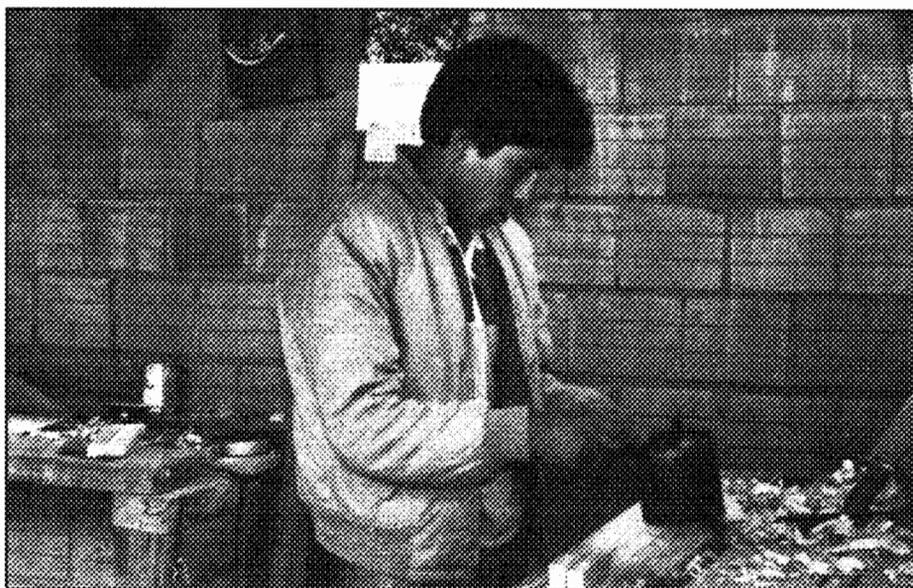
Carpenter Hilarión Lecona, for example, has used his PRODEM loan to buy materials and machinery for his shop. He thus has been able to diversify the type of work he does and to improve its quality, increasing his income 30%. Lecona now has four people working in his shop instead of the two he had before.

Microenterprises such as Lecona's benefit the country by reinvesting in the domestic economy. Capital flight is a serious problem in Bolivia. Small and microentrepreneurs do not have the means to make foreign investments, so their savings and earnings are reinvested in the domestic economy.

By providing opportunities to acquire skills that might not be available otherwise, microenterprises also benefit Bolivia's poor. An estimated 60% of workers are employed in the informal sector. Like the rest of the working poor in Latin America, PRODEM beneficiaries have very little formal education or vocational training. They acquire their skills through practice or apprenticeship or crafts passed down by the family.

The numbers eager to work and to learn are growing. As throughout Latin America, more and more people are moving from rural areas to Bolivia's major cities in search of work. The formal sector is unable to absorb this dramatic influx of labor.

Migrants are often single women with children. Small and microenterprises in the informal sector provide self-employment opportunities for women and contribute to the household incomes of the urban poor in



With a PRODEM loan, carpenter Hilarión Lecona was able to expand his shop, diversify its products and hire more workers.

which the woman is often the sole income earner in the family.

"Of our clients, 70% are women," Otero says. "These women have no other means of employment available. Their only choice is to buy something and try to sell it. They may be the heads of households, they may be providing a second income, or their husbands may be unemployed."

Amparo Tejada is a vegetable vendor, one of a host of mostly women who sell produce, clothing and odds and ends in the streets. The vegetables that Tejada sells come from Rio Abajo, 40 kilometers from the city. Tejada must buy her produce from a supplier who transports it to the city. If she does not have cash, he charges her 10% interest a week until she can pay him from her meagre profits. Sometimes, she says, she loses money because of what she must pay the supplier.

For Tejada and other street merchants like her, PRODEM offers an alternative to exorbitant interest charges. The program provides working capital loans to the merchants to enable them to pay for their produce in cash. With cash

on hand, Tejada can keep the interest she pays to the supplier at about a 2.5% monthly rate. And she can buy better quality produce to sell, thereby increasing her profits.

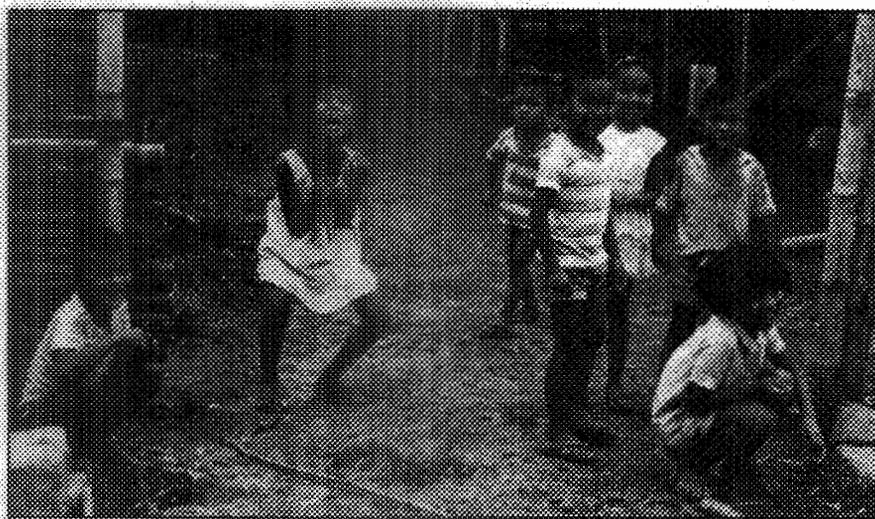
"About 95% of rural work and about 60% of employment in the cities is microenterprise," Otero says. "Throughout the country, we could have as many as 1 million clients. In La Paz alone, we have 110,000 qualified potential clients, but we have only 8,000 now participating. Bolivia could probably double its per capita income if adequate credit were made available to all of these 1 million.

"There's a much higher rate of return for capital here than with the formal sector. For about every \$400 we lend, we create the equivalent of full-time employment."

Originally based in La Paz, PRODEM recently expanded its services to El Alto, the new city that has grown up over the last 25 years around the airport on the plain above La Paz. As the project's successes build on themselves, PRODEM staff keep an eye trained on other opportunities to serve Bolivia's working poor.

Philippine Venture Targets Rural Areas

by Nancy Long



Through the Enterprise in Community Development Program, USAID teams up with private firms on projects dealing with conservation, training and basic services to benefit Filipinos in rural areas.

What do companies like Coca Cola, Dole, Benguet Corporation, Del Monte and Victorias Milling have in common?

Each of these companies is a vital part of USAID's Enterprise in Community Development Program through which the Agency provides grants for participatory community development activities in rural areas throughout the Philippines.

"The Agency's Enterprise in Community Development Program helps to tap the managerial and technical resources of the profit-making, private sector to respond to the problems of rural communities in the Philippines," says Bryant George, the mission's chief of the Office of Food for Peace and Private Voluntary Cooperation, who directs the project.

Communities are involved in projects that include basic services, small-scale infrastructure, microenterprises, vocational and technical training, and environmental restoration and conservation.

"Together with private sector firms in the area, we are looking at the

capacity of organizations to help resolve community-level problems," says George. "USAID is providing the incentive by funding up to 50% of the total project costs.

"Participating organizations provide in-kind and cash contributions matching the Agency's funds for the projects that benefit targeted communities. The three-year participatory projects are developed, proposed and carried out by the grantee. Projects are designed to be self-sustaining by the end of the three years, and at that time all project facilities are turned over to beneficiary organizations."

The Enterprise in Community Development Program presently has 11 grants in place, committing about \$3.2 million. Six of the grants are to Philippine companies, with the average grant about \$300,000.

George says that 40 Philippine and American companies are discussing project ideas for funding in 1990.

For instance, he says, large agro-industrial companies—Dole, Del Monte and International Pharmaceuticals—are interested in environmental restoration and conservation. Dole's Mt. Matutum Reforestation Project is restoring 400

hectares (1 hectare=2.4 acres) of denuded watershed on the southwestern slope of the mountain while International Pharmaceuticals' project is restoring 200 hectares in the northern districts of Cebu Province.

USAID also has provided an additional grant to Dole to restore and conserve marine and inland resources in a large section of Sarangani Bay, an area known for its rich resources. The project also will benefit the 346,000 people who live in communities near and along the bay, including the residents of General Santos City.

Companies such as Coca-Cola, Aqua Partners (prawn farming) and Magsaysay Lines (shipping) are interested in training a work force for industries and filling jobs that exist now. "Under this activity, bright, young people who otherwise would not have the opportunity to work in a skilled field are learning the technical skills that will get them immediately into a career path. It also means industries will have a pool of skilled workers, which now is unavailable," says George.

For companies such as the Philippine Investment Management Cement

Group and Victorias Milling (the largest sugar mill in the country) that have operations in needy rural communities, microenterprise start-ups, community organizing projects and basic services efforts are the main focus of development projects so far.

For instance, the Norkis Compostela Multipurpose Microenterprise Project offers a cooperative, which includes 250 households in Cebu and produces

“The Agency’s program helps to tap the managerial and technical resources of the private sector...”

stonecraft items, capital and technical assistance necessary to start and maintain a diversified export business.

Similarly, the Agency’s \$195,000 grant to Benguet Corporation for the Zambales Integrated Development Program helps deliver basic services and generate income opportunities for 3,350 resident families living near Benguet Corporation mine sites.

“The movement of Enterprise in Community Development Program toward grants to intermediate institutions clearly opens a wide range of economic opportunities for the mission to assist rural development throughout the Philippines,” says George.

Other examples of community development projects that USAID is cofinancing through the Enterprise in Community Development Program include:

- **Coca Cola Vocational/Technical Education Project**—USAID funds a \$400,000 grant toward an \$800,000 project through which financial and technical resources for vocational and technical education is provided for 3,000 high school dropouts.

- **United Pulp and Paper Social Development Project**—USAID’s \$74,000 grant helps provide basic water and sanitation services as well as health and day-care programs for some 1,500 households in Bulacan.

- **Del Monte Barrio Water Systems**—a \$310,000 USAID grant will enable Del Monte to serve 12 communities by establishing water delivery systems via deep-well drilling or spring development. 80% of the area’s 26,500 residents are expected to benefit.

- **Davao Union Cement Social Development Project**—the Agency’s \$238,000 in funding helps extend credit assistance to 850 families through small-

scale income-generating activities. The project also works to provide sanitation and potable water systems for 1,750 families and day-care centers for some 1,200 indigent children and their working mothers.

- **Marsman Integrated Community Development Project**—a \$110,000 USAID grant for an integrated program will help to improve the health and livelihood of 2,000 beneficiaries in five communities.

The program consists of many activities, including water delivery systems, community health programs, income-generating opportunities and community organization.

Agency Signs ATI Contract

USAID and Appropriate Technology International (ATI) have signed a new five-year, \$15 million contract for research and development services.

ATI, a private, not-for-profit organization based in Washington, D.C. specializes in development assistance projects involving the adaptation of technology to the needs of the developing world.

The new contract coincides with the selection of a new president for ATI: former Rep. Andrew Maguire.

Tax Help

Free volunteer tax assistance is available from the IRS. Call 1-800-424-1040 for the site nearest you.

Volunteers in the Agency include:
Jan Miller, 647-8218
Sandra Malone-Gilmer, 875-5810
Robert Dussell, a former Agency employee, may be reached at 841-0158 or at 3601 Fairfax Drive, Arlington, VA.

TEST Your Ethics IQ

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

Q: Jim Shoes is visiting a project site up country in Somalia. The contractor has a guest house and Jim spends the night. However, there is no schedule of fees so he doesn’t run up a bill. What should he do?

A: He should pay for the lodging. Employees may not accept gifts, even gifts of lodging, from contractors. No exercise must be done to try to find out the exact cost. Jim can just send the lodging part of the per diem as payment.

Nutrition: First Step To Growth

by Nancy Long

More than 300 million people in the developing world have severely inadequate diets. About 30% of children under five are so malnourished that their growth is stunted. Malnutrition is directly or indirectly related to about 60% of all childhood deaths.

With these statistics in mind and with the understanding that nutrition is basic to any economic development strategy, in February the international community marked the second annual International Nutrition Month, an event sponsored by the Office of Nutrition, Bureau for Science and Technology (S&T).

"Without proper food, individuals are unable to work or produce for the benefit of their communities," says Norge Jerome, director of S&T's nutrition office.

"Nutrition is development," says Jerome, "and nothing else in development happens without it.

"Worker productivity, school performance and cognitive development constitute the fuel of development," Jerome says. "As nutrition levels rise, so too do human potential for performance and the chance for sustained long-term development."

The nutrition problem is most prevalent in Africa, where food insecurity is greatest and in South Asia, which holds claim to the greatest number of malnourished children.



When women don't maintain a proper diet, they can't pass vital nutrients to their children when breastfeeding.

Food insecurity—the inability of nations, households and individuals to obtain adequate amounts of nutritious food—is one of the main causes of the nutrition problem. It is a result not just of inadequate amounts of food but of inadequate household incomes, inefficient markets, fluctuations in food availability and unfavorable government policies.

Without sound nutrition activities, Jerome says, other economic and health programs will fail. For instance, other child survival initiatives will have limited value if children are not receiving adequate amounts of food and nutrients.

The nutrition office, which functions within S&T's Directorate for Food and Agriculture, acts as a bridge between the Agency's agriculture and health assistance programs.

Agriculture assistance helps countries produce food needed by their

people. Nutrition programs assure that food reaching households translates into better nutrition and health for individuals. The challenge is to guarantee access to nutritious food at the household level.

Although some countries like Sudan and Ethiopia in the '80s have experienced extreme famine, Jerome points out that in many parts of the world there are undernourished people where there is neither a food production nor a food distribution problem.

Typically, in these cases, it is an information and education issue, she says. "One of the priorities of this office is to inform developing country governments and people about optimal nutrition and help them put together the right mix of available foods to nourish them adequately."

Optimal nutrition means adequate calories, protein and the so-called micronutrients, particularly vitamins and minerals such as iron, vitamin A, iodine

and B-6. "Individuals of given ages, sex and levels of activity have different nutrition needs. For example, a fast-growing child or adolescent has different nutritional requirements than an adult. Similarly, women who are pregnant or breastfeeding have special nutritional demands," Jerome says.

Vitamin and mineral deficiencies cause blindness, mental retardation and

"Without sound nutrition activities, other economic and health programs will fail."

physical exhaustion. Each year, more than a half-million children become blind for lack of vitamin A; two-thirds die within two weeks of losing their sight.

Recent studies show that proper amounts of vitamin A in children's diets significantly reduce mortality rates from acute respiratory infections—perhaps by as much as 60%. Excellent sources of vitamin A include carrots, green leafy vegetables and fruits such as mangoes and papaya.

New food-processing and agriculture technologies will help provide low-cost, better quality food at the household level. For instance, S&T-sponsored research has produced vitamin A-fortified sugar in Guatemala. This is the only on-going vitamin A food fortification program in the world. But other fortification programs are under way. Common foods and ingredients, such as monosodium glutamate, are being assessed to find the most appropriate way to combine them with vital nutrients that often are lacking in the diets of people in developing countries.

Agency programs in nutrition focus on combating protein-energy malnutrition in children under five years of

age as well as on vitamin and mineral deficiency diseases.

In addition to long-standing vitamin A programs to fight nutritional blindness, the Office of Nutrition sponsors research and testing of ways to overcome iron deficiency anemia in women of childbearing age and children under five. USAID also works to improve women's nutritional status to increase their productivity. Breastfeeding is encouraged to give infants a healthy start in life.

"Women in developing countries are especially at risk," Jerome says, "because they are often at the end of the food line. But when they don't maintain a proper diet, they can't pass vital nutrients to their children when breastfeeding."

For example, studies show that vitamin B-6, which is found in breast milk, has a favorable effect on the neurological development in the infant. The less vitamin B-6 found in the mother's milk, the more lethargic the child appears.

The Agency's nutrition strategy consists of:

- Nutrition Assessment and Monitoring—Assessment and data collection on the nutritional status of countries that help diagnose the size and nature of nutrition problems and assist in designing effective programs;

- Breastfeeding Promotion—The Agency is working with hospital administrations, training health personnel and focusing on community outreach to increase breastfeeding;

- Growth Promotion and Education—Through growth monitoring programs, the Agency is informing mothers and caretakers about their children's growth and providing them with practical advice, child survival technologies and proper feeding strategies to improve

nutrition of families;

- Nutrition Social Marketing—The Agency is in the forefront of developing and communicating nutrition messages through mass education and social marketing activities; and,

- Food Technologies—The Agency is helping food industries in developing countries achieve greater efficiencies, higher incomes and employment. Assistance also is provided to increase the nutritional value of local foods and products and to expand the production, marketing and distribution of local foods and food products.

Front Lines will highlight specific nutrition activities and projects in future issues.



Agency programs in nutrition focus on combating protein-energy malnutrition in children under five years of age.

First Jobs

Ever wonder how success stories begin? Front Lines asks four Agency professionals to take a look into their pasts and recount the experiences of their first jobs.



BASTIAAN SCHOUTEN

Bastiaan Schouten, director of the Office of Development Programs in the Bureau for Latin America and the Caribbean, remembers leaving home at the crack of dawn to catch a bus to work 20 miles away at a strawberry farm in Gresham, Ore.

The strawberry grower would hire school children during the summer to pick berries on his 30-acre farm. He would dispatch school buses to pick up the children in the mornings and drop them off at the end of the work day.

"There would be three or four bus loads of kids," says Schouten, who heard about the job from other children in the neighborhood.

The first couple of days, I ate as many as I picked," says Schouten, who was 10 years old at the time. "Eventually, I got down seriously to the strawberry-picking business."

"We earned between three cents to five cents a pound, depending on the quality of the berries. If there were lots of berries, they paid less per pound," he explains.

"It was a lot of hard work for a little bit of money (\$3 to \$5 daily), but I learned something about agriculture and about the problems of small farmers," he notes.

"I also learned the value of 'stoop labor'—the hard way!"

—Sharon Isralow

LORRAINE JOHNSON

Lorraine Johnson took some homespun skills and turned them into a money-making venture for her first job.

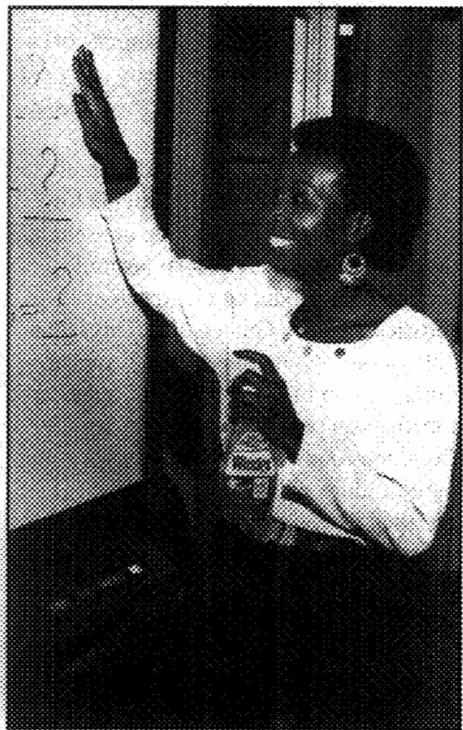
Johnson, now secretary to the director of the Office of U.S. Foreign Disaster Assistance, fresh out of high school, walked three miles with her aunt to Indianhead Elementary School where they spent the day doing all the chores that make schools shiny and clean come September. The school was located in Maryland, adjacent to Welcome, the town where Johnson grew up and still lives today. Both are located about 50 miles outside of Washington, D.C.

Thinking back to those duties, she says, "I would wash the venetian blinds, clean windows and dust furniture. It was the ideal time to handle the big jobs that can't be done as easily when the children are in school. But none of the jobs was overly strenuous," she insists. "I really loved working that summer and took satisfaction in a job well done."

How did she spend those first earnings? "On my rent," she says. "Although I didn't earn very much, I learned to be independent and discovered that good hard work pays off."

But there were other benefits as well because Johnson developed organization skills that she quickly applied to her subsequent positions. Those skills have served her particularly well as a secretary. "Even in a disaster office like this one," Johnson says, "I'm still organized."

—Nancy Long



DIANE LEACH

Diane Leach's first job was one most teenagers would die for—talking on the telephone. But Leach, a participant training specialist in the Office of International Training, was paid for her hours on the telephone as an operator for an answering service in Washington, D.C.

As a junior in high school, Leach approached her mother, who worked for the government during the week and the answering service part-time, about getting a job as an operator. "At the time, the district had a law that people under 18 could not work past 6 p.m. So I worked 8 a.m. to 5 p.m. on Sundays," says Leach.

The service handled calls for heating, plumbing, real estate offices and other businesses, as well as calls for doctors and private residences. "I learned early of the importance of a professional telephone manner and of paying close attention to details," she says. "There were times when people called in a hysterical state because they had a flooded basement or because their air conditioning system broke during a heat wave."

Were there any peculiar phone calls? "An interior decorating firm, which has since gone out of business, was owned by all women, and only men ever left messages," Leach says smiling. She earned about \$1.65 an hour back in 1961 and would save every other paycheck for college. "The job was good training, and I developed a sense of discipline for work," she adds.

During college, she left the answering service for a year to be a bottle washer for the biology lab at Catholic University. She returned to the answering service when budget cuts at the university hit the biology lab.

But Leach looked forward to her summer job, where for almost 10 years straight she took on the most challenging job yet: a counselor for a day camp in Maryland. "My mother didn't understand why I gave up opportunities to work in the city at minimum wage or more for a job that paid only \$15 a week at the beginning," says Leach. "Yet, I lived for the summer and being outdoors—swimming, canoeing, horseback riding, archery and all those kids."



CLIFF BLOCK



The Englewood Food Store, a delicatessen in Kenmore, N.Y., was the site of Cliff Block's first job, a store he owned and operated in partnership with his mother. Now the acting director of the Office of Education, Bureau for Science and Technology, Block remembers his experience as a small businessman.

"My father passed away when I was 15, and looking for a source of income, my mother took the insurance money and invested it in a deli," says Block. "It was only the two of us operating this tiny, tiny store about the size of an office, from 8 a.m. to midnight, seven days a week. My mother ran the store from 8 a.m. to 4 p.m., and I took over after school. It sounds like a burden, but it was tremendous fun."

The store handled all the major staples—milk, bread and beer, the latter being the store's biggest seller. "We also sold fresh lunch meats for sandwiches and potato salad, which my mom made," he says.

Any items that didn't sell? "We bought the store from an Italian family, and it must have been stocked with three shelves of Garbanzo beans, which—except for three cans—never moved," he says, noting that the store was in a Polish neighborhood.

One of the most memorable aspects of the job, says Block, is how as owners of the shop, he and his mother instantly became a part of the community and developed a clientele. "One man, a bookbinder, would make a daily stop for a bottle of Canadian ale and spend a few minutes engaged in conversation on a variety of topics, including politics, the art of bookbinding and life."

Looking back, he marvels at his mother's survival instincts. "She had only a fifth grade education, but she was a really smart woman."

The two sold the deli when Block left for the University of Rochester. But Block, like his bookbinder customer, says he never lost his taste for Canadian ale.

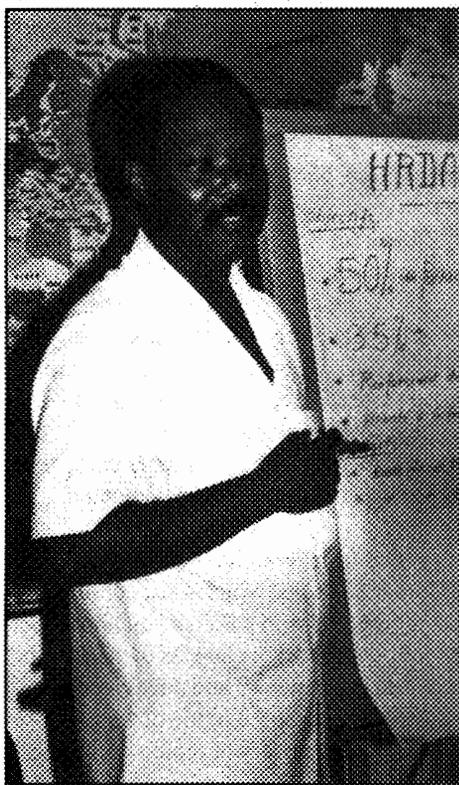
—Nancy Long

Guineans Train for Emerging Businesses

by Jane Sevier Johnson

For almost three decades, Guinea suffered under a socialist dictatorship whose statist policies crippled the country's economy and decimated the private sector.

With the second republic dedicated to economic and political liberalization in place since 1984, the Guinean people



Moustapha Diallo, mission training officer, discusses the Agency's training project with women entrepreneurs.

have a world of unaccustomed opportunities opening before them. This West African nation, however, faces the challenge of reducing the role of government and developing the private sector expertise needed to spur economic growth.

"Guinea has been a paradox," says Moustapha Diallo, mission training officer. "It is one of the poorest countries in Africa, yet it is one of the richest

in natural resources—agricultural, mineral, energy—all exist in quantity here. The countries neighboring us have developed progressively, but our past government did not use our resources effectively.

"After 27 years under a dictatorial regime in which the economy was controlled by the state, the private sector was completely non-existent, dead. The new government wants a free economy, and a dynamic private sector is a vital necessity. Our training project matches the government's priorities very well."

To devise its training strategy, the mission studied private and public sector needs. The private sector assessment identified a need for skills in management and accounting and in staff development for business promotion organizations, local training institutes and a national women's organization. Developing expertise in credit appraisal and management techniques for lending to small enterprises, nurturing rural enterprises, providing for training of

trainers and increasing opportunities for women were also deemed vital.

The public sector was found lacking in basic management and public administration skills and in small business promotion. The public sector assessment also pointed out weaknesses in project identification, evaluation and implementation, secretarial skills, public finance and training of trainers.

To help meet the needs of both the public and private sectors, the mission in Guinea bought into the Agency's five-year Human Resources Development Assistance Project for \$3.72 million for

fiscal years 1988 and 1989—one of the highest levels of participation in this project in Africa—and plans to sustain that level over the next three years. The mission also assembled private and public sector advisory boards that serve

"Our primary objectives are to clear the way for a healthy market economy and establish an increasingly competitive environment...."

as liaisons between the mission and the community and help identify training needs. These boards also screen candidates for various types of short- or long-term training and send their recommendations to the mission, which then makes the final selection.

For the public sector, training focuses on seven ministries important to developing private sector policy and improving management. The project provides conferences for high-level officials, seminars, and training of trainers in those ministries to reach lower-level ministry staff.

"Our strategy is to help alleviate the main constraints hindering the private sector," Diallo says. "Our training will increase the efficiency of public and private sector management."

The project works with women's groups such as the Association of Women Entrepreneurs of Guinea to ensure the participation of women. Under the project, 35% of all partici-

pants must be women. In actual practice, 45% of all trainees are women, and more than 49% of those who receive in-country training are women.

"A very great change has been taking place in Guinea over the past few years," Diallo says. "We are seeing a very great liberalization of women. They are becoming very active in business and agricultural production."

Among those who already have received training is Miriama Deo Balde, the secretary general of one of Conakry's central police stations. After attending a management course at the Atlanta Management Institute, she organized a training program for her staff.

"Small businesses are in the process of emerging," Diallo says. "Small business men and women have never had experience in a free economy. We're trying to provide training in all the subjects in which they do not have a base."

Ramatoulave Sow is president of the Association of Women Entrepreneurs of Guinea. A business woman with several manufacturing and agricultural concerns, she attended a mission-sponsored seminar on negotiation in Abidjan, Cote d'Ivoire. Sow says the skills she gained at the seminar helped her conclude a bank loan for her business that had been pending for several years.

Through another women's organization, the mission is developing a seminar targeted toward rural women that will teach them marketing techniques and modern methods of vegetable production. Agricultural products are crucial to the economy of Guinea, and the mission is working to ensure the development of rural enterprises.

"Our primary objectives are to clear the way for a healthy market economy and establish an increasingly competitive environment for trading agricultural commodities, Guinea's most important industry. The Human Resource Development Assistance Project already is showing concrete results," Diallo says.

Roundtable Examines Environmental Issues

Urbanization is an irreversible process that will bring with it severe environmental problems for developing countries, participants in a recent roundtable conference of development professionals agreed.

The task of donor agencies such as USAID will be to make the effects of urbanization on the environment more clearly evident and to work with developing countries to strengthen responses to these problems, participants concluded.

The conference, titled "Urbanization and the Environment in Developing Countries," was held under the sponsorship of the Office of Housing and Urban Programs in collaboration with the Bureau for Science and Technology's Environmental Planning and Management Project and the World Resources Institute. More than 50 Agency employees, private consultants and World Bank staff members attended.

The objective of the roundtable was to examine the relationships between urbanization and environmental decay and to explore methods of achieving more effective management of the problem.

Several participants emphasized the need for dealing with urban environmental problems on a long-term basis. Jerome Milliman of the University of Florida noted that, in many countries, income growth is slower than population growth, meaning that population and environmental resources are being met with diminishing financial resources.

To gain support for environmental programs, Milliman said, countries must carry out low-cost, low-tech programs that will have immediately visible

results on environmental quality in order to convince people that the investment in environmental improvement is worth the cost. He suggested a solid-waste disposal program aimed at cleaning up a specific neighborhood as an example.

Counselors Serve Staff

Equal Employment Opportunity (EEO) counselors serve as conduits for two-way communication between employees or applicants and supervisors or managers. Often they can bring about informal solutions to potential discrimination problems and eliminate the need for formal grievance procedures.

USAID has six Washington-based EEO counselors. They are the first point of contact for employees or job applicants who feel they have been discriminated against because of their race, religion, color, sex, age, national origin or physical or mental handicap.

Agency EEO counselors, whose names, pictures and telephone numbers are displayed throughout Washington-area offices, are Dorothy Cunningham, PM/TD, room 310, SA-2, 663-2397; Ellen Fendley, SER/NO/PA, room 1200A, SA-14, 987-1847; Robert Friedline, PRE/OP, room 3208 NS, 647-5624; Sherrie Hailstorks, PM/PCF, room 1132, SA-1, 663-1444; Karen Otto, IG/PSA, room 524, SA-16, 875-4517 and Maxine Redmond, PPC/CDIE, room 209G, SA-18, 875-4871.

Secretaries Ease New Hire Adjustment

by Sharon L. Ricks

It's your first week on the job. You are a secretary assigned to the Ecuador desk. The senior secretary is out sick, and you've been handed a letter to type, a response to a congressional request. The person who gave it to you said, "It's really urgent," and then walked away. The phone is ringing. People are walking in and out of the office. Work is piling up. You are alone and confused. But just before you sink for the last time, someone reaches for your hand and guides you through the bureaucracy.

For years, USAID has suffered from poor retention of secretaries, inadequate communication between secretaries and managers and insufficient guidance for secretaries concerning the Agency's policies and functions. Now, a new program has been developed to help secretaries adjust during their first year on the job.

Conceived by Wilhelmina Johnson, a senior secretary in the Office of the Executive Secretary, the pilot mentoring program capitalizes on the experience of members of the senior secretarial staff to provide role models, as well as to offer insight, guidance, counseling and advice to new secretaries. The program is designed to improve retention, motivate secretaries to pursue successful careers, create positive attitudes toward assignments and increase productivity.

Laurance Bond, director of the Office of Personnel Management, approved the program last July. "It's an excellent idea that shows we're serious

about helping secretaries be successful," he says.

"The need for secretarial help is so great that as soon as a new hire walks in the door she is overwhelmed with work," says Johnson. "All too often, the Agency asks new hires to do more, while offering less insight, guidance and advice."

Johnson, who is counselor to the mentors, began planning the program two years ago when she noticed problems with telephone manners, grammar and work attire among some administrative, secretarial and clerical employees. These problems, she said, are rarely addressed by managers, although they sometimes become gossip at staff meetings or in the hallways. "It is

certainly not cost-effective or efficient to ignore the problem," she says.

She introduced the idea of a mentoring program last April at the Career Management Workshop for Women, where it was unanimously applauded by participants and instructors. She was encouraged to submit a proposal and design to the training division and to work with the division on identifying a core group of mentors.

Veronica Young, a member of that core group, was "rescued" by another secretary and guided through the maze during her first days on the job at USAID, 17 years ago. Now she looks forward to doing the same for new secretaries.

Young says she hopes the program also will help create a more positive image for secretaries in the Agency. She points out that managers sometimes initiate the "second-class worker syndrome" by treating secretaries as though they were objects at desks that can only answer the phone and type. Secretaries



Veronica Young (from left), Office of the Executive Secretary (ES); June Gray, Office of the Inspector General; Tanya Broadnax, Office of Information Resources Management; and Wilhelmina Johnson, ES, discuss some of the problems new hires experience.

who escape this negative image, she says, do so only when they realize, or are shown by others, how important to the Agency they really are.

Senior secretaries and former senior secretaries who have a history with the

Agency may serve as mentors. Mentors volunteer one hour a week. They must have at least three years of USAID experience and be at the GS-7 level or above. Anyone with these qualifications may volunteer although there may not always be a new hire to match with each mentor.

Mentors serve as unbiased confidants and advisers with whom new hires can discuss personal or work-related concerns that may affect their job performance. Mentors also provide information about the culture and values of the Agency and offer objective suggestions on how new hires may improve their proficiency and productivity.

Terrence Liercke, director of the Training Division, believes the mentoring program may improve skills and create additional opportunities for on-the-job training. For example, when mentors notice areas where new hires can improve their skills, they can recommend relevant training. Liercke feels that battling the negative attitudes found among secretaries is important. "Mentors are secretaries who know their importance in the Agency and aren't stuck in the second-class worker syndrome," says Liercke.

New hires volunteer for the mentoring program. Upon joining, they are asked to clarify their expectations for the mentor relationship, to set realistic but challenging goals, to be specific in requesting what they want from the program, to evaluate the program's effectiveness and to recommend

changes. Elisa Kieswetter (S&T/POP), one of the participants, came to the Agency recently after spending 20 years at the Organization of American States (OAS). She thinks the mentor program has been helpful. "After 20 years at

OAS, it feels funny to start again," she says. "There are still a lot of details I have to learn."

The program operates independently under the auspices of the Training Division within the Office of Personnel Management and works directly with the ASC (Administrative, Sec-

retarial, Clerical) Orientation Training. While orientation ends after two weeks, the mentoring program continues through an employee's first year.

Phyllis White, a mentor who has been with the Agency for 15 years, hopes that retention will improve if secretaries have good experiences early in their careers. She believes the program will have a positive effect by offering employees a sounding board for their problems, improving interaction among cultures and helping employees position themselves for achieving their career goals. "It's one thing to say you want to be making \$35,000 a year and another thing to make plans to do it," she says.

Project manager and mentor Yvonne Williams says some of the new hires are interested in pay advancement, and some are interested in career growth. She says she reminds them, "It's not an overnight process." She also thinks the Agency should conduct a personnel recruitment program in high schools by working with students, teachers and curriculum planners to ensure that potential employees have the proper skills.

Mentors are trained in a workshop that covers techniques of conflict resolu-

tion and communications strategies. They are expected to keep a record of their interactions with employees and are evaluated periodically.

Mentors and their charges met for coffee with Liercke in January in the Administrator's Conference Room. At the end of the year, a Mentor of the Year award will be given.

In addition to White, Williams and Young, mentors include Gwendolyn Brown, ITIP; Phyllis Church, LAC; Odelphis Davis, ANE; Rosalind Gadson, A/AID; Barbara Martin, PPC/CDIE; Willette Smith, XA; Harriet Tweedy, A/AID; and Sandra Winston, EOP.

Ricks is a secretary in the Office of the Executive Secretary.

Controller Indicted by U.S. Court

G. Franklin Latham, a controller for the Agency, was charged Tuesday with submitting false claims to an agency of the United States.

According to a five-count indictment returned in U.S. District Court in Camden, N.J., Latham allegedly submitted false claims for \$6,900 worth of expenses incurred by his son as a result of the young man's December 1987 evacuation from El Salvador, where Latham serves as controller. If convicted, Latham faces a maximum sentence of up to 25 years in jail and fines exceeding \$1 million.

The indictment stems from an ongoing program of audits and investigations initiated by the Agency's Office of the Inspector General to ensure that all foreign aid dollars are being expended in accordance with the law. Audits are regularly conducted at all Agency missions.

Supplies Reach Romanians

A U.S. C-141 aircraft bearing about \$250,000-worth of medicine and medical supplies for the victims of recent violence in Romania arrived on Dec. 28.

A disaster response team from the Agency's Office of U.S. Foreign Disaster Assistance (OFDA) also was sent to Romania to assess humanitarian needs and distribute the USAID-sponsored relief cargo.

This effort supplements the \$500,000 pledged by the United States and \$25,000 from the U.S. ambassador to Romania's discretionary fund to help provide medical care to the people of the Eastern European nation. The funds were made available to the International Committee for the Red Cross, which is coordinating relief activities.

Malaria Chief Pleads Guilty

James Erikson, former chief of malaria research, pleaded guilty Feb. 1 to three felony counts in connection with a malaria research program.

He pleaded guilty in the U.S. District Court in Alexandria, Va., to making a false statement, receiving illegal gratuities and filing a false tax return.

Erikson, 42, faces a maximum of 10 years in prison and up to \$750,000 in fines. Sentencing is scheduled for April 6. Erikson has been on administrative leave since Oct. 2, 1987, and resigned from the Agency effective Dec. 22.

He admitted receiving \$88,000 in payments from KT&R Laboratories, Inc. of Stillwater, Minn., an Agency-funded malaria research firm he was supervis-



ing. The false statement was for failing to disclose his financial interest in a company set up to receive the payments from KT&R.

Erikson also admitted accepting over \$20,000 in connection with the purchase of monkeys for use in malaria research and failing to declare the income on his 1986 tax return.

The guilty plea stems from an investigation by the Agency's Inspector General's Office, the Internal Revenue Service and the Postal Inspection Service.

Survey Plumbs Public Opinion

Did you know that 38% of the American public expects a major war to be fought sometime in the 1990s? Or that 20% believe that the Soviet Union will soon be the main political ally of the United States—a higher percentage than for any other nation except Great Britain?

These are among the findings of a national survey taken by the Hearst Corporation to reveal the American public's expectations for the coming decade.

Questions asked in the telephone survey of 1,001 Americans over the age of 21 were divided into five categories: international affairs; science, technology and the environment; the economy;



John Blackton (left), deputy assistant administrator of the Bureau for Asia, Near East and Europe, and John Niehouss of the Department of the Treasury, sign a Memorandum of Understanding for transfer of nearly \$200 million from the U.S. Treasury to the Poland Stabilization Fund. Officially established Dec. 29, the fund is the first activity financed under the Support for Eastern European Democracy (SEED) Act passed by Congress last fall. The U.S. contribution will help ease the Polish transition to a free market economy.

social issues; and lifestyles. Some of the survey's findings of possible interest to USAID employees include:

- 56% of those polled expect the 1990s to be "a decade of peace interrupted occasionally by regional military conflict." 27% expect growing tensions among the superpowers while only 14% expect a decade of "peace and cooperation among nations."

- 57% think U.S. troops will be involved in a war somewhere in the world while 40% do not think so.

- 65% of respondents believe the world environment will be more polluted than it is today. 56% expect the "greenhouse effect" to worsen in the 1990s. 71% are optimistic that new technological developments will help the environment.

- The majority (68%) see Japan as America's largest economic competitor followed by Western Europe (12%), the Soviet Union (6%), South Korea (6%), and Taiwan (5%).

These findings are drawn from Hearst's sixth annual survey entitled "The American Public's Hopes and Fears for the Decade of the 1990s."

Deja (PC) Vu

When Peace Corps Director Paul Coverdell recently spent four days in Nepal meeting with government officials and Peace Corps volunteers, it must have seemed like old home week. Everywhere he looked, Coverdell saw former Peace Corps volunteers: at the embassy, at the U.S. Information Service, in the USAID mission and, of course, in the Peace Corps facilities.

Mission Director Kelly Kammerer and Deputy Director Stacey Rhodes are both former Peace Corps volunteers (PCVs).

According to Ambassador Julia Chang Bloch, a former Peace Corps volunteer, it is the first time in history that all the heads of all U.S. civilian agencies in a country are former PCVs.



Mary Kilgour (center), deputy assistant administrator and coordinator of the Food for Peace Program, listens to program instructions on the Worldnet studio set. With her are John Mellor (left), director of the International Food Policy Research Institute, and Worldnet moderator Cheryl Irwin. Interview topics ranged from food aid and economic assistance to the problems of soil degradation. The program was requested by missions in Liberia and Ghana and was viewed by economic and business administration students in those countries.

IN MEMORY

DANIEL DIKCIUS

Daniel V. Dikcius, an Agency general services officer, died of a stroke Dec. 24. He was 63.

Dikcius began his work with USAID in 1968 in Vietnam. Later, he moved on to a number of international posts including Egypt and Kenya. Upon returning to Washington, D.C., he completed his Agency service with the Nicaraguan Task Force. Due to poor health he retired in 1986.

Dikcius is survived by his wife, Clarice. Condolences may be sent to Mrs. Clarice Dikcius at 6631 Wakefield Dr., Alexandria, Va. 22307.

DELORES MCDANIEL

Delores M. McDaniel died of cancer Jan. 10 at Providence Hospital in Washington, D.C. She was 52.

McDaniel joined the Agency in 1972 and was assigned to the Office of

Management Operations where she rose progressively into professional areas of procurement as a procurement analyst.

McDaniel is survived by her two children, Gary and Sherry. Condolences may be sent to Gary McDaniel and Sherry Thomas at 1301 Columbia Rd., NW, #201, Washington, D.C. 20009.

THOMAS POSEY

Thomas E. Posey, a retired Agency official, died of heart ailments Jan. 22 in Amherstberg, Ontario. He was 88.

In 1952, Posey began working for the U.S. foreign assistance program and was posted in Burma, the Philippines and Turkey. In 1963, he returned to Washington, D.C. as a senior policy and planning officer. He retired in 1971.

Posey is survived by his wife, Claudia Mae Wells Posey, and three daughters.

by Suzanne Chase

Conferees Look At Realities of Changing World

When planning began more than a year ago for the Agency's sixth annual development education conference, organizers would have needed a crystal ball to know how prescient was their decision to focus on changing global realities.

By the time the conference convened in Williamsburg, Va., in November, upheaval in the Eastern Bloc had resulted in a radically changed world with major implications for U.S. foreign policy.

"The world as we know it is being turned upside down," said John Strelau of the State Department's Policy Planning Staff at the opening plenary session.

Understanding the development challenges presented by today's rapidly unfolding global scene and educating Americans to become involved in meeting those challenges were the major goals of "Development Education '89."

More than 300 people from 31 states and 10 foreign countries examined these issues during four days of plenary sessions, teaching seminars and skill-building workshops. Participants represented the public and private sectors, including private voluntary organizations, U.S. government agencies, professional associations, businesses, media, school districts and universities, and multilateral assistance organizations.

In welcoming remarks, Sally Montgomery, deputy assistant administrator for the Bureau for Food for Peace and Voluntary Assistance, Office of Private and Voluntary Cooperation (FVA/PVC), noted that the annual conference "has come to symbolize a touchstone of sorts for those involved in development education. It provides this

community with an occasion to take stock of where we are, examine what we have accomplished and reassess where we are headed."

Outlining the objectives of the conference, Montgomery said that, first and foremost, the program was designed to provide substantive information about current development issues, policies and

"Development education has become more challenging as educators move beyond peaking public interest to deepening public understanding."

trends that will affect the nature and scope of development assistance efforts.

"Development education has become more challenging as educators move beyond peaking public interest to deepening public understanding," she said. "Practitioners need to have a much better grounding in the substantive issues themselves to be confident and effective at their task."

Constraints and opportunities for the future were addressed by keynote

speakers Owen Cylke, former FVA deputy assistant administrator, and Rep. Amory Houghton Jr. (R-N.Y.) of the House Foreign Affairs Committee in the opening session on "Toward the Year 2000: The Role of Development Assistance in U.S. Foreign Policy."

Cylke pointed to world debt, the environment, the communications revolution and the U.S. deficit as four issues that have heightened U.S. sensitivity to the issue of global development. "We need to move from the idea of development assistance to development cooperation," he said.

"The U.S. deficit has made us realize the limitations of the federal budget in terms of development assistance in the world," Cylke added. "Increasingly, we will be working through what President Bush calls the '1,000 points of light.'"

From a congressional perspective, Houghton also stressed the realities of U.S. budgetary constraints, calling for increased involvement of the private sector to supplement limited government resources. "The opportunities (for U.S. business) in the developing world are staggering," he said.

The opening plenary session examined "Changing Global Realities: Political Dynamics in a Multipolar World" from a Northern and Southern perspective.

Walter Russell Mead of the World Policy Institute pointed out that in the future, American foreign policy will be vastly more complicated because it will no longer have the single focus provided by the Cold War with the Soviet Union. "The failure of communism is part of a much more profound crisis of development," he said.

Debt-laden countries also want "a place in the sun," Mead said. "The United States must have policies that



Catherine Coughlin (standing), director of the Advisory Committee on Voluntary Foreign Aid, asks a question during one of the plenary workshops at the Development Education '89 conference. Also shown are (clockwise) David Reinmund, deputy director of the Office of Private and Voluntary Cooperation; Tracy Doherty, project officer; and Sally Montgomery, deputy assistant administrator of the Bureau for Food for Peace and Voluntary Assistance.

provide for growth, open markets and the provision of real hope for people. If the world cannot offer these countries hope, they will follow the false hope of demagogues."

Professor Bereket Selassie of Howard University, a former attorney general of Eihiochia, emphasized that with today's breaking down of barriers all over the world, two major trends are developing: greater integration in the international community, both political and economic, and an opposing trend of ethnic and nationalistic assertions. "When we talk about global integration," he cautioned, "we must remember that there are national, ethnic aspirations that will not go away." For this reason, Selassie advocated looking to the United

Nations as a "harmonizing center."

These issues were explored in more detail throughout the conference in teaching seminars such as "Redefining Security" and "The Making and Un-making of Enemies."

At a plenary session on "The Changing International Economy," Vittorio Corbo of the World Bank, Donald Templeman of the Treasury Department and Stuart Tucker of the Overseas Development Council discussed current thinking on changes in the global economy as they affect development, particularly issues related to international debt and trade.

Templeman said that the shift in countries to open markets already has had important positive consequences for

the world economy. Noting the increased emphasis on the need for structural change, he said, "The key advantage to our present approach is its flexibility and pragmatism."

The link between economic growth in the developing world and U.S. economic well-being was stressed by Tucker as well as other speakers throughout the conference. "The debt crisis has caused a deep drop in income in the developing world, which has affected U.S. exports and, therefore, U.S. employment and investments. Once, these countries were the most vibrant markets for U.S. exports." Tucker echoed other speakers in calling for a multilateral solution and better macroeconomic cooperation among nations.

Smaller group sessions enabled participants to learn more about the specific strategies for resolving the debt crisis, stabilization and structural adjustment, and principles of success and failure in development.

The agenda also included workshops to strengthen practical skills needed to design and deliver effective development education programs. Among these were sessions on media techniques, gauging public attitudes and dealing with controversy.

The conference concluded with a discussion of global problems such as the environment, overpopulation, energy, escalating debt and political conflicts.

"In my view, the greatest contribution this conference has to offer," said Montgomery, "is the creation of a dialogue between development experts, policy-makers and educators. I believe that it is this cross-fertilization of ideas and information that will enrich the work of all of us who are concerned about our future and that of the developing world."

Chase is the acting director of the Office of Public Liaison, Bureau for External Affairs.

Play at Work Spurs Productivity, Morale

“Joy Committees” at the office? Hula-Hoop contests? These seemingly incongruous additions to the business scene represent a new approach to increasing productivity that the federal government may want to consider.

Playfulness, researchers are finding, can help people take a better, more creative approach to the way they work. The serious benefits of fun have been so well established that a number of firms have made it part of the corporate culture.

Ben and Jerry’s Homemade (ice cream company), for example, set up an official Joy Committee six months ago. Peter Lind, head of research and development and “Grand Poobah” of the committee, says he feels joy improves productivity, in part, by making employees feel comfortable with one another. “There’s not a hierarchy here. People can share ideas,” he says.

Research supports the idea that joy and play can be especially beneficial to creativity. Psychologist Alice Isen and her colleagues at the University of

Maryland, for example, found that people who ‘felt good’ after seeing a humorous film solved problems more creatively.

Similarly, Mary Ann Glyn, assistant professor of organizational behavior at Yale University, discovered that people who see problems as games come up with more creative solutions than those who consider the problems work.

Compared to people who don’t find fun in their work, employees who do seem to be:

- less anxious, less depressed and more satisfied with their lives in general;
- more motivated by their work;
- more creative at work;
- better able to meet job demands;
- less likely to be absent or late to work; and,
- more convinced that other people have fun at work.

How To Make Work Fun

- Make a conscious effort to have fun. Set fun goals for yourself and your subordinates.
- Spread the word. Let people know that having fun at work is often appropriate.
- Help supervisors and other managers have fun and suggest ways they can help their people do the same. Their influence is crucial.
- Ask people what they think is fun. Because this varies so much, you need to fit the fun to each person and each situation.
- Use rewards and recognition to let people know they are valued.
- Create events. Devise or increase the number of planned activities, such as contests, company-sponsored parties and sports, that add fun to work.
- Hire people who are interested in and capable of having fun. At Dreyer’s Grand Ice Cream, for example, people aren’t made supervisors unless they have the ability to create fun and arouse enthusiasm in others. It may be easier to hire this ability than to train a grim MBA to laugh.

The Alexandria Hospital provided the information on this page.

Health Tapes Available

Alexandria Hospital’s Health-Line tapes can help answer your health questions. A library of over 300 recorded health-related messages, Health-Line offers access to important health facts.

Calling the Alexandria Hospital on 370-8282 will give you access to Health-Line. This is a free community service. If you would like copies of the complete brochure call 379-3693.

Tape 412—Stress Management

Tape 122—Origin of Donor Blood

Tape 142—HIV Testing

Tape 120—Body Mechanics for a Healthy Back

Tape 204—Exercise: Finding the Time

Tape 150—Exercise for Your Heart

Tape 315—Depression

Tape 421—Quit Smoking and Live Longer

Tape 304—Keeping Children Well in Winter

WHERE



In the World
are USAID
Employees?

MOVED ON

Nishkam Agarwal, Egypt
Janice Barbieri, COMP/CS/DS
Philippe Charles Benoit, GC/
AFR
Risa Billups, COMP/CS/YOC
Lisa Jeanne Brasacchio, MS/OP/
TRANS
Deanna Cason, ANE/AF
Blondell Darby, S&T/FA/N
Samuel Elizondo, S&T/HP/H/HS
Mary McCarthy English, COMP/
CS/DS
Contessa Foote, COMP/CS/R
Nancy Frame, COMP/CS/DS
Marsha Hardy, PFM/FM/CMP/MP
Crystal Jefferson, COMP/CS/
COOP
Martha Johnston, S&T/MGT
Diana Kang, COMP/CS/COOP
Annette Kraut, MS/MO/PA/PB
Peggy Anne Linch, S&T/HR/
RD/DA
Henderson Marriott, RIG/I/
ANE/W
Detura McCanick, PFM/PM/
CSP/SS
Craig Clifford McQueen, COMP/
CS/YOC
Roy Robieson, Honduras
Peter Robinson, AA/PPC
Geoffrey Rohrbacher, COMP/
CS/COOP
David Seckler, IG/RIG/A/W
Michele Denise Sedgwick, S&T/
HP/POP/PPD
Michele Spence, PFM/PM/PCF/
PMC
Donna Stratton, PFM/FM/CAR/
CAC

Mary Tindle, OIT/PP
Julio Villafane, COMP/FS/R/
AIDW

Liliane Willens, AFR/MDI
Doretta Willingham, ANE/MENA
Roxanne Wright, PPC/EA
Neal Zank, PPC/PDPR/RP

RETIRED

Gladys Alexander, S&T/PO, sec-
retary stenographer, 33 years

Alexis Bacic, TDP/O, international
trade specialist, 7 years

Aaron Benjamin, PRE/H/O, hous-
ing/urban development officer, 23
years

Walter Bloss, MS/MO/CPM/T, su-
pervisory message analyst/dissemina-
tion specialist, 37 years

Bessie Boyd, AFT/TR/ANR/NR,
environmental protection specialist, 28
years

Mervin Boyer, IG/PSA, supervi-
sory auditor, 20 years

Joyce Burton, Yemen/EHR, edu-
cation development officer, after 24
years

Hermena Butler, AFR/TR/ANR/
FS, clerk typist, 7 years

George Cavanagh, PFM/FM/LM/
LS, financial policy analyst, 14 years

John Champagne, COMP/FS/
SEP, human resources development
officer, 20 years

Edmund Conville, IG/RIG/A/W,
auditor, 24 years

Owen Cylke, FVA, deputy assis-
tant administrator, 23 years

James Durnan Jr., FVA/FFP/LAC,
program analyst, 28 years

Ruth Flynn, MS/OP/COMS/T, in-
ternational trade specialist, 19 years

William Freeman, MS/MO/CPM/
T, message analyst/dissemination spe-
cialist, 24 years

Roy Haftorson Jr., COMP/FS/
SEP, supervisory engineering officer,
23 years

Robert Halligan, PFM, assistant
to the administrator, 28 years

W. Colleen Harris, Ghana, secre-

tary, 28 years

Abraham Hirsch, COMP/FS/W,
agricultural development officer, 28
years

Barbara Hoggard, MS/MS/EMS,
administrative officer, 25 years

Vivian Howard, MS/MO/TTM/S,
travel clerk, 11 years

Robert Huesmann, PFM/PM/
EPM, mission director, 22 years

Blaine Jensen, Sudan, program
officer, 21 years

Charlye Johnson, COMP/FS/OS/
DS, secretary, 29 years

Dwight Johnson, COMP/FS/
MEDL, supervisory general develop-
ment officer, 1 year

Kenneth Johnson, Jordan, pro-
gram officer, 22 years

Henry Johnson, PFM/PM/EPM,
foreign affairs officer, 31 years

Terry Lambacher, France, devel-
opment coordination officer, 23 years

Leo Lamotte, IG/PSA, auditor, 6
years

Roger Leonard, TDP/PEP, finan-
cial analyst, 8 years

Robert MacAlister, AFR/SWA/
REGL, program officer, 11 years

Elizabeth MacManus, BIFAD/S/
ED, foreign affairs officer, 28 years

Josette Maxwell, Nepal, program
economics officer, 8 years

Mary Ann Miller, MS/MO/RM, ad-
ministrative operations assistant typ-
ist, 9 years

Clarzell Minor, MS/MO/CPM/T,
message analyst dissemination spe-
cialist, 37 years

Thomas Nickle, PFM/FM/LM/
AR, financial management officer/
financial analyst, 23 years

Jose Pena, IG/PSA, auditor, 28
years

Ronald Kurt Shafer, Uganda, pro-
gram officer, 20 years

Enaz Stephenson, MS/IRM/WS,
secretary stenographer, 20 years

William Strassberger, PPC/PB/
RPA, budget analyst, 33 years

George Strawn, PFM/FM/CAR,
staff accountant, 24 years

Eileen Thomas, AFR/MGT/HRM, administrative officer, 33 years

John Valerio Jr., MS/IRM/SM, computer programmer analyst, 25 years

Constantine Vardas, MS/OP/COMS/P, supervisory international trade specialist, 25 years

Danny Venio, RIG/I/ANE/W, inspector, 11 years

Darma Wright, Zimbabwe, executive officer, 23 years

Years of service are USAID only.

REASSIGNED

Gary Adams, Pakistan, supervisory special projects officer, to COMP/FS/MEDL

Todd Amani, Egypt, IDI, to program officer

Tonya Archie, S&T/FA/AGR/EP, clerk typist, to PPC/EA

Jeannie Bassett, ANE/TR/PHN, clerk typist, to LAC/DR/SA

Gary Bayer, Sudan, supervisory agricultural development officer, to Uganda

Joanne Beamon, ANE/PD, general business specialist, to SDB/OD

Peter Bloom, Sri Lanka, mission director, to COMP/FS/R/AIDW

Robert Boncy, Liberia, IDI, to project development officer

John Burns, AFR/PD/SWA, project development officer, to auditor, IG/RIG/A/W

Richard Castro, IG/PSA, auditor, to IG/COMP/LWOP

John Champagne, ANE/TR/HR, human resources development officer, to COMP/FS/SEP

Anthony Deleo, IG/RIG/I/W, inspector, to supervisory inspector, IG/RIG/A/I/Manila

Dirk Dijkerman, Sudan, program economics officer, to program officer

B. Bradley Druhot, A/AID, special assistant, program analyst, ANE/DP

Virgolino Duarte, Egypt, program economics officer, to Mali

Rollo Ehrich, Morocco, supervi-

sory agricultural development officer, to agricultural economics officer, Egypt

Barbara Ellington-Banks, Belize, agricultural development officer, to Jamaica

Jack Faircloth, Ghana, supervisory executive officer, to executive officer, COMP/FS/R/AIDW

Paula Feeney, LAC/DR/HN, health development officer, to COMP/FS/R/AIDW

Elise Fikes, IG/RIG/A/W, secretary typist, to AFR/TR/HPN

William Frøj, COMP/FS/ENTRY/T, housing urban development officer, to Indonesia

William Richard Garland, Costa Rica, IDI, to project development officer

Helen Garner, PFM/PM/CSP/SS, personnel staffing employee relations specialist, to administrative officer, PPC/EMS

Lois Gibson, COMP/FS, secretary stenographer, to COMP/FFS/R/AIDW

Lynn Gorton, Guatemala, IDI, to health population nutrition officer

Richard Greene, Senegal, program economics officer, to supervisory program officer

Catherine Harrington, LAC/DR/EHR, secretary, to Egypt

George Hazel, LAC/DR/CAR, project development officer, to Food for Peace officer, FVA/FFP/AFR

John Huxtable, COMP/FS, rural development officer, to Food for Peace officer, Afghanistan

John Paul James, S&T/HP/POP/CPS, population development officer, to COMP/FS

Marlys Johnson, COMP/CS/R, clerk typist, to PFM/PM/CSP/PSPB

Helene Kaufman, COMP/FS/DS, program officer, to supervisory program officer, LAC/DP/DPD

Elaine Kelly, COMP/FS, commodity management officer, to Mozambique

Thomas Kelly, COMP/FS, project development officer, to Mozambique

Thomas Hudner King Jr., LAC/DR/RD, agricultural development officer, to COMP/FS/MEDL

Kenneth Klemp, Gambia, controller, to supervisory financial management officer budget accounting, Kenya

Jaroslav Kryschal, Sudan, contract officer, to Zaire

Thomas Mahoney Jr., ANE/DP/PA, program officer, to COMP/FS

Cecily Mango, South Africa, IDI, to project development officer

Tuyet Massingill, AFR/TR/EHR, clerk typist, to ANE/EE

Renee Matthews, LAC/DR/HN, clerk typist, to MS/OP/TRANS

Lawrence Meserve, FVA/FFP/AFR, Food for Peace officer, to COMP/FS

Russell Misheloff, COMP/FS/R/AIDW, legal officer, to GC

Kevin O'Donnell, COMP/FS/R/AIDW, legal officer, to GC

Alexandria Panehal, COMP/FS/R/AIDW, housing urban development officer, to PRE/H/O

Mable Pangle, COMP/REASS/IG/W, auditor, to IG/RIG/A/I/Egypt

Thomas Park, LAC/DR/HN, health development officer, to supervisory health population development officer, LAC/DR/HPN

Mary Reynolds, CO/MP/FS, contract officer, to Dominican Republic

Cynthia Richardson, AFR/MDI, clerk typist, to FVA/ASHA

Susan Riley, COMP/FS/ENTRY/T, private enterprise officer, to ANE/PSDS

Kurt Rockeman, Honduras, agricultural development officer, to supervisory agricultural development officer, Somalia

Jack Royer, FVA/FFP/AFR, Food for Peace officer, to program officer, AFR/SWA/SMNC

Patricia Ruizdegamboa, COMP/CS/R, secretary typist, to LAC/EMS

Neil Schreiber, XA/PL, special assistant, to program analyst, LAC/PSA

Karl Schwartz, ANE/DP/EA, supervisory program officer, to ANE/DP

Richard Scott, COMP/FS/DS, agricultural development officer, to COMP/FS/R/AIDW

Dee Ann Smith, COMP/FS/ENTRY/T, executive officer, to IDI (financial management), Mali

James Smith Jr., Morocco, program economic officer, to AFR/DP/PAR

Monica Stein, COMP/FS/ENTRY/T, IDI (financial management), to Mali

Cynthia Steuart, XA/PL, director, to special assistant, OFDA/OD

Gail Heston Warshaw, ANE/PD/PCS, program analyst, to contract specialist, MS/OP/W/FA

James Washington, COMP/FS, supervisory general development officer, to general development officer, to Cameroon

Frederick Will, COMP/FS, contract officer, to Egypt

PROMOTED

Todd Amani, Egypt, program officer

Sandra Amin, PFM/PM/PCF, secretary typist

Annesigrid Anderson, COMP/FS, population development officer

Luis Arreaga-Rodas, Peru, program economics officer

Brenda Joyce Barnette, LAC/DR/ HN, clerk typist

David Bathrick, S&T/FA/AGR, supervisory agricultural development officer

Desiree Berry, PFM/PM/CSP, clerk typist

Genelle Betsey, LAC/DR/CEN, secretary typist

Harry Birnholz, Morocco, housing urban development officer

Walter Bollinger, AA/AFR, foreign affairs officer

Eric Bolstad, MS/OP/W, procurement assistant

Priscilla Boughton, Bangladesh, mission director

Patricia Bowen, S&T/EN/FNR, program operations specialist



Laurence Hausman (from left), environmental coordinator, discusses debt-for-nature swaps with Barbara Hoskinson, director of conservation finance for the World Wildlife Fund, and Max Gautier, Worldnet moderator. A recent two-part Worldnet international satellite television program enabled them to answer questions from reporters in several nations in English and French-speaking Africa where the program was broadcast. Hausman called debt-for-nature agreements "a critical link between the concept of supporting environmental activities and the overall question of economic development."

Arthur Braunstein, Senegal, Food for Peace officer

Betsy Brown, S&T/HP/POP/FPS, population development officer

Janine Brown, SAA/S&T, clerk typist

Mary Brown, FVA/FFP/POD, clerk typist

Retta Burden, PFM/PM/PCF/FN, personnel management specialist

Barry Burnett, AFR/PD/SWA, supervisory project development officer

J. Wayne Butler, Sri Lanka, controller

Malcolm Butler, Philippines, mission director

Michele Cannon, PFM/FM/OPA, clerk typist

Richard Cobb, AFR/TR, supervisory general development officer

Rebecca Cohn, Jamaica, health population development officer

Marilyn Collins, PFM/PM/PCF/FN, executive officer

Gary Cook, Bangladesh, supervisory health population development officer

Richard Day Jr., Malawi, program officer

Leticia Diaz, Swaziland, general development officer

Phyllis Leslie Dichter, AFR/SWA, supervisory regional development officer

Valerie Dickson-Horton, Niger, deputy mission director

Marcus Winford Dinkins, PFM/FM/

P, clerk typist

Wilma Ditter, PFM/PM/FSP/EE, personnel officer

Brenda Doe, Bangladesh, population development officer

Lorie Doheny, MS/OP/W/HP, contract specialist

Rhovetta Doll, PFM/PM/CSP/SS, staff assistant typist

Audrey Doman, PFM/FM/CAR/CA, operating accountant

Lenora Doores, ANE/TR/ENR, program operations assistant

Harry Dorcus, PFM/FM/BUD, financial management officer budget accounting

Phedocia Downs, PFM/PM/FSP/RSS, personnel staffing typist

Virgulino Duarte, Egypt, program economics officer

James Dunlap, Ecuador, contract officer

William Dunn, Egypt, commodity management officer

Jean Durette, Philippines, project development officer

Paul Eavy, MS/IRM/WS, computer systems analyst

Barbara Ellington-Banks, Belize, agricultural development officer

Sharon Epstein, AFR/EA/SSED, supervisory program officer

Ulrich Ernst, Sri Lanka, program economics officer

Kimberly Ann Finan, AFR/SA/BLS, program officer

William Firing, COMP/CS/COOP, student training, computer

Donna Frago, FVA/PVC, special assistant

Toraanna Francis, LAC/DR/PS, program operations assistant typist

Karen Freeman, LAC/CEN, program analyst

Shirley Frierson, PFM/FM/LM/GP, operating accountant

David Gardella, Dominican Republic, agricultural development officer

Crystal Garrett, LAC/DR/EHR, secretary typist

Gene Vincent George, Pakistan,

supervisory engineering officer

Kimberly Gibson, LAC/CONT, clerk typist

Stephen Giddings, Cote d'Ivoire, supervisory housing urban development officer

Angela Ginyard, S&T/PO/PR, program operations assistant typist

Christine Glaubach, MS/OP/O/LAC, contract specialist

Della Glenn, TDP/PEP, contract specialist

Jeffrey Goodson, REDSO, project development officer

Richard Goughnour, Ecuador, controller

Brylen Gray, IG/SEC/PSI/ES, security assistant typist

Edward Greeley, Indonesia, project development officer

Ronald Greenberg, ANE/PD, natural resources officer

Richard Greene, Burkina Faso, health population development officer

Lorraine Gritz, PFM/FM/OPA, accountant

Joanne Grossi, PPC/DC/DAC, administrative operations assistant typist

Ardrea Hamilton, S&T/HP/H/HS, program operations assistant

James Hampton, PFM/PM/CSP/EAB, employee relations specialist

William Harley Jr., MS/IRM/SM, computer programmer analyst

Yvette Hart, PFM/FM/EMS, administrative officer

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