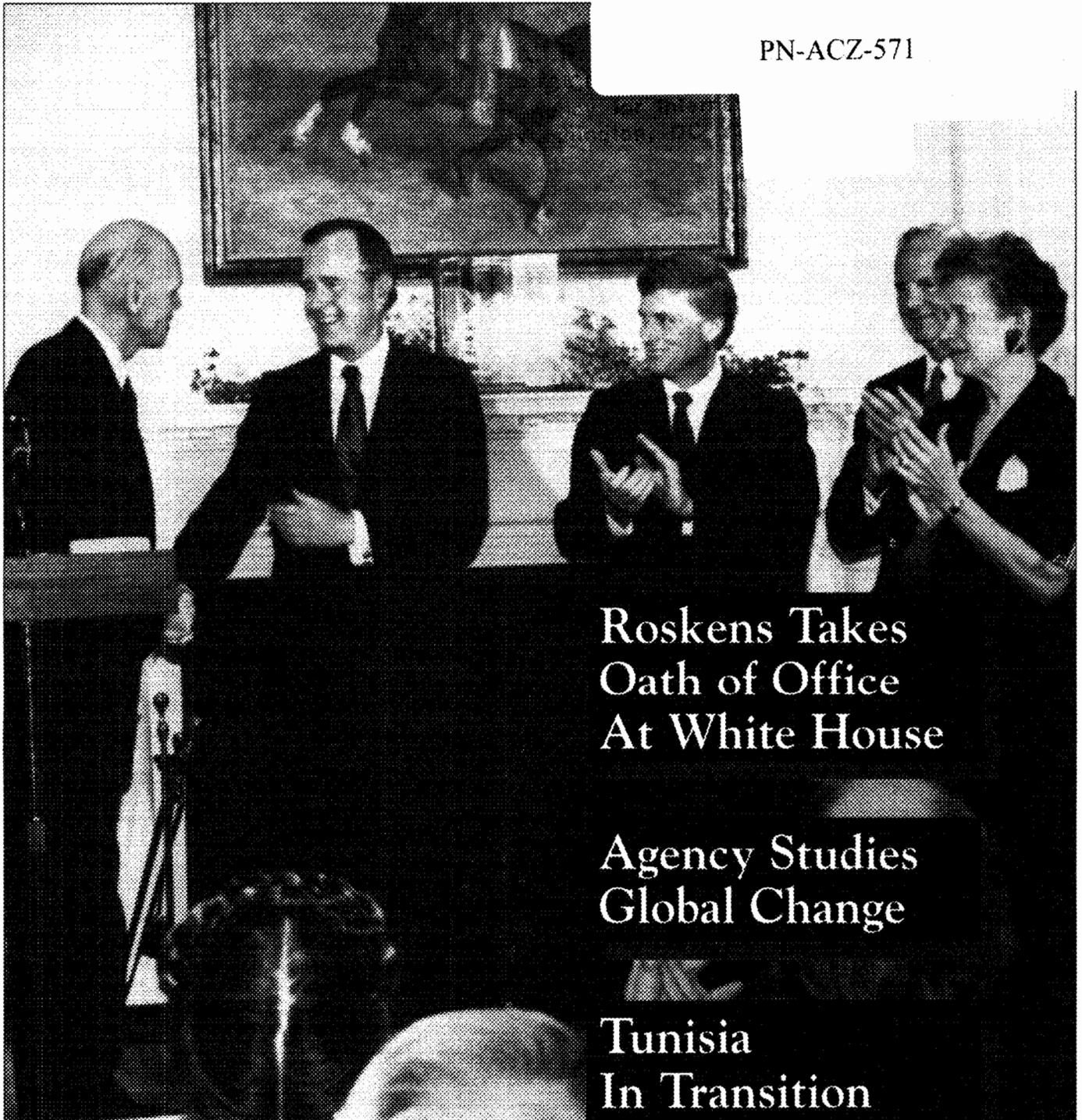


May 1990

# FRONT LINES

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

PN-ACZ-571



Roskens Takes  
Oath of Office  
At White House

Agency Studies  
Global Change

Tunisia  
In Transition

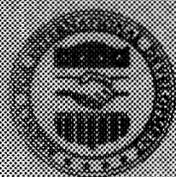


## THE FRONT LINES OF A LONG TWILIGHT STRUGGLE FOR FREEDOM—John F. Kennedy

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*Front Lines*, a publication for employees of the Agency for International Development, is published monthly except January by the Bureau for External Affairs. It has been reviewed and approved by the Communications Review Board.

All Agency employees are encouraged to contribute stories, pictures and ideas. Material should be submitted at least 21 days in advance of the next publication date to Editor, *Front Lines*, USAID, room 4889, Washington, D.C. 20523-0056. Phone (202) 647-4330. Next issue: June 14, 1990.



### Strictly by Design

Would you like to try your artistic hand at creating something that could be seen around the world?

Administrator Ronald W. Roskens has expressed interest in a redesign of the USAID emblem and is looking to Agency employees for ideas. At Dr. Roskens' request, the Bureau for External Affairs (XA) is conducting a contest for a possible new design.

Eligibility is limited to USAID employees. Entries must be submitted on an 8 1/2 x 11-inch sheet of paper and *must be received in XA by July 16*. Employees may submit their designs in sketch form. The person whose design is selected will receive a \$100 cash award.

Send entries to the Office of Public Liaison, Bureau for External Affairs, USAID, room 4889 NS, Washington, D.C. 20523-0056.



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**Cover Photo:** Ronald W. Roskens was sworn in formally as USAID administrator April 23 in a White House ceremony attended by President Bush, Vice President and Mrs. Quayle, and Secretary of State Baker. At right is Roskens' wife, Lois. See story on page 2.

*Front Lines is printed on recycled paper.*

# FRONT LINES

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# Roskens Sworn In as USAID's New Administrator

**P**resident Bush, Vice President and Mrs. Quayle and Secretary of State James A. Baker III were among those present when Ronald W. Roskens was sworn in as the Agency's 10th administrator last month.

"You take the helm at [USAID] at an extremely important time," said the president to Roskens during the April 23 White House ceremony. "Around the globe, new democracies are being born, and nations are seeking to establish free-market, democratic institutions. Your important agency will play a vital role in nurturing such transformations and in sharing our knowledge and skills worldwide."

More than 400 family members, friends, members of the diplomatic corps and USAID employees joined Secretary Baker in welcoming Roskens at a reception at the Willard Hotel after the swearing-in ceremony.

"Ron, you and the dedicated men and women of USAID will have exciting opportunities to see the world's dramatic changes firsthand," said Baker. "You will have the added satisfaction of helping bring about a better future."

Baker stressed that he believes USAID's mission must revolve around consolidating the worldwide trend toward

democracy; building strong, free-market economies; helping peacemakers; addressing transnational threats such as en-

ties to ensure the continuation of positive world trends.

Roskens expressed his enthusiasm at being entrusted with the Agency at a time of such great challenges and opportunities. "Nation after nation—around the world—is stripping off the shackles of oppressive political, social and economic injustices, searching for the liberty and opportunity that are the hallmarks of democracy," said Roskens.

"So it is that USAID must postulate new tenets to corroborate its current commission," he continued. "This is not to suggest that we will reject past approaches out of hand. But if we are to embody the hope of global peace and prosperity, then

we must envision economic, political and social support commensurate with the explosion of this new dawn of democracy."

Roskens said the challenges facing USAID are creating economic growth and political freedom, investing in human potential and promoting environmental sustainability.

"Addressing these challenges will demand from all of us a full measure of inspiration, perspiration and passionate dedication to the task at hand," Roskens said.

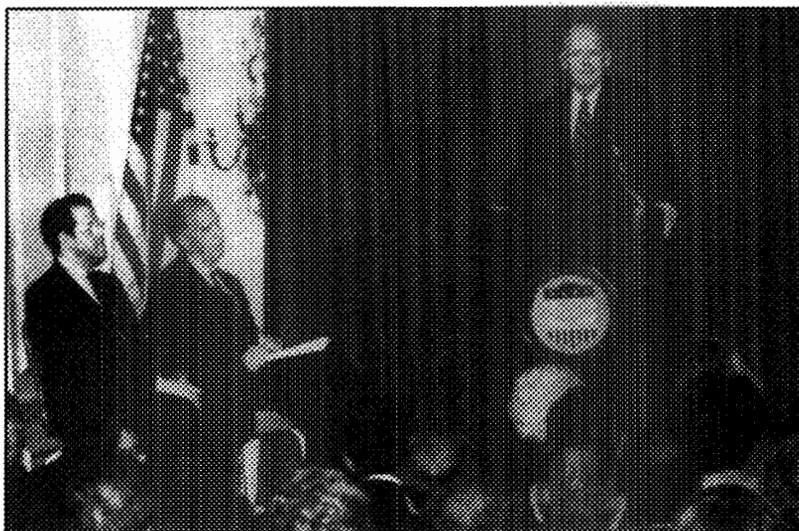
—Daniel McLagan

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*"If we are to embody the hope of global peace and prosperity, then we must envision . . . support commensurate with the explosion of this new dawn of democracy."*

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vironmental degradation and drug trafficking; and strengthening international



*Administrator Ronald W. Roskens addresses guests at a reception at the Willard Hotel following his White House swearing-in ceremony last month as (from left) Deputy Administrator Mark L. Edelman and Counselor Ray Love look on.*

# Agency Participates in Global Change Talks

BY NANCY LONG

**A**t a conference on global change hosted by the White House, President George Bush called for continued research on climate change data and emphasized the U.S. commitment to domestic and international policies that are environmentally effective and efficient.

The White House Conference on Science and Economics Research Related to Global Change took place April 16-18 in Washington, D.C., only days before people around the globe celebrated Earth Day. The conference gathered scientists, economists, environmentalists, energy ministers and policy-makers from around the world to address

the environmental and developmental future of the planet.

In his remarks, the president said the conference offered hope for a new era of environmental cooperation and told the 200 delegates from 20 countries that their presence at the conference was "profoundly important to the state of nature and the fate of mankind."

Bush said that a growing sense of global stewardship was shared by the conference participants. "Such stewardship finds expression in many ways—from public demonstration to landmark legislation. But it is also rewarded in many ways, in moments unexpected and unforgettable. Nature's beauty has a special power—a resonance that at once elevates the mind's eye, and yet humbles us as well."

On the opening day of the conference, the Agency hosted a luncheon for convention delegates representing developing countries. Administrator Ronald W. Roskens, Assistant Administrator for Science and Technology Richard Bissell and Director for Energy and Natural Resources Jack Vanderryn addressed the delegates.

"USAID is in a unique position to work with developing nations around the world to find a development approach that makes possible both economic growth and environmental sustainability—an essential combination that brings prosperity to people as it brings protection to the environment," said Roskens.

"We recognize that it's not enough just to make sure we're not implementing programs that damage the environment. This is why we are promoting development approaches that actually enhance the environment—such as the Agency's program on climate change, which will emphasize the need to reduce emissions of greenhouse gases, particularly carbon dioxide, through strategies

*Continued on page 5*

## Earth Day Celebrated

**W**ith shovels poised for action, Administrator Ronald W. Roskens and Laurence Hausman, environmental coordinator for the Agency, dedicated a newly planted sapling April 20 to commemorate the 20th anniversary of Earth Day.

In a ceremony outside the State Department, Roskens said the tree, purchased by the Agency, symbolized President Bush's admonition "to elevate environmental quality as a factor always in our consciousness.

"Because of the importance of the environment and ecosystem, people around the world will be rallying to support resource conservation and environmental protection," he added.

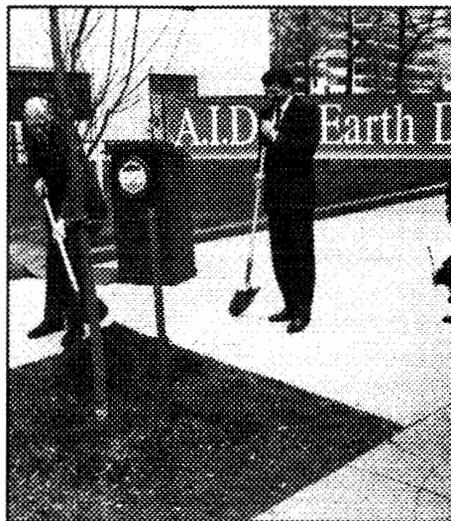
Quoting from the president's Earth

Day Proclamation, Roskens said that "as a nation, we must acknowledge that our environment and economy are interdependent. We must go beyond the traditional regulatory role of government and continue to seek solutions that embrace all sectors of society in preventing pollution and ecological damage before they occur."

Hausman said that planting the tree was a sign of what the Agency has done to help countries with environmental concerns around the world, noting that future generations will benefit from current efforts.

The Agency also participated in the Earth Week Awareness Exhibition at the State Department April 16-22.

—Nancy Long



**Administrator Ronald W. Roskens (left) and Laurence Hausman, environmental coordinator for the Agency, help plant a tree in celebration of Earth Day.**

# Roskens Outlines Vision for Agency

**A** new chapter in the USAID story began last month when recently confirmed Administrator Ronald W. Roskens outlined his vision for the Agency to USAID employees in the Washington, D.C., area.

"As this changing world [must] place more and more demands on people in our government, I'm prepared to say 'we can handle it,'" said Roskens. "The potential is here to meet even more challenges than we've contemplated."

Roskens addressed Agency employees in both the State Department and in Rosslyn, Va., April 11.

The administrator focused his remarks on the opportunities for the Agency to influence positively what he called the "stunning" changes taking place

around the world. He stressed that the question of how America can bring economic, political and social possibilities to those who have never had them before is no longer a hypothetical one. "These are now very real questions that millions of very real people are waiting to hear the answers to," Roskens said.

"The world we know today only faintly resembles the world of 40 years ago when America first launched its ambitious and historic Marshall Plan," Roskens continued. "Almost daily, developing nations in Central America, Eastern Europe and around the world are discovering what America has known for

over 200 years. That is—as President Bush has said—'democracy works.' These nations are only now discovering that democracy is not only a form of government, but a way of life—an attitude that believes that the potential of all men and women represents solutions, not problems."

Roskens read a list of "marching orders" that President Bush gave to his Cabinet at his first informal meeting with

them and said that each item on the list should apply to Agency staff as well. They are:

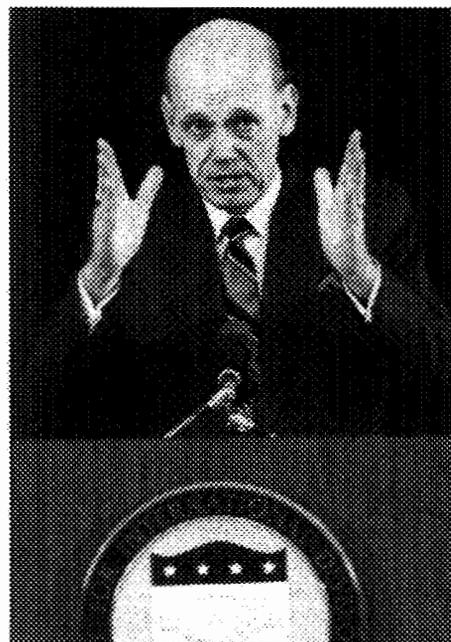
- Think big;
- Challenge the system;
- Adhere to the highest ethical standards;
- Be on the record as much as possible;
- Be frank;
- Fight hard for your position;

- When I make a call, we move as a team;
- Work with Congress; and,
- Represent the United States with dignity.

The administrator put forward several goals for the Agency's immediate future, the first being to define clearly its mission. "The eyes of the world are on us right now," Roskens said, "wondering what America will do—what America can do—now that the challenges of democracy, free enterprise and the rights of the individual over the might of the collective are at hand."

Roskens also intends to establish a comprehensive strategy for the Agency through consultation both inside and

*"Almost daily, developing nations in Central America, Eastern Europe and around the world . . . are only now discovering that democracy is not only a form of government, but a way of life . . ."*



*Administrator Ronald W. Roskens addresses Agency staff April 11.*

outside the government. He believes this will further enhance the Agency's effectiveness and productivity.

In addition, he plans to conduct a review of the Agency's organizational strategy and make-up, including personnel assignments, skills needed for given jobs and the promotion of teamwork.

The administrator stressed the importance of a good working relationship with the State Department as crucial to attaining U.S. foreign policy objectives. He charged each employee with maintaining a working environment of cooperation and mutual respect.

Roskens closed by quoting Thomas Jefferson, "The ball of liberty is now so well in motion that it will roll around the globe."

"Today, that same ball is still in motion—only rolling faster than ever. I submit to you that USAID is just the Agency to keep that ball rolling right along—and each of you is its most important player."

—Daniel McLagan

# Global Change

(continued from page 3)

that are consistent with continued economic growth and development."

Roskens also said that one of his primary goals will be to help developing countries find local and national solutions to environmental damage.

Bissell said the Agency's policy is to support efforts that offer economic growth and other environmental benefits as well as reduce the threat of climate change. He pointed to the Agency's Global Energy Efficiency Initiative, which promotes energy conservation and efficiency improvements in meeting energy needs.

Although the long-term effects of environmental degradation have important global implications, Bissell said, the causes are local, as are the most immediate effects. "Subsidized prices, closed political systems, extreme poverty, lack of secure property rights, rapid urbanization and short-sighted economic and environmental policies are often at the heart of the problem.

"Environmental degradation is a more common and pervasive problem than inflation, foreign debt and economic stagnation," he said.

Bissell added that the Agency is not satisfied with treating the physical symptoms of environmental degradation. "We

must look beyond them in search of the underlying economic forces, for better or worse, that define the true dimensions of the problem.

"The ultimate costs are borne by the poor, who lack alternatives, and by future generations," said Bissell.

Vanderryn described some of the Agency's specific planned and ongoing environmental programs. Some of the issues addressed involve:

- Policy—To help understand the policy and economic underpinnings of environmentally destructive actions, the Agency works to strengthen local analytical capabilities in designing and carrying out policies that harness economic forces to benefit the environment while promoting development. For example, in Indonesia, the Agency is developing a new environmental and natural resources project that focuses on forest policy.
- Education—To enhance environmental awareness through education



*Rainforests are a vital resource rapidly being destroyed.*

and training, the Agency has increased its interaction with U.S. and local non-governmental organizations committed to environmental protection and has conducted training seminars sponsored by the U.S. renewable energy industry. USAID provided seed money to a private voluntary organization in the Dominican Republic to form a cooperative credit system for buying photovoltaic solar panels that had electrified more than 800 homes by the end of 1989.

- Energy Efficiency—To promote environmentally sound energy production and improve energy efficiency, the Agency is introducing renewable energy and cleaner-burning fossil fuel technologies. In India, USAID is supporting research and rapid commercialization of energy-efficient end-use technologies and renewable energy systems and joining Indian financial institutions to begin an energy efficiency project in the power sector.
- Biodiversity—To support natural forest and buffer zone management and maintain biological diversity, the Agency is helping host countries develop action plans, including increasing research on how forests can supply local needs on a sustainable basis. USAID is working with Mexico, for example, to complete and carry out management plans for eight protected areas in southern Mexico.
- Environmental Quality—To reduce urban and industrial pollution and improve environmental quality in assisted countries, the Agency is working with other U.S. agencies and private industry. USAID is joining the Environmental Protection Agency (EPA) to establish a regional Environmental Center in Hungary. The center will be a source of information on solutions to environmental problems common to Eastern European countries, as well as increase local awareness through public education and institutional support.
- Agricultural Techniques—To reverse trends toward overgrazing of rangelands, declining soil fertility and productivity, and deforestation, the Agency is helping to integrate environmentally sound agricultural techniques. USAID is working with EPA to collect data through the Agency's soils research network to gain a better understanding of the impact of climate change on crop production, such as changes in temperature and rainfall. In Peru, the Agency demonstrated at one site the sustained production of 40 crops over a 17-year period in an area that had been deforested by slash-and-burn agriculture.

# New AAs Head Agency Bureaus

BY DANIEL MCLAGAN

**F**ollowing U.S. Senate confirmation, four presidential appointees have assumed their duties as assistant administrators for USAID.

Richard Bissell, Bureau for Science and Technology (S&T); Anson Franklin, Bureau for External Affairs (XA); Henrietta Holsman, Bureau for Private Enterprise (PRE); and James Henry Michel, Bureau for Latin America and the Caribbean (LAC), were confirmed on April 5.

Bissell, who had served at the Agency as assistant administrator for program and policy coordination since 1986, was the editor of *The Washington Quarterly* at the Center for Strategic and International Studies from 1984-86, director of research and director of program development at the U.S. Informa-

tion Agency from 1982-84 and director of economic security studies at the Foreign Policy Research Institute in Philadelphia from 1978-82. He has been an adjunct professor and lecturer at Georgetown University, the Johns Hopkins School of Advanced International Studies, the University of Pennsylvania, Temple University and Princeton University.

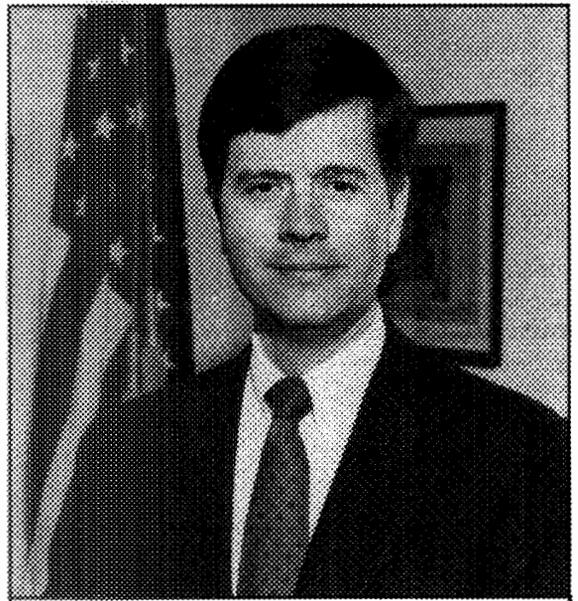
Bissell earned a B.A. from Stanford University in 1968 and an M.A. and Ph.D. from the Fletcher School of Law and Diplomacy in 1970 and 1973 respectively.

"This country is a fount of ideas and technology," Bissell says. "We at USAID have the opportunity and the ability to adapt these ideas and technologies to the particular needs of developing countries."

This is not necessarily a matter of money, he says, but rather of "focusing our energies and making sure that what we do has made a difference at the end of each day."

Before his USAID appointment, Franklin was assistant secretary of energy for congressional, intergovernmental and public affairs for two years after serving that department as director of communications from 1985-88. He also worked in the Reagan White House as assistant press secretary for three years before his move to the Energy Department. He is a 1969 graduate of the University of Virginia.

"I believe that the stunning

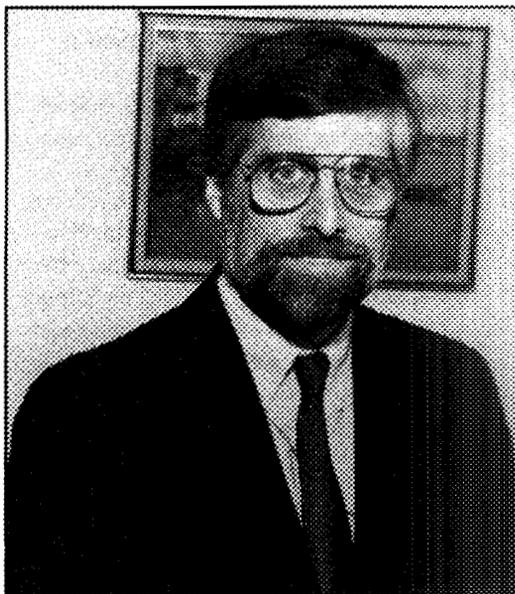


*Anson Franklin, assistant administrator for external affairs*

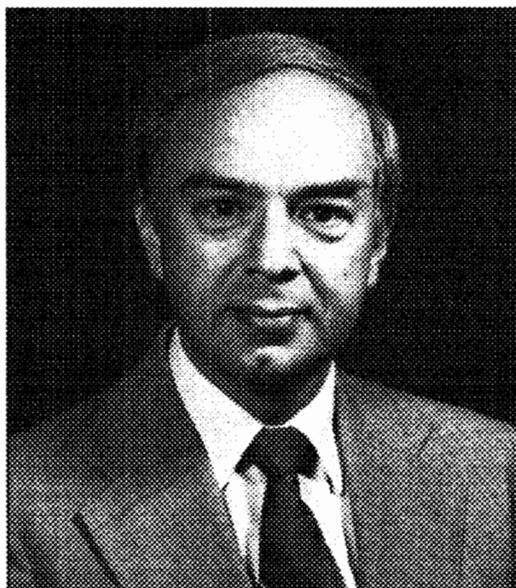
changes in Eastern Europe, in Central America and in other parts of the world offer a special opportunity to broaden our efforts to explain foreign aid to the American people," Franklin says. "While most Americans support the concept of helping others in need in less-developed countries, few people have a clear understanding of what foreign aid is and how it is applied."

Holsman comes to the Agency from the private sector. Most recently, she was president and director of Stockton Wire Products and president and chairman of the board of Pozacorp Inc., both in Burbank, Calif.

She was an independent business consultant in Denver from 1975-77 and a bank apprentice for the Bank of Greece in Athens in 1968. She has founded and managed several entrepreneurial enter-



*Richard Bissell, assistant administrator for science and technology*



**James Henry Michel, assistant administrator for Latin America and the Caribbean**

practical results, the dramatic political transformation that we have witnessed in Latin America in the past decade will be in jeopardy in the 1990s," Michel says.

Of 11 Agency positions requiring Senate confirmation, only one—that of the assistant administrator for Africa—remains to be filled.



**Henrietta Holsman, assistant administrator for private enterprise**

prises throughout her career.

Holsman graduated from Wellesley College in 1970 and earned a master's degree from the University of Northern Colorado in 1975.

"I believe that development goals can be accomplished best by encouraging individual initiative, stimulating market forces and minimizing the role of government," says Holsman. "As a business executive and as an entrepreneur, I believe I can make a special contribution in the area of small enterprise development."

Michel, a career member of the Senior Executive Service, was most recently the U.S. Ambassador to Guatemala.

He served as principal deputy assistant secretary of state for inter-American affairs from 1983-87 and held several positions in the State Department's legal adviser's office before that. Michel graduated from the St. Louis University School of Law in 1965.

"If the present opportunities for peaceful development in our hemisphere are not seized, and if the sound policies and programs being implemented throughout the region do not achieve



### **Aid to Nicaragua Renewed**

**Vice President Dan Quayle, leading a U.S. delegation to Nicaragua to attend the inauguration of President Violeta Barrios de Chamorro, renewed U.S. aid to that country on April 25 with the presentation of 865 metric tons of food to the Adventist Development Relief Agency (ADRA) for immediate distribution to Nicaragua's neediest families with the cooperation of the Catholic Church group COPROSA. (From left) Mrs. Quayle, Auxiliary Archbishop Leopoldo Brenes, State Department Interpreter Lillian Nigaglioni and local ADRA volunteer Romero Tiriño look on.**

# Mission of the Month: Tunisia

BY JOHN RIDDLE

**W**hen Tunisian President Zine El-Abidine Ben Ali made his first state visit to the United States May 15, his country's economic future was likely at the top of the agenda. Tunisia today stands poised to enter the ranks of advanced developing countries, restructuring its economy to make what it hopes will be the take-off to economic prosperity, propelled by the private sector and an export economy.

Since Tunisia gained independence from France in 1956, it has received development assistance, economic support funds and food aid from the United States totaling \$1.25 billion.

Through USAID, Americans helped Tunisia build rural health centers, raise agricultural production and train Tunisian students in the United States in subjects from agriculture to computer engineering. The Agency also funded potable water projects in major parts of the country.

"USAID's infrastructure and institution building projects helped place Tunisia on the threshold of sustainable development," explains Mission Director George Carner.

When President Ben Ali took office in November 1987, he moved quickly to expand political freedom and safeguard human rights. Close on the heels of those decisions, he called on Tunisians to open their economy to market forces and private investment.

In response to Ben Ali's call, USAID began tailoring a new



*The Housing Guaranty Program aids the Tunisian government in providing increased housing through the private sector.*



*(From right) U.S. Embassy Deputy Chief of Mission Shaun Donnelly and Mission Director George Carner meet with a Tunisian government official.*

program to help Tunisia develop a sustainable, market-driven, export-oriented economy by the end of the decade.

"Tunisia will face an integrated European Community (EC) in 1992," says Carner. "Real economic success depends on how well Tunisia capitalizes on its comparative advantages in areas such as early seasonal agricultural products."

For example, explains Shirley Pryor, the mission's agribusiness officer, "Tunisians have to gear up to deliver tomatoes during that brief three- to six-week period before EC tomatoes hit the market."

"These are admittedly very small windows of opportunity for Tunisian products," Carner says, "so it means coming up with just the right product of international quality, and at a competitive price. That kind of flexibility cries out for a private sector operation. Parastatal firms are just too inefficient to take advantage of such opportunities."

Success in this type of export program will help Tunisia earn foreign exchange while its economy generates jobs and income for a rapidly growing work force.

Because Tunisia's large middle class is highly literate and generally healthy by standards in the developing world, Tunisia can realistically consider competing for markets in the industrialized world.

In the past three years, USAID has spent about \$15 million to help Tunisia develop its nascent private sector. Talks with the Tunisian government led the Agency to concentrate its



*Improving opportunities for the private sector leads to more investment and more jobs.*

limited resources on privatization, capital markets development, trade liberalization and investment promotion.

Monica McKnight, private enterprise development officer, notes, "These areas make sense because they relate directly to the Tunisian government's economic needs and priorities. They are also critical to an improved private sector environment, which is what the country needs for future growth."

There are nearly 8 million Tunisians, more than half are under age 25, and unemployment is high.

While the government sets about improving private sector conditions, it can expect continued income from tourism. Tunisia, the smallest country in North Africa, measures 63,378 square miles, slightly smaller than Missouri. It is a Mediterranean Arab country with a strong French cultural imprint, particularly apparent both in its cuisine and the wines routinely served with it. Tunisians share a characteristic easygoing Mediterranean *joie de vivre* recognizable among the many densely peopled sidewalk cafes and restaurants along the Avenue Habib Bourguiba in the capital, Tunis.

As Nancy Hooff, assistant program officer, says, "Tunisia is a very interesting place. It's an Arab country, but with a definite Mediterranean focus. It has a special blend of cultures made rich over 3,000 years by Phoenicians, Romans, early Christians and, of course, most recently by Arabs and the French. It provides all this with a certain instinctive hospitality that would make almost anyone feel welcome."

Tunisia has the luxury of a 1,000-mile Mediterranean coastline sprinkled with beaches and resorts. The

temperate climate provides mild, short winters and hot summers. These enviable assets and an abundance of hotels in all categories combine to make tourism a major foreign currency earner.

Tunisia's potential for growth in traditional agriculture, however, is limited. Agriculture employs only 27% of Tunisia's working population and is likely to provide few new jobs because its share of the Gross Domestic Product (GDP) is expected to continue to decline. It currently contributes only 14% of GDP. Over the last 25 years, the economy has evolved, with the roles of agriculture and industry now reversed.

While the country's industries provide 35% of the employment in Tunisia, they have not created as many new jobs as they could have because they use capital-intensive technologies coupled with inefficient production techniques.

In 1956 Tunisia was an agrarian nation emerging from 75 years of French colonial rule. What industry there was, was foreign-owned, and it was steadily nationalized by the Tunisian government.

Throughout the 1960s a conscious government effort evolved to establish a predominant middle-income class in response to the prevailing view that Tunisians wanted a society free from class distinctions.

The import-substitution economy established by Tunisia's founding father and first president, Habib Bourguiba, worked well enough in the beginning. The country's economy grew at 5.8% for about two decades. Then it ran out of steam in the late '70s as oil revenues and tourist receipts declined.



*Assistant program officer Nancy Hooff and agricultural project officer Salah Majoub discuss a recent USAID agribusiness study.*

The policy distortions and inefficiencies of a state-dominated economy were exposed, and the constraints of domestic demand became apparent. After the domestic market for locally manufactured essentials was exhausted, where could government-owned factories sell more to achieve economies of scale? Exporting was out of the question, explains mission economist Robert Rucker, pointing to the high price and low quality of much of the production.

By 1986, the economy had crumbled into crisis. Foreign exchange reserves fell below a two-month supply.

Tunisia reacted by launching a bold structural adjustment program and made good progress, according to the International Monetary Fund and the World Bank, but restoring growth to earlier levels remains a major challenge.

"Structural adjustment is a complicated, long-term process in which a government has to manage not just the economics but the politics as well," says Carner.

Noting the bumps many countries run into along the structural adjustment road, Carner says, "The government of Tunisia needs to make people see some positive results quickly, so they will be willing to tighten their belts and weather the costs for a couple of years. You can't tell people to cut their living standards indefinitely."

According to Rucker, "If Tunisia had continued its import-substitution industrialization strategy, given its small domestic markets, it would have doomed the country to the double burden of low growth and increasing underemployment."

Tunisia's economy currently provides fewer than three jobs for every four new entrants into the labor force. And, the labor force is growing at more than 3% a year. This presents the government with an extremely serious and potentially explosive situation.

"Ben Ali's decision to support structural adjustment and an export-oriented market economy, if carefully and steadily implemented over the coming years, will generate the jobs Tunisia needs over the long term," says Rucker.

"And in the short term," Carner points out, "USAID will be there to help Tunisia cushion the inevitable social shocks that accompany an economy making a hard turn to open markets."

Quick-disbursing foreign exchange infusions for short-term balance-of-payments relief and a labor-intensive public works program to relieve the effects of drought and structural adjustment account for about 90% of current U.S. assistance under economic support funds and the PL-480 Food for Peace Program.

"Tunisia's reforms are working, the balance of payments is looking better, exports are up, the government's budget is getting under control, and private investment is picking up," asserts Carner.

USAID is assisting the Tunisian government in

examining its economic options, he says, and the short- and long-term repercussions of these options.

Because assistance in privatization is an important part of U.S. support, USAID is funding a long-term privatization adviser in the prime minister's office. Jamal Saghir spent five years in Canada working on that country's privatization effort before taking his current position. Carner calls Saghir "a discreet, capable adviser to a program that is Tunisian-led, Tunisian-directed and very practical."

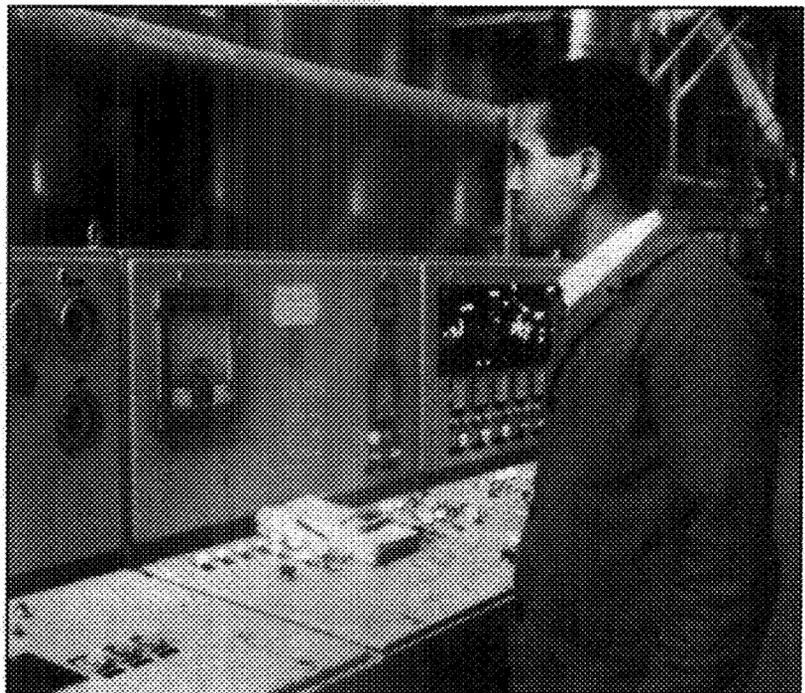
Since January 1988, the Tunisian government has privatized 25 public sector enterprises valued at nearly \$100 million. In addition, the Agency is helping Tunisia streamline its stock exchange to increase investment and trade.

Recently, General Motors concluded an agreement to open a plant in Tunisia, and Citibank now has a branch office in the capital. Such endeavors improve overall investment opportunities for Tunisia.

In December 1988, USAID supported a working visit of 30 top Tunisian business people to the United States to raise Tunisia's profile as a trading and investment partner.

As part of a technology transfer program, USAID has sent about 700 students to the United States to earn academic degrees. Over the past two years, the mission has focused training on areas such as business administration, economics and computer engineering, disciplines Tunisia's private sector will need to compete effectively in the world market.

USAID also helped set up the *Institut Regional des*



*A Tunisian worker monitors chipboard production at a private wood and furniture plant in Sousse.*

*Sciences Informatiques et des Telecommunications (IRSIT)*, a gateway institution for the kind of high technology Tunisia will need during its next development stage. IRSIT is bringing the latest technology to bear on such diverse areas as locust mapping and setting up an Arabized visual telephone-computer retrieval system, much like France's Minitel.

To help Tunisia realize its potential in value-added, agricultural-related manufacturing, USAID paid for a team of American private specialists to carry out a rapid appraisal of the Tunisian agribusiness sector. The report found Tunisia's marketing potential good in attractively packaged, high-value products such as olive oil and *Harissa*, a hot, spicy tomato product. Acting on the study's findings, Tunisia expects to boost its agriculture sector while creating badly needed new jobs in a new and growing light industry.

This kind of development fits what Carner calls the advanced developing country concept of integrating a country into the international economy. The new USAID development strategy makes the partnership with Tunisia one of a collaborative relationship between two countries.

These new developments in the private sector will result in the jobs Tunisia so desperately needs, according to Carner. "The question is, how long is it going to take?" he says.

To assist in the interim, a USAID program provides temporary jobs to workers unemployed because of the structural changes taking place in the economy. It is using PL-480 local currency to help the large public works program, *Chantiers Regionaux*. Since USAID began the program, about 30,000 people have been helped by temporary work.

Nancy Tumavick, assistant director for project management, says, "Most people have no idea how valuable the *Chantiers* program is in terms of the long-range benefits it brings to Tunisia's infrastructure. These people are providing basic sewage, streets and schools, as well as maintaining public institutions."

Tumavick adds an unexpected twist USAID discovered about the *Chantiers* program: "There is evidence that all these improvements are attracting private businesses, and they have even raised the tax base in some areas. People are willing to

pay taxes when they see they're getting something for their money."

In rural areas, the *Chantiers* program helped the Tunisian government's campaign against soil erosion by planting trees and constructing water diversions and breaks. The governor of Sfax, a large city in the south, has credited the USAID-funded *Chantiers* program with saving the city from flooding.

Agricultural project officer Salah Majoub sees another side of the program. He notes, "The *Chantiers* temporary work force also contributes to the country's social stability."

Another USAID program that promotes stability is the Housing Guaranty Program, authorized in September 1986 for \$15 million. Under this program, USAID-financed studies led the Tunisian government to undertake a number of innovative steps to provide increased housing through the private sector. One project even provides squatters with loans to build homes on nearby land where municipal services are extended.

Carner believes that strategic planning is the key to managing effectively all these economic transitions. The No. 1 constraint: the limited number of mission staff.

The Tunis mission operates out of a small, bright, two-story building nestled on a quiet street just below the Tunis Hilton. Twelve Americans work there with 13 Foreign Service Nationals and 25 people contracted to perform additional work. The program is modest at \$40 million.

"So," as Carner points out, "you can see that selectivity and strategy are extremely important."

Carner believes the U.S. interest in Tunisia's success is strong

because it is a country led by a democratic-minded, reformist government working to open the political system to democratic pluralism and build a market-oriented economic structure that will integrate Tunisia into the international economy.

If the strategy and the hard work of Tunisians and USAID staff pay off, the next time Tunisia's president makes a state visit to Washington, his country's economy won't have to be at the top of the agenda.

*Riddle is a press officer in the Bureau for External Affairs.*



*Foreign Service Nationals Tarek Chebbi (left), automated systems manager, and Salah Bourguiba, computer automations assistant, discuss the mission's information processing needs.*

# 'Education for All' Highlights Need for Basic Skills, Literacy

BY CLYDE LINSLEY

Nearly 2,000 delegates to the World Conference on Education for All, co-sponsored by USAID, pledged to work toward making basic education available to all people by the year 2000.

The conference, held March 5-9 in Jomtien, Thailand, also was sponsored by the World Bank, UNICEF, the U.N. Development Program (UNDP) and UNESCO (the United Nations Educational, Scientific and Cultural Organization). Delegates from 156 countries and 171 international, interregional and private voluntary organizations approved by acclamation a declaration and action plan for achieving new goals in basic education.

After four days and 48 roundtable discussions, the delegates, who included 98 ministers of education and heads of state from throughout the world, approved a number of basic education goals for the year 2000 that include bringing 80% of all 14-year-old boys and girls to common learning achievement levels set by each country; reducing adult illiteracy and current male-female disparity by at least 50%; and providing access to essential knowledge and skills for all citizens.

At the national level, the action plan proposes improving development of national and local needs assessments, policy adjustments designed to support broader educational goals, and improvements to managerial and technical skills and research. The plan calls for greater information exchange at the regional and world levels and for long-term political planning to continue the phase-in of



*Members of the U.S. delegation and USAID contractors (from left) James Duffy, ABC/Capital Cities; Christopher Cross, assistant secretary of education; former New Jersey Governor Thomas Kean; Amalia Cuervo, USAID contractor; Julie Cooke, First Lady Barbara Bush's staff; and Robert Morgan, Florida State University, discuss issues at the World Conference on Education for All.*

educational improvements.

"The fact that all the U.N. organizations participated jointly and coordinated their efforts was a significant achievement in itself," notes Brad Langmaid of the Bureau for Science and Technology (S&T), who served as head of the USAID delegation to the conference.

The practical effect of the conference is "a call for countries to develop their own action plans on basic education and for the sponsoring U.N. agencies to coordinate their activities and support those actions," Langmaid says.

Other members of the USAID delegation were Antonio Gayoso, director of human resources in the Bureau for Science and Technology; Katherine Blakeslee, associate assistant administrator of the Office of Policy Development and Program Review in the Bureau for Program and Policy Coordination (PPC); Clifford Block, associate director for educational technology and communication in S&T's Office of Education; and Frank Method, chief of the sector policy division of PPC's Office of Policy Development and Program Review.

Langmaid compared the conference to the Health for All conference at Alma Ata in the 1970s, which "set the stage for a decade of remarkable progress in child survival in the 1980s."

The conference was noteworthy in the lack of political posturing and the willingness to overcome polarizing issues in the reach for consensus, says Gayoso. Particularly notable, he says, was the emphasis placed on providing access to basic education and training for girls and women.

James Grant, executive director of UNICEF, said that education resources from all donors had declined from 17% to 10% during the 1980s, and only a fraction of this money went toward basic education.

***"Education, we believe, is the basis for the growth and development of individuals and nations."***

Grant announced that UNICEF would double its support to basic education by mid-decade (from \$50 million currently to \$100 million by the mid-1990s) and would double it again by the year 2000. He said the September 1990 Summit for Children would help to mobilize further national and international commitment to basic education.

World Bank President Barber Conable, speaking to a plenary session of the conference, announced that the bank would double its education funds to \$1.5 billion a year, with most of that sum going to support basic education. UNDP Administrator William Draper called on sponsors of the conference to assist governments in monitoring progress. UNESCO head Federico Mayor pledged to make basic education a major priority

of the organization and noted that technological developments in areas such as communications could "enhance the quality, outreach and cost-effectiveness of basic education."

Former New Jersey Gov. Thomas Kean, president of Drew University and chairman of the U.S. government delegation, discussed U.S. literacy and basic skills education programs and offered to work with other nations in sharing information.

"The growing interdependence of the nations and regions of the world underscores the importance of this sharing and collaboration in education," Kean said. "Education, we believe, is the basis for the growth and development of individuals and nations. In our country, we believe it is vital that men and women, boys and girls, have equity in learning opportunities. The emphasis in these areas by the conference declaration is an important and laudable one."

Kean read a statement from President Bush in which the president observed that education for all, "for children, youth and adults, will shape the quality of this world's future."

"Our learning challenges may be different in size and shape from other nations', but they deal with the same human problems—poor literacy among some adults and their children, young people who do not finish school and are at risk, workers whose skills are insufficient to meet the needs of their families or of a changing economy," the president said. "Our nation has much to share with others and a great deal to learn."

Other members of the U.S. official delegation were Julie Cooke, director of projects for First Lady Barbara Bush; James Duffy of ABC/Capital Cities Broadcasting; John Bolton, assistant secretary of state for international organizations affairs; and Christopher Cross, assistant secretary of education.

Langmaid, as chairman of the USAID delegation, told a plenary session that the Agency is mounting a major assistance and research effort to find

approaches to female education "that can work within cultural mores and budget realities, yet ensure new opportunities for this most fundamental sector of our societies."

"USAID is currently working with more than 20 developing nations to improve their own capacity to achieve quality, widespread *basic* education," Langmaid added. "I am pleased to say that the number is growing by two to three additional countries each year, as basic education increases as an Agency priority. Over the last two years, the Agency's funding for basic education, principally to improve primary schooling, has increased by more than 50%."

The Agency played a key role in several of the roundtable discussions and exhibits. An Agency-assisted roundtable on women's education featured a video presentation and participation by the education ministers of Pakistan, Zimbabwe and Guinea, all of them women.

A USAID roundtable featured new tools for education managers, including MIS systems, sector analyses, planning simulations and education research into ways to enhance local school control. A third roundtable on long-distance teaching included a demonstration of USAID's interactive radio instructional system, in which a group of Thai first-graders was taught English and math.

The USAID exhibit at the conference promoted the three major goals of the Agency's basic education program—promotion of equity, improved quality and increased efficiency. Continuous video presentations and print materials emphasized regional and central education projects.

#### **IG HOTLINE**

Help combat fraud, waste and abuse. Use the USAID Inspector General hotline to report theft or misuse of Agency resources. (703) 875-4999 or P.O. Box 12894, Arlington, Va. 22209.

## Dichter-Forbes Heads Mission In Madagascar

**P**hyllis Dichter-Forbes, a minister counselor in the Foreign Service with 22 years of experience in international development, was sworn in as director of the Agency's mission in Madagascar at a ceremony at the State Department April 9.

An island nation of 11 million people, the Democratic Republic of Madagascar is located in the Indian Ocean, 250 miles off the coast of southeast Africa. Madagascar has a per-capita income of \$265, but it has considerable economic potential because of its natural resource base. Agriculture is the mainstay of the economy and a diversity of soils, ecology and climates permits the production of a wide range of agricultural products. As a result of its geographic isolation, Madagascar is home to unique flora and fauna.

Dichter-Forbes will direct an economic assistance program of almost \$26 million in development and food aid in fiscal 1990. The Agency's Madagascar program focuses on rice research, policy reform, population, natural resource conservation and the preservation of Madagascar's unique biological diversity.

Dichter-Forbes began her USAID career in 1980 as deputy director in the Office of Caribbean Affairs in the Latin America and Caribbean Bureau. In 1981, she became deputy mission director in Haiti where she served for four years. She was later deputy director for the Interagency Task Force on the African Drought Emergency, and from 1986 to present she served as director of the Office of Sahel and West Africa Affairs. Before joining the Agency, she was Peace Corps director in Niger where

## USAID Briefs

some years earlier she had been a Peace Corps volunteer.

Dichter-Forbes holds a master's degree in public health administration from the University of Michigan and a bachelor's in political science from Queens College at the City University of New York.

## Helping Emerging Democracies

**U**SAID has agreed to provide a \$4.8 million grant to the National Endowment for Democracy (NED), which has broadened its efforts to assist the new governments emerging in Eastern Europe.

"We welcome the opportunity to assist the free people of Eastern Europe to establish pluralistic democracies," said Administrator Ronald W. Roskens at the grant signing. "Much more remains to be done, and the road will be difficult, but this is the first step."

The money will help to support the development of multiparty political systems and free election processes in Czechoslovakia, Bulgaria, Romania and Yugoslavia. It will also provide for civic education programs and radio and television equipment for independent broadcasters.

These funds are intended to supple-

ment the \$3.4 million USAID has already provided for Eastern European democratization efforts this year.

Roskens was joined at the signing ceremony by Carl Gershman, president of NED, and by Carol Adelman, assistant administrator for Asia, Near East and Europe.

## TEST Your Ethics IQ

*Learning the rules of ethics in government doesn't have to be dull. When not immersed in legal documents, the ethics staff in the Office of the General Counsel takes time to help clarify issues with a common-sense example.*

Q: Barb Wine is leaving her post and is given a vase worth about \$50 by a local grantee in appreciation of her work as the project officer on the grant. She has heard that she can keep gifts that are valued under \$200 from foreign organizations. Is she on the right side of the fence?

A: No. She is confused on this tricky issue. The \$200 limit applies only to gifts from foreign governments or officials. Gifts from all others may be retained only if the gift is of nominal value or based on personal friendship.

The vase does not qualify. It should be returned or accepted by the Agency if return is not possible or is undesirable.

## Family Planning Expanding In Morocco

Last fall, the Agency's mission in Morocco launched its social marketing program (MSMP) with the introduction of a new condom, Protex. The program is part of the Moroccan Ministry of Public Health's effort to extend family planning services nationwide and is intended to provide low-cost contraceptive products through the commercial sector.

The Moroccan pharmaceutical company Moussahama is the ministry's private sector partner in the promotion and distribution of the Protex condom. Working through three of its subsidiaries, the company coordinates overall project management, conducts market research, installs the product in pharmacies, and imports, warehouses, packages and distributes the condom.

Before the condom was introduced, a national survey was conducted to assess consumers' knowledge, attitudes and practices regarding family planning.

In addition, Moussahama is sponsoring a series of seminars for pharmacists and pharmacy assistants in major cities throughout Morocco to inform them about the Protex product brand and to solicit their support. More than 40% of pharmacists who were offered the product have purchased an initial stock and have begun product sales.

Through the project, a public relations campaign uses radio talk shows to generate discussion about family planning, male responsibility and the role of the private sector in family planning.

An advertising campaign includes four radio commercials focusing on the campaign theme, "Family Planning Is Also a Man's Responsibility." Most of the radio spots are in Arabic, and all of the trade promotion materials are in both

Arabic and French.

The social marketing program initially will promote the Protex condom through 1,500 pharmacies nationwide. Other commercial avenues for distribution are also being explored.

The marketing and distribution process for the condom is expected to be totally self-sustaining in three or four years. Other contraceptives (pills, spermicides, intrauterine devices) and health products may be added to the program as deemed feasible and appropriate.

—USAID/Morocco

EOP has established a hotline to provide counseling to USAID employees on any aspect of sexual harassment in the workplace.

Counselors can be reached at 663-1341.



### Agency Briefs Polish Journalists

Among eight Polish journalists briefed by Agency officials in the State Department April 5 are (from left) Andrzej Milcarz, Jacek Kozlowski, Jan Pieklo and Pawel Kwiatkowski. Assistant Administrator for Asia, Near East and Europe (ANE) Carol Adelman welcomed the group. Assistant Administrator for Program and Policy Coordination Reginald Brown gave an overview of U.S. foreign assistance, and Assistant Administrator for Legislative Affairs Ray Randlett talked about foreign aid and the congressional process. ANE Deputy Assistant Administrator John Blackton addressed the group on aid to Eastern Europe. The journalists are in the United States for a six-month work-study visit sponsored by the U.S. Information Agency. The briefing was coordinated by the Bureau for External Affairs' Office of International Development Communications.

# Screwworm Endangers Livestock

## Parasite Threatens Africa, Asia and Europe

BY CLYDE LINSLEY

**U**S.-developed technology will soon be employed in Libya to fight an infestation of New World screwworms (*Cochliomyia hominivorax*), a parasite that threatens to devastate livestock in Africa, southern Europe and Asia if it is not eliminated from Libya quickly.

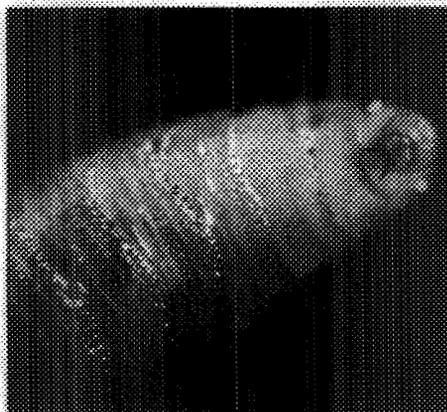
Legislation signed recently by President Bush authorizes the transfer of screwworm eradication technology to the Food and Agriculture Organization of the United Nations (FAO) to fight the deadly insect pest. The technology has been used successfully in the United States and Mexico in the last two decades.

The eradication process consists of sterilizing male screwworm flies with radiation and releasing them to inundate the fertile male population and mate with indigenous females, which then lay infertile eggs. Female screwworm flies mate only once, so the insect eventually disappears using this method.

The technique, developed in the United States and Mexico, is the only procedure known to have succeeded against the screwworm. It will be used in an area around Tripoli, where the new infestation has been identified. It is the first recorded appearance of the New World screwworm outside of the Western Hemisphere.

The screwworm eradication program will be coordinated by FAO at an estimated two-year cost of \$80 million.

In the Western Hemisphere, the fly virtually has been eliminated from North America at a cost of more than \$500 million, and efforts are now under way to carry out an eradication



*Screwworm larvae (above) hatch in open wounds and burrow into livestock and even humans.*

program in Central America.

If steps are not taken to meet the screwworm threat in Libya, Agency officials say the parasite may overshadow previous scourges in Africa, including locusts.

"Effects on livestock production will be devastating, and potential injury to wildlife, including already endangered species, is incalculable," says Allan Showler, an entomologist with the Office of U.S. Foreign Disaster Assistance.



*The eradication process consists of sterilizing male screwworm flies, which, after mating, causes female flies to lay infertile eggs.*

"The screwworm infestation now covers more than 14,000 square kilometers around Tripoli. It has infected thousands of livestock in the region and at least 30 human beings."

Unless action is taken quickly, Showler says, a screwworm epidemic could spread "throughout all of Africa, the Middle East, parts of Asia and southern Europe at virtually any time."

The screwworm is the larva of a fly that apparently arrived in Libya in 1987 on livestock imported from South America. The larvae hatch within 24 hours from eggs laid in or near open wounds and then burrow deep into the body of the host animal.

If untreated, infestations can be fatal to human beings, livestock and other warm-blooded animals. Full-grown cattle can die within as little as 10 days after infection.

Entomologists formally identified the New World screwworm in Libya last year, and it is believed that the insect has not yet spread beyond the Sahara. If the infestation spreads across the desert, it will be "virtually unstoppable," says Andrew Natsios, director of OFDA.

"There are no natural ways of stopping it once it gets south of the Sahara," says Natsios, "and there are no indigenous natural forces that would prevent its destroying wild animal herds and domesticated animals all over Africa."

"This is a serious developmental problem from our perspective, because a lot of the tribes and clans in northern Africa and elsewhere are primarily dependent for their nutrition on livestock," Natsios says.

In North Africa alone, about 70 million head of livestock are at risk, and economic losses could reach \$250 million a year, Showler says.

# WHO'S WHO In the Field



## AFRICA

**Botswana Gaborone**  
Director John Hummon  
Deputy Director Richard L. Shortidge Jr.

**Cameroon Yaounde**  
Director Jay P. Johnson  
Deputy Director Ellsworth M. Amundson

**Guinea Conakry**  
Director Byron H. Bahl  
Assistant Director Theodora Wood-Servino

**Kenya Nairobi**  
Director Steven W. Sinding  
Deputy Director Eric R. Zaltman

**Lesotho Maseru**  
Director Barbara P. Sandoval (Acting)  
Assistant Director Barbara P. Sandoval

**Liberia Monrovia**  
Director John F. Hicks  
Deputy Director John E. Robens

**Madagascar Antananarive**  
Director Phyllis Dichter-Forbes

**Malawi Lilongwe**  
Director Carol A. Peasiev  
Assistant Director Kenneth Rikard

**Mali Bamako**  
Director Dennis J. Brennan  
Deputy Director Donald B. Clark

**Mozambique Maputo**  
Director Julius P. Schiothauer  
Deputy Director David E. Mutchler

**Niger Niamey**  
Director George T. Eaton  
Deputy Director Valerie Dickson-Horton

**Rwanda Kigali**  
Director James A. Graham

**Senegal Dakar**  
Director Julius Coles  
Deputy Director Gary L. Nelson

**Somalia Mogadishu**  
Director Lois C. Richards

**Republic of South Africa Pretoria**  
Director Dennis P. Barrett  
Assistant Director Jaunce Weber

**The Sudan Khartoum**  
Director Frederick E. Gilbert  
Deputy Director Frederick E. Machmer Jr.

**Swaziland Mbabane**  
Director Roger D. Carlson  
Deputy Director Mary Huntington

**Tanzania Dar es Salaam**  
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Assistant Director Joil Schlesinger

**Uganda Kampala**  
Director Keith Sherper  
Assistant Director Fred E. Winch

**Zaire Kinshasa**  
Director Dennis M. Chandler  
Deputy Director Joseph B. Goodwin

**Zambia Lusaka**  
Director Leslie A. Dean  
Assistant Director Bruno A. Kosheleff

**Zimbabwe Harare**  
Director Allison Butler Herrick  
Deputy Director Frederick A. Zobrist

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**Burundi Bujumbura**  
USAID Representative Donald F. Miller

**Cape Verde Praia**  
USAID Representative Thomas C. Luche

**Chad N'Djamena**  
USAID Representative Bernard D. Wilder

**Ethiopia Addis Ababa**  
USAID Representative W.J. Pearson Jr.

**The Gambia Banjul**  
USAID Representative Jimmie M. Stone

**Ghana Accra**  
USAID Representative Furnan G. Towery

**Guinea-Bissau Bissau**  
USAID Representative Ann E. M. Williams

**Mauritania Nouakchott**  
USAID Representative Glenn G. Slocum

**Togo/Benin Lome/Cotonou**  
USAID Representative Mark G. Wentling

### Sections of Embassy

**Nigeria Lagos**  
USAID Affairs Officer  
Henry D. Merrill

### Regional Economic Development Services Offices

**East & Southern Africa (REDSO/ESA)**

**Kenya, Nairobi**  
Director Satishchandra P. Shah  
Deputy Director Monica K. Sinding

**West & Central Africa (REDSO/WCA)**

**Cote d'Ivoire, Abidjan**  
Director Arthur M. Fell  
Deputy Director Howard R. Handler



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Deputy Director Malcolm J. Purvis

**Egypt Cairo**  
Director Marshall D. Brown  
Deputy Director Charles F. Weden Jr.

**India New Delhi**  
Director Robert N. Bakkey  
Deputy Director Dale B. Pfeiffer

**Indonesia Jakarta**  
Director David N. Merrill  
Deputy Director Lee A. Twentyman

**Jordan Amman**  
Director Lewis P. Reade  
Deputy Director William T. Oliver Jr.

**Morocco Rabat**  
Director Linda E. Morse (Acting)  
Deputy Director Linda E. Morse

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Director Kelly Kammerer  
Deputy Director William S. Rhodes

**Pakistan Islamabad**  
Director James A. Norris  
Deputy Director J. Paul Guedet  
USAID Representative for Afghanistan  
Affairs Lary K. Crandall

**The Philippines Manila**  
Director Malcolm Butler  
Deputy Director Richard Johnson

**South Pacific Fiji Suva**  
Regional Director John B. Woods

**Sri Lanka Colombo**  
Director George Jones (Acting)  
Deputy Director George Jones

**Thailand Bangkok**  
Director John R. Eriksson  
Deputy Director Steven P. Mintz  
USAID Representative to ASEAN  
Lawrence J. Ervin  
USAID Representative/Khmer Affairs  
William Erdahl

**Tunisia Tunis**  
Director George Carner

**Yemen Sanaa**  
Director Kenneth H. Sherper

Deputy Director Michael F. Lukomski

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**Oman Muscat**  
USAID Representative Duncan R. Miller

**Portugal Lisbon**  
USAID Affairs Officer David C. Leibson  
(Acting)



## LATIN AMERICA AND THE CARIBBEAN

**Bolivia La Paz**  
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Deputy Director H. Robert Kramer

**Costa Rica San Jose**  
Director Carl Leonard  
Deputy Director Douglas L. Tinsler

**Dominican Republic Santo Domingo**  
Director Raymond F. Rifenburg

**Ecuador Quito**  
Director Frank Almager  
Deputy Director Scott E. Smith

**El Salvador San Salvador**  
Director Henry H. Bassford  
Deputy Director Richard K. Archi

**Guatemala Guatemala City**  
Director Anthony Cauterucci  
Deputy Director Steve Wingert

**Haiti Port-au-Prince**  
Director Gerald Zarr  
Deputy Director Francis R. Herder

**Honduras Tegucigalpa**  
Director John Sanbrailo  
Deputy Director George A. Wachtenheim

**Jamaica Kingston**  
Director William R. Joslin  
Deputy Director Marilyn Zak

**Panama Panama City**  
Director Thomas Stukel  
Deputy Director Kevin Kelly

**Peru Lima**  
Director Craig Buck  
Deputy Director Alan A. Silva

**Regional Office for Central American Programs (ROCAP)**  
**Guatemala, Guatemala City**  
Director Nadine M. Bogan  
Deputy Director Ronald Nicholson

**Regional Development Office/Caribbean (RDOC) Barbados, Bridgetown**  
Director Aaron Williams  
Deputy Director Larry T. Armstrong

### USAID Offices

**Belize Belize City**  
USAID Representative Mesina H. Jordan

**Brazil Brasilia**  
USAID Representative Howard B. Helman

**Chile Santiago**  
USAID Representative Paul W. Fritz

**Colombia Bogota**  
USAID Representative James F. Smith

**Mexico Mexico City**  
USAID Representative Gerard Bowers

**Paraguay/Uruguay Asuncion/Montevidео**  
USAID Representative Peter R. Orr

(Front Lines, May 1990)

## INTERNATIONAL ORGANIZATIONS

**U.S. Mission to the United Nations**  
(including U.S. Secretariat, UNDP, UNICEF, UNCDF, UNFPA)  
New York, New York

Development Coordination Officer—A. Gordon MacArthur  
Development Coordination Officer—Vacant

**U.S. Mission to the U.N. Food and Agriculture Organizations**  
(including FAO, WFP, WFC, IFAD)  
Rome, Italy

U.S. Executive Director to the International Fund for  
Agricultural Development (IFAD)—Richard M. Seifman  
Attache for Development Affairs—David W. Joslyn

**U.S. Mission to the Organization for Economic Cooperation and Development**  
Paris, France

U.S. Representative to the Development Assistance Committee—Martin V. Dagata

**Office of the U.S. Executive Director to the Asian Development Bank**  
Manila, The Philippines

USAID Development Adviser to the U.S. Executive Director—Leitia K. Butler

# WHERE



## MOVED ON

David Bailin, PFM/FM/CAR/CAC  
Tonya Barrett, MS/MO/CPM/P  
Alma Baucum, COMP/CS/R  
Katrina Baxter, MS/MO/CPM/M  
Kirby Leonal Branham, COMP/CS/  
COOP  
Karen Brown, PFM/FM/FP  
Steven Bryant, MS/OP/W/CO  
Gloria Buenaflor, COMP/CS/R  
Chelinda Bullock, OIT/PP  
Jewett Burr, Sudan  
Pamela Byrd, MS/IRM/MPS  
Gloria Carrington, LAC/SAM  
Sheila Coles, COMP/CS/YOC  
Sybil Donald, ANE/TR  
Antonio Drew, COMP/CS/YOC  
6, LAC/CEN  
Edna Fazio, PFM/FM/CAR/CA  
Patricia Finlayson, BIFAD/S/R  
Helene Fisher, COMP/CS/YOC  
Quintessa Fuller, COMP/CS/R  
Brendan James Gannon, COMP/FS/R/  
AIDW, COMP/FS/SEP  
Lassie Jensen, Lesotho  
Vercal Jones, ANE/TR/ARD/APA  
Susan Kakesako, LEG/CL  
Cynthia Kemner, COMP/FS/LWOP  
Rolette Lancaster, GC/LAC  
Beverly Lincoln, Republic of South  
Africa  
Barbara Martin, PPC/CDIE  
Barbara Mazor, FVA/PPM  
Peter Muscato, ANE/TR/ARD/RSEA  
Timothy O'Leary, XA/PR  
Adrienne Perry, PFM/FM/CONT  
Wendy Reddick, COMP/CS/R  
Percival Reynolds Jr., TD/OD

Mark David Rusnak, PFM/FM/FP  
Anita Siegel, COMP/FS/LWOP  
Etta Jane Smith, PFM/PM/TD  
Simone Terry, COMP/CS/R  
Cheryl Renee Thompson, AFR/DP/PPE  
Frank Wade, RIG/A/I/Kenya  
Dolores Weiss, XA/P  
Lillie Wheeler, S&T/HP/POP/PPD  
Lula Williams, TDP/PEP  
Matthew Lee Woods, COMP/CS/COOP

## PROMOTED

Lynn Azar, PPC/DC/UN, secretary typist  
Jeannie Bassett, LAC/DR/SA, secretary  
typist  
Tania Yvonne Bell, MS/IRM/WS, clerk  
typist  
Pamela Bradley, S&T/EN/EY, clerk  
typist  
Tonya Brooks, ANE/PD/ME, clerk typist  
Jacob Carroll, LAC/DP/EA, clerk typist  
Debra Carson, TDP/PEP, administrative  
officer  
Andrea Chambers, PRE/H/O, secretary  
typist  
Geneva Chandler, S&T/FA/N, secretary  
typist  
Susie Chandler, OFDA/LAC, financial  
operations specialist  
Elizabeth Cheney, AA/ANE, special  
assistant  
Comelia Regina Cherry, PFM/PM/FSP/  
ERB, clerk typist  
Mary Beth Conley, IG/RM/PPM, budget  
analyst  
Christina Corbett, AFR/PD/CCWA,  
clerk typist  
Gloria Craig, PFM/FM/A/OE, budget ac-  
counting analyst  
Helen Davidson, PFM/PM/CSP/SS,  
personnel staffing employee relations  
specialist  
Charlotte Martin Davis, MS/OP/COMS/  
P, international trade specialist  
Sherri Edmond-Fennell, PFM/PM/FSP/  
A, personnel clerk typist  
Dean Edwards, COMP/CS/R, clerk  
typist  
Victoria Lynn Ellis, S&T/HP/POP/R,  
program operations specialist

Ann Farrell, ANE/TR/ARD/APNE,  
clerk typist  
Jodie Flakowicz, S&T/MGT, adminis-  
trative officer  
Brenda Frazier, FVA/FFP/ANE, secre-  
tary typist  
Stephanie Funk, PPC/WID, program  
analyst  
Catherine Rice Gordon, PRE/PD,  
general business specialist  
Nancy Greaves, PFM/PM/CSP/PSPB,  
personnel management specialist  
Angela Harley, S&T/HP/H, secretary  
typist  
Richard Hemphill, PFM/FM/A/OE,  
budget accounting analyst  
Christopher Hoggard, PPC/EMS, ad-  
ministrative operations assistant typist  
Rhoda Isaac, SDB/OD, general business  
specialist  
Jean Jackson, PFM/PM/ADM, adminis-  
trative officer  
Mary Johnson, MS/MO/TTM/TS,  
transportation assistant  
Odessa Niyoka Jones, PFM/PM/RS,  
staff assistant typist  
Kim Mari Kertson, Egypt, IDI, project  
development  
Kimberley McNeil Kester, Egypt, IDI,  
contract specialist  
Neil Kester, Egypt, executive officer  
Kenneth Lee, PFM/FM/A, clerk typist  
William Lorick, AA/XA, writer/editor  
Cheryl Mandich, COMP/CS/COOP,  
program analyst  
Tuyet Massingill, ANE/EE, secretary  
typist  
Martha Erin McDavid, S&T/HP/H/HS,  
program operations specialist  
Jacqueline McNeal-Thomas, IG/RM,  
secretary typist  
Minnie Mitchell, S&T/PO, secretary  
stenographer  
Deborah Norton, PFM/FM/P/SM,  
financial management specialist  
Carolyn Olidge, AFR/PD/IPS, program  
operations assistant typist  
Loryn Owens, PFM/FM/P/PPB, payroll  
technician typist  
Marcus Edward Pridgen, S&T/HR/  
RD/DA, secretary typist  
Elena Prince, IG/RIG/A/W, secretary

typist

**Patricia Rader**, PPC/MFI, financial analyst

**Suzette Rosier**, ANE/TR/PHN, clerk typist

**Caroljo Rushin-Bell**, Madagascar, agricultural development officer

**Denise Sandidge**, MS/MO/RM, clerk typist

**Theresa Ann Sidbury**, COMP/CS/R, clerk typist

**Sharon Smith**, IG/RIG/A/W, secretary typist

**Ambrose Edward Spence**, PFM/FM/A/ PNP operating accountant

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

**Robin Felicia Teasley**, COMP/CS/YOC, student aide

**Shelia Jones Tolliver**, PFM/PM/CSP/SS, personnel staffing specialist

**Delaina Vines**, MS/OP/PS/SUP, program operations assistant typist

**Stephanie Washington**, ANE/PD/MNE, secretary typist

**Kim Wilkey**, S&T/FA/AGR/CGIR, clerk typist

**Deborah Wray**, PFM/FM/P/PPB, payroll technician typist

**Barbara Zimmerman**, PPC/PB/RPA, secretary typist

## REASSIGNED

**Cecile Adams**, LAC/CONT, financial management, budget accounting, to controller

**James Ahn**, PFM/FM/A/OE, supervisory financial management officer budget accounting, to financial management officer financial analyst, PFM/FM/CAR/CA

**Stephen Allen**, COMP/FS, legal officer, to Bolivia

**Annesigrid Anderson**, COMP/FS, population development officer, to health population development officer, Bolivia

**James Anderson**, LAC/DP, deputy director, to director, OIT/OD

**Thomas Anklewich**, IG/PSA, supervisory auditor, to auditor, IG/PPO

**Nicole Banis**, MS/OP/O, secretary typist, to IG/RIG/A/W

**Thelma Barnes**, COMP/FS/R/AIDW, secretary, to Ghana

**E. Jed Barton**, COMP/FS/ENTRY/T, IDI financial management, to REDSO/ESA

**Joseph Beausoleil**, COMP/FS/R/AIDW, agricultural development officer, to health development officer, S&T/HP/H

**Scott Bellows**, Somalia, executive officer, to supervisory executive officer

**Sara Kathryn Boyd**, PPC/MFI, program officer, to international cooperation specialist, ANE/EA/ISP

**Jon Breslar**, Mali, agricultural development officer, to program officer

**Linda Brown**, AFR/PD/CCWA, project development officer, to project development officer, COMP/FS

**Juan Buttari**, El Salvador, program economics officer, to program officer, ANE/DP/E

**Carol Carolus**, COMP/FS/ENTRY/T, IDI economics, to COMP/FS/LWOP

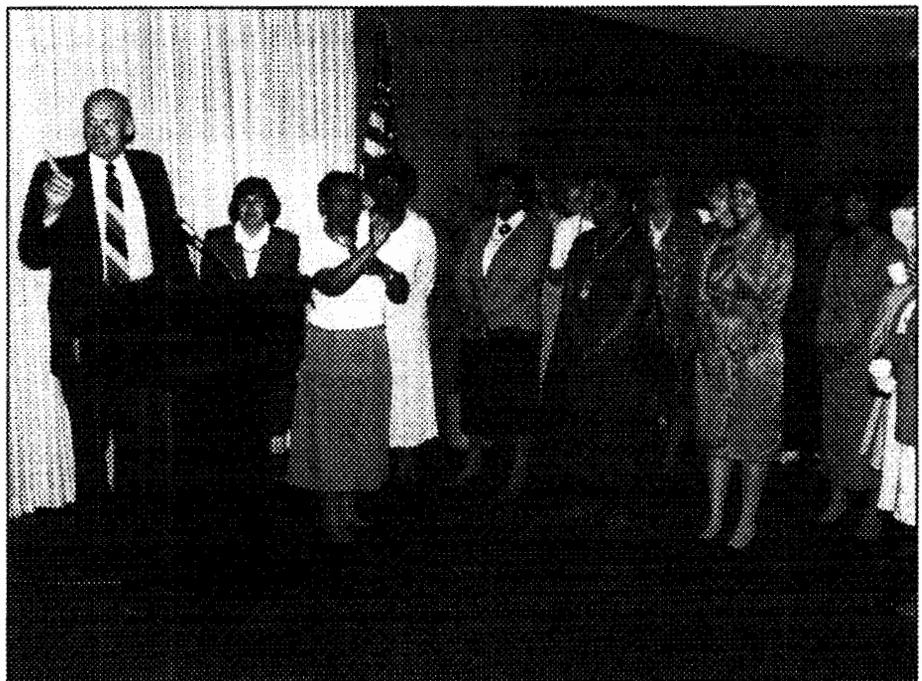
**Patricia Ann Chaplin**, Morocco, executive assistant, to Oman-US Joint Commission Office

**Tully Robinson Cornick**, Guatemala, IDI agricultural development, to agricultural development officer

**Louis Coronado**, Jamaica, IDI project development, to project development officer

**Carlos Crowe**, Pakistan, supervisory engineering officer, to COMP/FS/R/AIDW

**Kirk Dahlgren**, RDO/South Pacific, IDI program, to program officer



## Administrator Hosts Support Staff

*In recognition of National Secretaries Week April 23 -28, Administrator Ronald W. Roskens hosted a coffee hour for Agency support staff. He took the opportunity to express his appreciation for "their vital assistance in carrying out the mission of USAID."*

**Patricia Dalton**, AFR/EA/IOS, secretary typist, to ANE/EE

**Ronnie Daniel**, AFR/SWA/CMGB, program officer, to AFR/SWA/REGL

**Carl Derrick**, El Salvador, IDI commodity management, to contract officer

**Alex Dickie Jr.**, COMP/FS/R/AIDW, general development officer, to COMP/FS/SEP

**Wilfred Dixon**, PFM/PM/PSPE, information analyst, to financial management specialist, PFM/FM/P/SM

**Joseph Dorsey**, Sudan, executive officer, to COMP/FS

**James Elliott**, Mali, program economics officer, to LAC/DP/EA

**Robin Eskew**, AFR/DP/PAB, clerk typist, to administrative operations assistant typist, SDB/OD

**Abbe Fessenden**, AFR/CCWA/CCE, program officer, to project development officer, AFR/PD/SA

**Benjamin Fields Jr.**, IG/RIG/A/I/Honduras, auditor, to IG/RIG/A/W

**Roberto Figueredo**, Honduras, supervisory private enterprise officer, to special projects officer

**Allen Fleming**, COMP/FS/ENTRY/T, agricultural development officer, to Zaire

**Michael Fritz**, COMP/FS/ENTRY/T, IDI administration, REDSO/WCA

**Michael Fuchs-Carsch**, Somalia, agricultural economics officer, to AFR/TR/ANR/PA

**Carol Grigsby**, PPC/MFI, to general business specialist, PRE/PD

**Donnie Harrington**, El Salvador, agricultural economics officer, to agricultural development officer

**Stephen Haynes**, Egypt, supervisory agricultural development officer, to COMP/FS

**Margaret Healey**, COMP/FS/ENTRY/T, IDI administration, to Indonesia

**Gregory Hemphill**, Niger, IDI financial management, to supervisory financial management officer

**David Himelfarb**, Somalia, project development officer, to special projects officer, Republic of South Africa

**Kendra Holman**, MS/IRM/AS, clerk typist, to LAC/DR/E

**Phillip Holt**, IG/PPO, auditor, to supervisory auditor, IG/PSA

**Penelope Hong**, Kenya, IDI administration, to personnel officer

**Matthew Horween**, Egypt, supervisory financial management officer, to controller, Honduras

**Richard Howard**, IG/RIG/A/I/Philippines, auditor, to IG/RIG/A/W

**Peter Hubbard**, COMP/FS/ENTRY/T, IDI administration, to Tunisia

**Shirley Hunter**, Zaire, financial management officer budget accounting, to controller, Madagascar

**William James Jr.**, AFR/SWA/REGL, program officer, to general development officer, Kenya

**Angela Maxine Johnson**, COMP/CS/R, secretary typist, to S&T/HP/POP/CPS

**Lynn Keeys**, Sudan, project development officer, to Ghana

**Michael Kepler**, RIG/I/LAA/W, inspector, to IG/COMP/LT

**Kim Mari Kertson**, Egypt, IDI project development, to supervisory project development officer

**Kimberley McNeil Kester**, Egypt, contract officer

**Neil Kester**, Egypt, IDI administration, to executive officer

**Joan King**, PFM/FM/P/SM, supervisory financial management specialist, to PFM/FMP

**Richard Lawrence**, Dominican Republic, supervisory financial management officer, to supervisory financial management officer, PFM/FM/CMP/DC

**Patricia Ann Lee**, A/AID, executive assistant, to general business specialist, PRE/PD

**David Leong**, REDSO/WCA, project development officer, to Burundi

**Alan Lessik**, S&T/HR/RD/SEE, program operations specialist, to program analyst, COMP/CS/COOP

**Jerome Lewis**, inspector, RIG/I/ANE/W, to RIG/A/I/Singapore

**Nancy Lewis**, ANE/AF, secretary, to AA/XA

**George Like**, Indonesia, agricultural development officer agronomist, to supervisory agricultural development

officer

**Christine Lyons**, Somalia, commodity management officer, to REDSO/ESA

**William MacLauchlan**, COMP/FS, executive officer, to Zimbabwe

**Dayton Maxwell**, PPC/DC, director, to deputy director, OFDA/OD

**Fred McDonald**, Mali, IDI agricultural development, to agricultural development officer

**John McMabon**, Zaire, agricultural development officer, to supervisory agricultural development officer

**Mary Ann Micka**, AFR/TR/HPN, health population development officer physician, to supervisory health/population development officer, physician, Senegal

**Robert Leonard O'Leary**, El Salvador, IDI financial management, to financial

management officer financial analyst

**Akim Martinez Reboyras**, ANE/EA/PB, program officer, to Philippines

**Michael Morfit**, ANE/EA/PB, program officer, to program officer, ANE/EE

**John Morgan**, COMP/FS/R/AIDW, supervisory special projects officer, to project development officer, ANE/PD/SA

**Frank Nieves-Fernandez**, AA/PRE, special assistant, to general business

specialist, PRE/I

**Alexandria Panehal**, PRE/H/O, housing urban development officer, to PRE/H/UPP

**Carol Payne**, COMP/FS/LWOP, population development officer, to S&T/HP/POP/FPS

**Thomas Pierce**, COMP/FS/ENTRY/T, agricultural development officer, to Nepal

**Karen Poe**, COMP/FS/ENTRY/T, human resources development officer, to supervisory special projects officer, Haiti

**Kenneth Randolph**, Sudan, agricultural development officer, to supervisory

agricultural development officer

**Samuel Rea**, PPC/PB/CD, supervisory program officer, to director office of education, S&T/HR/ED

**Kenneth Rikard**, Somalia, deputy mission director, to Malawi

**Denise Rollins**, Jamaica, IDI project development, to project development office

**Mitro Darren Roman**, IG/PSA, auditor, to IG/COMP/LT

**Caroljo Rushin-Bell**, Madagascar, IDI agricultural development, to agricultural development officer

**Frederick Ryley**, Kenya, supervisory financial management officer budget accounting, to controller, Uganda

**Samuel Scott Jr.**, FVA/FFP/LAC, Food for Peace officer, to Food for Peace coordinator, LAC

**Dennis Sharma**, Somalia, IDI agricultural development, to agricultural development officer, Swaziland

**Richard Shortlidge Jr.**, Malawi, assistant director, to deputy mission director, Botswana

**Dee Ann Smith**, COMP/FS/ENTRY/T, executive officer, to deputy executive officer, Kenya

**Lane Lee Smith**, Jamaica, housing urban development officer, to COMP/FS

**Margaret Ann Smith**, COMP/FS/ENTRY/T, IDI economics, to Bangladesh

**Thomas Stukel Jr.**, Dominican Republic, to mission director, Panama

**Mohamed Tanamly**, Belize, controller, to supervisory financial management officer, financial analyst, PFM/FM/CMP

**E. Scott Thomas**, Honduras, program economics officer, to Oman

**Charles Uphaus**, ANE/TR/ARD/APNE, supervisory agricultural development officer, to COMP/FS

**Mary Valenzuela**, Bolivia, IDI project development, to project development officer

**Joseph Van Meter**, COMP/FS/ENTRY/T, IDI commodity management, to commodity management officer, Egypt

**Anthony Vollbrecht**, COMP/FS/R/AIDW, program officer, to human resources development officer LAC/DR/EHR

**Phyllis White**, LAC/DP, secretary typist, to secretary stenographer, PFM/FM/CONT

**David Emery Wilcox**, IG/PSA, auditor to IG/COMP/LT

**Sarah Wines**, Honduras, housing urban development officer, to Oman

**Michael Louis Wise**, El Salvador, IDI

agricultural development, to agricultural economics officer

**Richard Woodard**, IG/RIG/A/W, auditor, to IG/RIG/A/I/Singapore

## RETIRED

**Alfred Bisset**, OIT/OD, director, 23 years

**Lyndell Fitzgerald**, S&T/FA/AGR/RNRM, agricultural engineer, 13 years

**Charles Mathews**, Jamaica/EEE, supervisory engineer officer, 22 years

**Jerry Perry**, COMP/FS/SEP, project development officer, 11 years

**David Schaer**, Honduras, supervisory agricultural development officer, 24 years

**Frank Skowronski**, El Salvador, agricultural development officer, 7 years

*Years of service are USAID only.*

## Pakistan's Universities Strengthened

Administrator Ronald W. Roskens announced last month an \$80 million program to improve training and research in science and technology at Pakistan's major universities. Purdue University was chosen to oversee the 10-year project, which will be undertaken by the Midwest Universities Consortium for International Activities of which Purdue is a member.

Purdue was represented at the ceremony by its president, Steven Beering. Several officials of the Pakistan government were also present.

"This undertaking will help Pakistan harness its great scientific and technological potential in the service of economic development," Roskens said. "It draws upon the experience and educational capabilities of our

great research universities in assisting developing countries."

The project provides for faculty exchanges, graduate student scholarships and upgrading of research facilities.

Members of the consortium that will participate in the program are the universities of Illinois, Iowa, Minnesota and Wisconsin, and Indiana, Ohio, and Michigan State universities.



*Steven Beering, president of Purdue University, explains ways in which U.S. universities can aid Pakistan.*

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