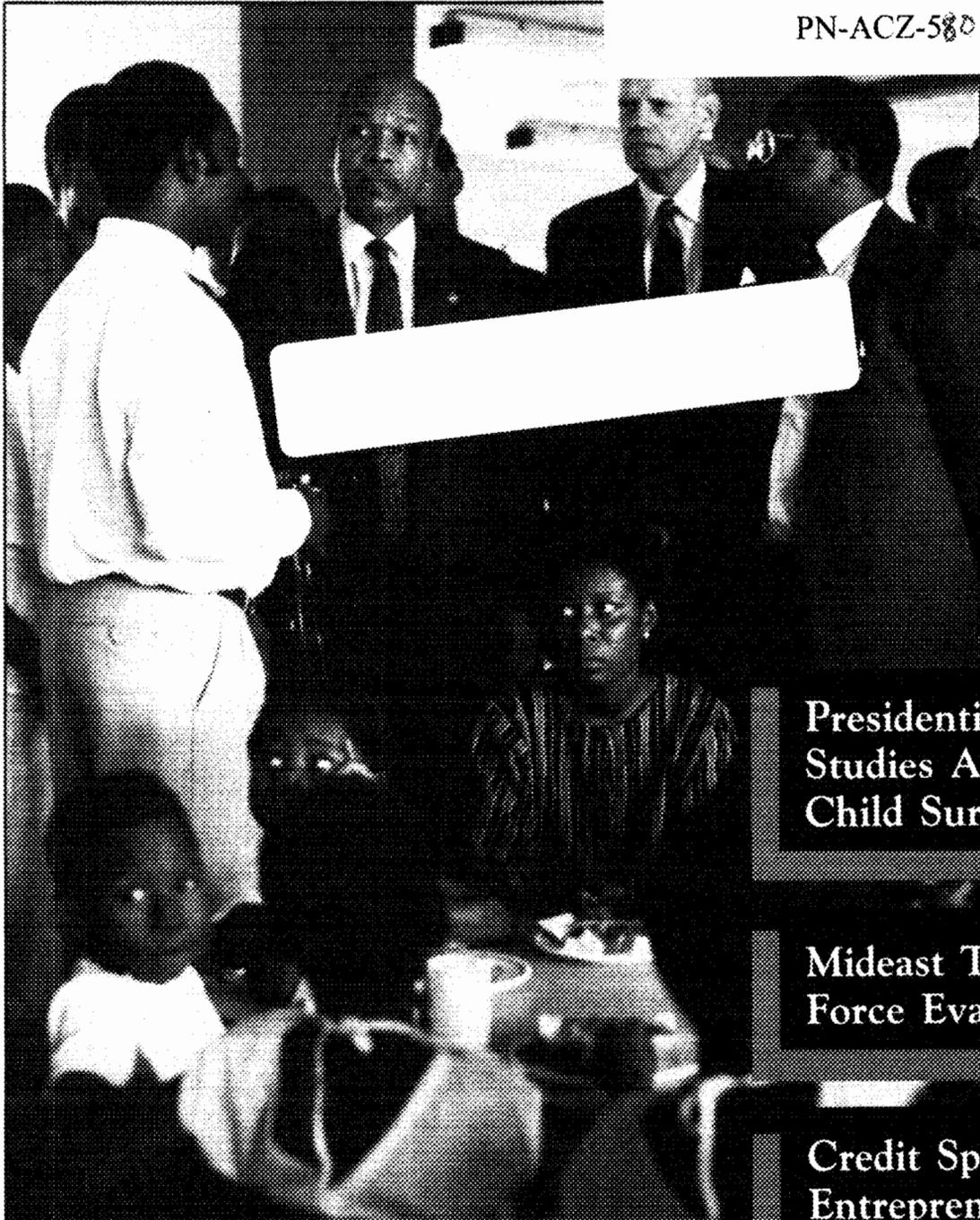


March 1991

FRONT LINES

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

PN-ACZ-580



Presidential Team
Studies Africa
Child Survival

Mideast Tensions
Force Evacuations

Credit Speeds
Entrepreneurship



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

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Calling All Photos

The Office of External Affairs is updating its photo files and would like to enlist the help of USAID staff who have taken photos in the field that illustrate the need for or the benefits of cooperative development efforts. We especially need candid shots of entrepreneurs at work, democracy in action, including elections, free press and judicial reform, and the environment, as well as participant training, education, housing, child survival and health activities.

We plan to use the photographs in Agency publications and will give credit to the photographer. Photos will be returned on request. If you have color or black and white photos or slides that you would be willing to share, please send them to the attention of Nancy Long, A.I.D., Room 4889, XA/P, Washington, DC 20523-0056.

Please provide caption information for each photo, including the date, country, project and identification of any people in the photo.



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Cover Photo: Assessing the needs of children in Africa was the focus of a presidential mission to the continent in January headed by Secretary of Health and Human Services Louis Sullivan and Administrator Ronald Roskens. See story on page 3.

Front Lines is printed on recycled paper.

FRONT LINES

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Roskens Announces Restructuring Plan

An organizational restructuring plan designed to sharpen the Agency's management focus and strengthen accountability in the U.S. foreign assistance program was announced Jan. 23.

Administrator Ronald W. Roskens said that the proposed restructuring is "necessary to provide the American taxpayer with confidence that appropriately high levels of stewardship are applied to America's foreign assistance

program." The changes are part of a broader series of management reforms initiated by Roskens, who said the Agency needs to "do fewer things and do them very well."

The proposed restructuring would realign USAID's major units along management, operational and policy functional lines. A reduction in force is not contemplated as part of the overhaul, although the appropriate balance between USAID's Washington headquarters and

field staff in developing countries would be examined closely, Roskens said.

The restructuring proposal, still being refined in the Agency, stems from suggestions in a USAID-commissioned study by the management-consultant firm of Deloitte Touche.

The reorganization is being undertaken in conjunction with a congressionally mandated management review and a study of foreign aid management now under way at the General Accounting Office.

In February, three teams chaired by Henrietta Fore (AA/APRE), Howard Fry (GC) and Scout Spangler (AA/AFR) began work with the target of having the restructuring complete and operational by May. The administrator invites all Agency staff to offer suggestions to the team leaders.

Agency Ups Aid for Haiti to \$82 Million

The Agency announced Feb. 11 \$82 million in economic assistance to support Haiti's transition to democracy.

"Haiti has just become the region's newest democracy with the inauguration of Jean-Bertrand Aristide as the first freely elected president in Haiti's 187-year history," noted Jim Michel, assistant administrator for Latin America and the Caribbean.

The fiscal 1991 assistance will fund a broad range of programs, including health, nutrition, business development, education, agriculture and preservation of natural resources.

A major aim of the assistance is to help Haiti, the least developed country in the Western Hemisphere, to strengthen the democratic process and promote private sector-led growth. Special emphasis will be placed on improving public and private democratic institutions that respond to the needs of the Haitian people, with a strong role for private voluntary organizations.

The \$82 million represents a signifi-



Haiti is the least developed country in the Western Hemisphere. The increased aid will help the emerging democracy promote private sector growth.

cant increase over the \$54 million provided in fiscal 1990. Funding levels for fiscal 1992 are expected to reflect increased U.S. emphasis on U.S.-Haiti relations.

"The election of President Aristide represents the passing of an era for the

people of Haiti," Michel said. "It means that the opportunities of freedom and democracy are at hand. We will be working closely with the new government to assist in the continued development of their country and democratic institutions."

Roskens, Sullivan Lead Presidential Mission to Africa

Delegation Studies Child Survival Issues

BY DANIEL MCLAGAN

At the World Summit for Children in New York last September, President Bush announced that he had asked Administrator Ronald W. Roskens and Secretary of Health and Human Services (HHS) Dr. Louis Sullivan to go to Africa and "see what else America can do to advance child survival across that continent and across the world."

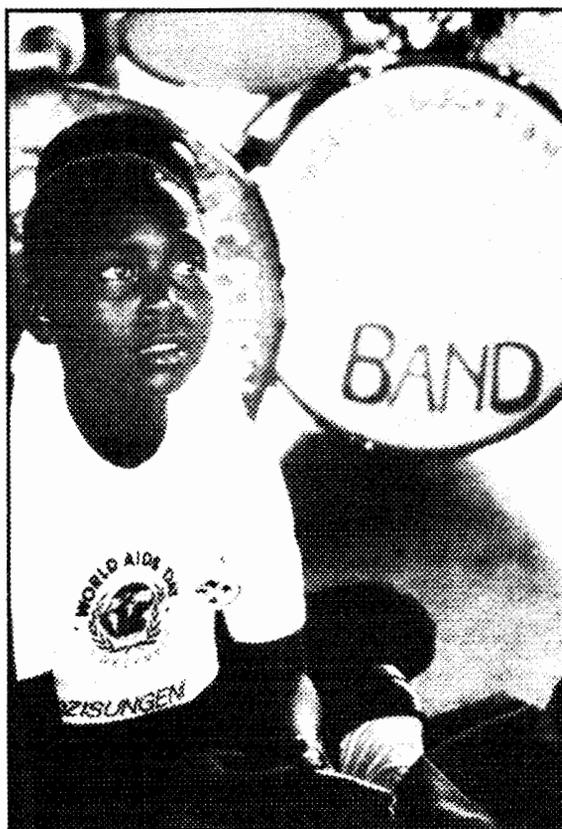
Roskens and Sullivan returned from their two-week, eight-country trip in January. They were deeply impressed by the magnitude of the problems in Africa, by the efforts of its people and leaders to address them and by the effectiveness of USAID and other U.S. federal agencies in supporting their efforts.

Roskens and Sullivan are preparing a report on their findings for the president.

During the trip, Roskens and Sullivan met with Presidents Babangida of Nigeria, Houphouet-Boigny of Cote d'Ivoire, Museveni of Uganda, Banda of Malawi, de Klerk of South Africa and Mugabe of Zimbabwe as well as Senegalese and Namibian officials.

"The heads of state with whom we spoke shared our profound concern with the barriers to child survival," said Roskens. "We all agreed that, in the words of President Museveni, meaningful development must begin with the human being, especially the child."

Roskens also sought to allay the concerns of these leaders that new assistance for Eastern Europe would come at the ex-



A child at Koche Primary School in the Mangochi district of Malawi takes part in an AIDS education project.

pense of programs in Africa. He pointed out that U.S. development funds for Africa went up from \$560 million in 1989 to \$800 million last year—a 40-percent increase. According to Roskens, this reflects American understanding both of the severity of the continent's problems and of the concrete steps a great number of African governments are taking to address these problems head on.

"We continue to look for opportunities to reward performance by getting resources to countries that are directly facing their difficulties," he said.

The administrator and Sullivan were accompanied by several officials from their organizations. The USAID delegation included Scott Spangler, assistant administrator for Africa; Brad Langmaid, deputy assistant administrator for Science and Technology; James Kunder, then acting director of the Office of External Affairs; Timothy Bork, director of the Bureau for Africa's Office of Project Development; Gary Merritt, chief of the Africa Bureau's Health, Population and Nutrition Division; Nancy Pielemeier, deputy director of the Bureau for Science and Technology's Directorate for Health; and Eric Phillips, a White House Fellow detailed to the Administrator's Office.

The problems faced by the nations the team visited—and by those across the continent—are extensive:

- Of 30 countries in the world with an infant mortality rate greater than 100 per 1,000 live births, 23 are in sub-Saharan Africa (the rate in the United States is 10 per 1,000);
- Sub-Saharan Africa has the highest maternal mortality rate in the world—42 times that in the industrialized nations;
- Malaria, dysentery, measles and other diseases find often-malnourished children easy prey, with malaria alone killing an estimated 1 million African children each year.

“Good health is a critical element in advancing a nation’s economic stability and growth.”

These problems have long existed on the African continent, but there is a new-comer among them that is taking an increasing toll: AIDS. This mounting epidemic is sapping African nations, not only of their productive adults, but of their hope for the future: their children. By the end of the decade, it is estimated that more than 10 million African children will be infected by the HIV virus that causes AIDS.

The epidemic is straining national health-care systems as well as African families. In Uganda, a private organization helping children who have lost one or both parents estimates that there are more than 35,000 orphans in one district of 400,000 people. The U.S. delegation met with a woman who had lost five sons and three daughters-in-law to AIDS and, with her remaining two daughters-in-law, was caring for 20 grandchildren.

But in the midst of these realities, Roskens and Sullivan did find many reasons for hope and indications of what kinds of programs are working in Africa.

The administrator said he was particularly impressed with efforts Africans themselves are making to improve their



In the town of Chipalamawamba, Malawi, mothers bring their children to the local immunization clinic.

lives and with the results that can be achieved with even modest outside help. In Mpima village in Malawi, for instance, Roskens presented a \$2,000 USAID grant to help finish a children’s clinic that villagers had begun on their own.

Throughout the nations visited, the

U.S. team saw the effectiveness of partnerships between USAID and African nations. Zimbabweans, with U.S. and other donor assistance, have immunized 80 percent of their young people against childhood diseases and report that 43 percent of couples now are using modern contraceptives. In Uganda, the team visited handicapped workers earning a living making artificial limbs and braces through a program funded by USAID.

But all of these programs and all of the efforts of donor agencies and volunteers together cannot solve the larger problems that face Africa today. The team concluded that while specific health-care programs are important, they are only a part of a real solution.

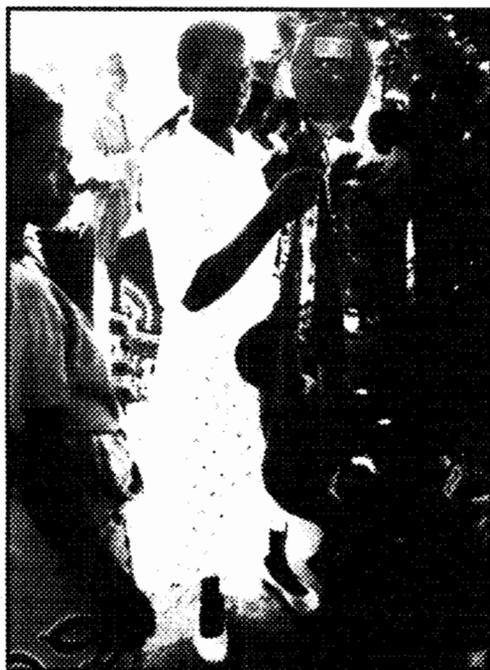
“Good health is a critical element in advancing a nation’s economic stability and growth,” said Roskens. “But if real progress is to be made, the underlying causes of disease, malnutrition, famine, etc., must be addressed.”

One of the major roadblocks to better health and child survival is rapid population growth. In most of the countries the team visited, women have an average of seven or eight children. If this rate continues, Africa’s population will double



Vice President of Uganda Samson Kisekka (right) greets Administrator Roskens (left) and Secretary of Health and Human Services Sullivan at the dedication of Medipharm, a new private facility in Uganda that will produce oral rehydration salts.

“Meaningful development must begin with the human being, especially the child.”



A village worker in Malawi weighs a child at a growth monitoring session organized by the Village Health Committee.

in less than 20 years.

“Everywhere we went, attempts to provide primary health care and prenatal care to women and children were overwhelmed by the sheer volume of children and pregnant women needing care,” said Roskens.

The administrator stressed that funds should continue to flow through USAID to make family planning a part of basic health care and to conduct research into African attitudes toward contraceptives and better ways to promote their use. USAID is already the world’s leading donor in family planning, spending more than \$200 million each year to support voluntary family planning worldwide.

Perhaps the greatest threat to child survival in Africa identified by the U.S. team is the general economic decline of the continent. This decline, brought on by many factors including drought, inappropriate government policies and civil strife, has led to a 15-percent drop in per-capita income in three-fourths of sub-Saharan African countries in the last decade—putting even the least expensive

health-care services beyond the reach of many families.

“Clearly, there are situations that call for direct health-oriented programs like immunization and oral rehydration therapy,” said Spangler. “But Africa will not solve its long-term health-care problems unless there is broad-based economic growth.”

Agency programs seek to use the strengths of American government, private institutions and the private sector to encourage economic growth and improve health-care in Africa and throughout the developing world. Among these strengths are the transfer of appropriate technologies, training of health-care professionals, technical assistance and research in behavior change.

The importance of these kinds of efforts should not be underestimated, Roskens emphasized. Public information followed by behavior change, for example, is the most powerful weapon

available—in the United States, Africa and throughout the world—to fight the spread of AIDS. The U.S. team suggested coupling educational programs with social marketing of condoms and studying other ways of reducing HIV transmission as means of stopping the spread of AIDS.

Roskens and Sullivan stressed that U.S. assistance should continue to reflect the importance of child survival and primary health care and intensify efforts to combat malaria—the leading killer of children throughout much of Africa.

The delegation also recommended that governments enlist the participation of voluntary organizations and non-governmental organizations including universities and health training institutions to increase access to and improve the quality of basic health-care services.

Involving the private sector in partnerships with the public sector will multiply the modest resources afforded by declining government budgets for health in Africa.



Women in Zomba, Malawi, try out the village’s new water pump, provided by the Agency. Access to clean water is a critical part of child survival and health programs.

Gulf Crisis Forces Mission Evacuations

BY ELLEN C. IRVING

The Iraqi invasion of Kuwait in August 1990 has resulted in the evacuation of more than 130 USAID employees and their dependents to the United States from the Mideast region, Asia and Africa.

The Jordan and Yemen missions were the first to drawdown USAID staff and contractor levels on Aug. 20. In January, as the U.N. Security Council's deadline for Iraqi troop withdrawal approached, escalating tensions resulted in the additional drawdown of mission staff and contractors in Morocco, Tunisia, Pakistan, Afghanistan, Bangladesh and the Sudan and the withdrawal of all remaining U.S. staff in Jordan and Yemen immediately before the outbreak of the Gulf War. Also evacuated were Mauritania, Tanzania and Somalia.

But even as returning personnel deal with temporary housing, new schools for their children and living without 99 percent of their personal belongings, they continue to guide development efforts at their respective missions, albeit by telephone and fax machine.

For example, "refugees" from the Bureau for Europe and the Near East (ENE) missions, currently ensconced in rented office space located in Rosslyn, Va., have formed core staff groups to evaluate and direct individual mission agendas.

Such efforts to maintain programmatic continuity are critical not only for ongoing projects, but for those in the pipeline as well, says Bill Nance, a program officer at USAID/Morocco now serving as head of the Morocco Working Group.

"The Morocco mission currently has seven new projects under way, five of

which we still hope to complete in time to obligate funds for this year," he notes.

In some cases, the only in-country personnel are Foreign Service Nationals (FSNs). Jim Dempsey, private sector and project development officer in the Jordan mission, talks daily with local staff in Amman.

"The FSNs are doing an excellent job of maintaining and running USAID/Jordan," says Dempsey.

"The Agency here in Washington and the remaining staff at these posts have gone to special lengths to make sure that Agency programs continue operating as normally as possible," concurs ENE's Acting Deputy Assistant Administrator Paul White, who oversees all ENE evacuees. "In addition, efforts are under way to deal with the special circumstances that the evacuation has created and to undertake forward planning."

To this end, the ENE Bureau has organized three special task forces, drawing upon both bureau and returning staff resources.

The contract and project management task force deals with issues arising from the evacuation of USAID staff and contract parties. ENE Assistant Administrator Carol Adelman has directed each of the affected missions to establish priorities, decide which project elements can be implemented more or less normally,

which must be held in abeyance, what contractors may and may not do from headquarters, how oversight and payment procedures can be maintained and at what point it may become necessary to suspend or modify contracts if absence from post is prolonged. The task force will then work with USAID's contracts office to determine needed actions.

The strategic planning task force is examining the role of USAID in the

region after the war, including initiatives to reinvigorate private sector investment, to help in reconstruction efforts and to foster peace and reconciliation.

The third task force is aimed at personnel and administrative issues resulting from the evacuation in coordination with a similar working group established by the Office of Personnel Management for the Agency as a whole.

While core mission groups and related task forces consume the time of most evacuees, others participate in the Agency's restructuring task forces [see story on page 2] or take advantage of training opportunities targeted for evacuated personnel by the Training and Staff Development Division of the Office of Personnel Management (PM/TD).

For example, a management skills course slated for Cairo and a project implementation course planned for Morocco were instead rescheduled for last month and held in the Washington area, with preference given to staff in evacuation status, according to TD Director Lucy Sotar.



Mission staff board buses headed for the airport in Pakistan.

Other training efforts for evacuated personnel include a special one-week abbreviated Development Studies Program offered last month and this month.

In addition, seminars and brown-bag lunch meetings on the Agency's new initiatives and other topical subjects of interest to the evacuees are in the planning stages, says Sotar.

Although the Agency has arranged for short-term housing, complete with two-day notice-to-vacate clauses, in local apartment complexes for returning personnel, those families with children face the additional problem of locating and moving to housing close to schools and dealing with the stress inherent in such moves.

Parents and children alike have met this challenge with ingenuity and creative thinking.

Two single-parent families from the Tunisia mission joined forces, rented a house together and enrolled their children in the same school, providing an instant "buddy."

Foreign Service tandem couple Nancy Tumavick, deputy mission director for

Pakistan, and Jonathan Sperling, deputy representative for Afghanistan, were evacuated from Islamabad with their two daughters 72 hours after returning to post from a three-week R&R.

They quickly enrolled their kindergartener and sixth-grader in the elementary school Sperling attended 45 years ago in a small town on eastern Long Island where the family frequently has spent its home leave. The children are living with their grandmother, and weekends are divided between New York and Washington.

Informal get-togethers with other evacuated families have provided an opportunity for the children to share their adventures with their well-traveled peers,



Last-minute administrative, personnel and cashier details are completed the morning of the evacuation in Pakistan.

says Sperling, and compare notes on American schools, which many are attending for the first time.

"The kids also swapped telephone numbers and have been busy 'networking' long distance," he reports.

"Talking it out" is, in fact, one effective way to come to terms with the stress of evacuation for adults as well as children, according to Martha Reese, a licensed clinical social worker in the career development branch, Foreign Service Personnel Division, Office of Personnel Management (PM/FSP/CD), who offers confidential counseling to USAID personnel.

In addition, USAID, the Department of State's Employee Consultation Service and the Overseas Briefing Center of the Foreign Service Institute have opened their resources to all evacuated personnel.

Seminars such as "Getting Connected," "More Normal Than Not: Characteristics of Healthy, Functioning Families," and "Children Coping with Violent Events" have helped returning personnel to recognize and deal with adjustment problems. A four-page handout available from PM/FSP/CD,

(continued on page 8)



Assistant Administrator for Europe and the Near East Carol Adelman (right) hosts a welcome home coffee for USAID staff evacuated from missions in Pakistan and Afghanistan Jan. 25. A similar event was held for staff from the Jordan, Yemen, Morocco and Tunisia missions.

Reforming Foreign Assistance

The following is a reprint of an editorial that was published in the Feb. 14 edition of The Washington Post.

Is America's ability to remain at the forefront of an emerging international consensus favoring democratic values and market-oriented reforms being hampered by an outmoded foreign assistance program? That is hardly a burning question on the minds of most people, since foreign aid lacks much of a constituency in either Congress or the country. But the question of the relevance of the Foreign Assistance Act to demands for U.S. leadership around the world is an issue that is being raised at the right time and in the right places in this city.

The irony is that while foreign aid is short on glamour and always out of political favor, it is still quite an attention-getter on Capitol Hill. In fact, it is the Congress' micromanagement of the program that is sparking calls for reform from key lawmakers and administration officials. At last count, according to the House Foreign Affairs Committee, the Foreign Assistance Act contained more than 30 objectives and priorities. If these weren't enough for the executive branch to manage and administer—and for Congress to oversee—there are also close to 300 individual reporting requirements imposed by the Hill on the Agency for International Development, the chief dispenser of foreign aid. On top of that, the executive branch's discretion in foreign aid is hamstrung by Congress' habit of earmarking not only aid levels, but also individual country aid allocations, including the purposes for which those funds may be

spent. And to ensure that AID officials are reduced to near-figures of fun and kept busy in Washington instead of in the field, where the real work takes place, AID must notify four different congressional committees each time it wishes to change or reprogram funds for more than 20 percent of a project or activity's originally approved amount. This exercise in congressional bureaucratic red tape occurs more than 700 times a year.

All this means that the flexibility necessary to respond to the emergence of developing democracies in Eastern Europe or the tilt toward market forces in Africa or even the economic impact on the Third World of Saddam Hussein's aggression must be subordinated to an

outmoded process more oriented toward process and prerogatives than solutions and results.

The Bush Administration has now signaled an interest in working with Congress to construct a new legislative framework for foreign assistance. This is a welcome change in attitude from 1989, when the White House allowed the reform effort to falter in the Senate after the House passed a foreign aid authorization bill that eliminated some of the outmoded provisions and gave the administration more flexibility in managing the program. This time around, with a strong push from the White House, foreign aid might get the overhaul that is long overdue.

©The Washington Post

Evacuation

(from page 7)

"When Evacuation Occurs," outlines the myriad physical and psychological symptoms of stress, suggests ways to combat it and pays special attention to the needs of children.

Additional programs—including some specifically designed for children—are in the planning stages, says Reese, who urges evacuated personnel and their families to take advantage of the programs and confidential counseling services offered by the Agency and other Foreign Service organizations.

"Feelings of being in limbo, not knowing how long they will be here or what the future holds, along with the added concern for friends and colleagues left behind, understandably results in stress and feelings of unfocused anger," she explains. "These resources provide a mechanism for people to deal with their emotions and enable them to get on with their personal and professional lives."

But even in the midst of conflict and uncertainty, the good will and friendships engendered by USAID personnel abroad often have endured. Dempsey recalls how his private-sector Jordanian counterparts attended a farewell get-together he

hosted the night before he left Jordan, even though formal relations with the local business community had become strained. And Nance tells of offers to help staff the Morocco mission by host-country officials who diplomatically noted that the mission was "a little short-handed."

Such incidents, while perhaps minor in themselves, reflect years of dedicated service to a shared goal, a goal that now includes the return of mission personnel to their posts as soon as circumstances allow.

Irving is a contractor with the Office of External Affairs.

Gulf Troops Get ORS

The Department of Defense purchased a million packets of oral rehydration salts (ORS) for the armed forces in Saudi Arabia, using the Agency's supplier and the product specifications and contract language developed for USAID's oral rehydration therapy program in developing countries. The Office of Health, Bureau for Science and Technology, and the Office of Procurement, Bureau for Management Services, worked with Defense on the project.

Center Assists Small Businesses

The Agency has undertaken a \$25 million initiative to improve the climate for small businesses in developing countries and Eastern Europe.

In a recent Capitol Hill ceremony, a cooperative agreement was signed with the University of Maryland to establish the Institutional Reform and Informal Sector (IRIS) Center.

The center's objective is to support institutional reforms that will foster competitive markets and democratic processes in Eastern Europe and developing countries.

Administrator Ronald W. Roskens hailed the program, saying that for development to succeed, there must be "an institutional infrastructure that encourages individual initiative."

He further noted that "the collection of laws, regulations, rule-making processes and practices, often more than any other factor, determines whether nations grow or decline."

The center is "the first comprehensive effort to increase our understanding

of how institutions work and develop ways to improve them," he said. The ceremony marked the signing of an initial \$8.9 million grant for the center, with an additional \$16.1 million available for mission buy-ins.

The center will begin its work in the Philippines, Nepal, Mongolia and Eastern Europe. The program is designed to help local organizations identify institutional constraints to economic growth and to assist in the development of reform programs. In addition, a symposium is planned in Eastern Europe in early spring on legal institutions that can help promote free enterprise.



At a Capitol Hill ceremony, Rep. Constance Morella (R-Md.) signs a cooperative agreement between the Agency and the University of Maryland establishing the Institutional Reform and Informal Sector Center as (from left) Sen. Paul Sarbanes (D-Md.), Administrator Ronald W. Roskens, President of the University of Maryland William Kirwan and Assistant Administrator for Asia and Private Enterprise Henrietta Fore look on.

Hayes Named XA Director

Stephen Hayes has been named director of the Office of External Affairs. Hayes, who began work as director of communications for the Agency Jan. 28, has more than 20 years of experience in communications and international affairs.

He joins USAID after three years as vice president for communications with the Air Transport Association, a post he assumed following service as assistant administrator for public affairs with the Federal Aviation Administration (FAA).

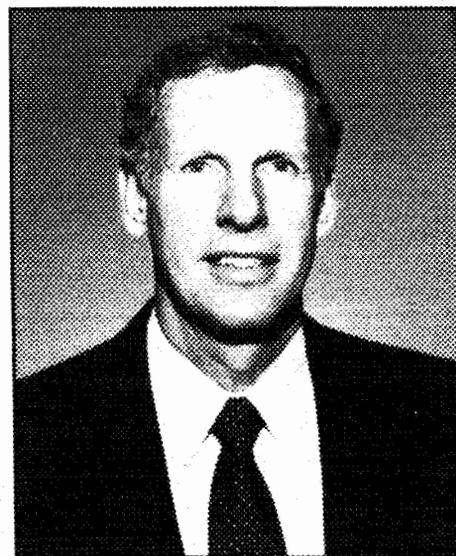
Before joining the FAA, Hayes served as a senior press officer and speechwriter in the Office of the Secre-

tary of the Treasury and as director of public affairs for the Internal Revenue Service.

Hayes carried out a variety of international program assignments at Treasury and for the Navy Department before entering the public affairs field.

As a Naval officer in Vietnam, he commanded a river patrol boat and was decorated for bravery in combat.

A native of Delaware, Hayes has a master's degree in international affairs from Georgetown University and a bachelor's degree in philosophy from Dartmouth College.



Stephen Hayes

Venture Capital Sparks Development

BY FRANKIE NIEVES

The frustrations of entrepreneurs throughout the developing world were echoed in the wake of Thailand's manufacturing boom in the mid-1980s. Anxious to participate in the boom, entrepreneurs found that Thailand's financial institutions were unable to meet the demand for start-up and expansion capital.

In response, USAID's Office of Investment in the Bureau for Asia and Private Enterprise (APRE/I) launched a program in early 1987 to address the need.

In conjunction with six Thai banks, the Office of Investment helped establish Thailand's first venture capital fund, Business Venture Promotion, Ltd. (BVP).

By providing a 10-year loan of \$3 million, this continually expanding and profitable firm is serving the financing needs of Thai entrepreneurs in the electronics and agro-industry sectors. Moreover, this successful venture serves as a catalyst and prototype for similar funds.

Since the creation of BVP, the World Bank's International Finance Corporation, the Asian Development Bank, several European overseas investment agencies and private American financial institutions have financed similar venture capital funds. By the end of 1988, some \$40 million had been made available from these funds to Thai entrepreneurs in need of venture capital.

The financing problems faced by Thai entrepreneurs are typical of develop-

ing countries. Both start-up and existing enterprises in developing countries often encounter difficulties in obtaining adequate financing because of the excessively conservative practices of lending institutions and the lack of alternative sources of financing. The primary factors impeding the flow of credit are excessively high collateral requirements and the perceived risks of small business lending.

This is not an isolated problem but a widespread reality for the vast majority of the world population who are engaged in micro- and small enterprises, notes APRE/I Director Steve Eastham.

The primary goal of APRE's Office of Investment is to mobilize private sector resources for private sector enterprises, which involves:

- correcting financial market imperfections;
- creating private sector solutions for basic development needs;
- demonstrating new financial concepts and mechanisms; and,
- facilitating institutional change and reform.

Eastham, an entrepreneur and venture capitalist before coming to the Agency, comments, "In many respects this office operates similar to an investment office of an international bank and is staffed with professionals with extensive private sector experience in international banking and finance.

"Unique to USAID, we deal exclusively with the private sector, charge market rates of interest and collect transaction fees for our services," he says. "Our primary focus is on creating prototype transactions that assist the private sectors in developing countries to play a broader role in the economic development of their country."

Since its inception, APRE/I has served both as a laboratory for and as a catalyst for the development of small business enterprises. For instance, the Office of Investment creates financial facilities to address identified market imperfections. These facilities include small business lending, equipment



In Thailand, fishermen load their daily catch onto trucks headed for market. Proper loan policies help these entrepreneurs expand their business ventures.

leasing, trade finance/forfeiting and assistance to support priority developmental objectives (e.g., emerging democracies, environment, forestry and energy).

In its capacity as catalyst, APRE/I works closely with USAID missions to identify projects that involve the local private sector. Such projects include venture capital, privatization, bond instruments, debt-for-development swaps and others in more traditional areas such as agri-business, health delivery systems and education.

The Private Sector Revolving Fund is APRE/I's principal vehicle for helping to develop small businesses. The fund was created by Congress in 1983 to facilitate the flow of credit from intermediary financial institutions in developing countries to financially sound, small-scale private sector enterprises and to promote the development and efficiency of financial institutions.

Two financial mechanisms are used under the revolving fund: direct loans and loan guarantees. "Loan guarantees can be a highly efficient and effective instrument for mobilizing credit for small enterprises because they enable APRE/I to leverage its resources on a one-to-10 or greater ratio," explains Eastham. Until recently, the Guarantee Authority legislation mandated that a reserve account be maintained at not less than 25 percent of the outstanding contingent liability, allowing APRE/I to issue loan guarantees that are four times the value of its resources.

Because of the success of the revolving fund and the very low default rate, in 1991 Congress granted the Agency the right to set its own reserve limit based on prudent business judgment.

Guarantee programs make maximum use of U.S. taxpayer dollars, not only through credit mobilized, but because APRE/I pays only in the event of a default claim under the guaranteed loan. Experience to date suggests an acceptable level of claims, when balanced against the fees earned and developmental benefits obtained. As of fiscal 1990, claims paid as the result of sub-loan

default and loan write-offs accounted for less than 1 percent of the cumulative portfolio.

What is more, studies indicate that small business borrowers experience significant increases in net revenue, export and foreign exchange earnings and numbers of employees, particularly full-time female employees.

Lenders participating in an APRE/I guarantee program have had an equally positive experience, according to Eastham. Many borrowers are brought into formal banking channels for the first time, and large amounts of credit are mobilized for borrowers, many of whom would otherwise be unable to obtain loans. In addition, training from APRE/I helps encourage lending institutions to shift away from high-collateral lending practices.

As programs have been refined, an increasing amount of credit has been mobilized. By fiscal 1990, \$132 million

in guarantees had mobilized well over \$300 million in credit for developing country small businesses.

Reflecting on the Office of Investment's history, Eastham says, "It has been a good eight years for APRE/I. We have been able to explore a wide range of innovative approaches to private sector development. In the process, we continue to learn which methods are most successful in contributing to long-term sustainable economic development and financial self-reliance.

"The challenges and opportunities for the Agency in private sector development are endless," he emphasizes. "We are looking forward to meeting these opportunities by creating additional new financial vehicles and transaction mechanisms carefully tailored to the needs of each country in which we work."

Nieves is an assistant investment officer in APRE/I.

Agreement Helps Sustain Indonesia's Resources

An agreement to assist Indonesia sustain its economic growth through improved policies and practices for managing its natural resources was signed recently by Secretary of State James A. Baker III and Indonesia's Foreign Minister Ali Alatas.

The Agency and the government of Indonesia are contributing \$18.5 million and \$6.5 million respectively for the Natural Resources Management (NRM) project.

The project has two related components. First, the National Planning Agency will strengthen its ability to analyze a broad range of critical macro-economic issues relating to natural resources management decisions. A senior-level policy working group will identify and evaluate policy studies. New

management methods will be tested for two nature reserves in West Kalimantan and for one marine reserve in Northern Sulawesi. The pilot management activities will seek ways to involve and benefit local communities living in and around the nature reserves and forest concessions.

The second aspect of the project is to promote public awareness of the importance of environmental conservation to sustainable economic growth. The project also supports graduate training in the United States in natural resource policy analysis, nature conservation and forest management. Extensive short-term training in Indonesia and abroad also will be conducted.

—USAID/Indonesia

USAID Briefs

Foreign Service Day Activities Scheduled

The State Department's annual Foreign Service Day activities are scheduled for May 3.

As part of the program, a special luncheon for USAID retirees is scheduled.

Agency retirees who are planning to attend Foreign Service Day activities and are interested in joining other USAID retirees from the Maryland, Virginia and Washington, D.C., area for lunch are urged to call Joseph Kemper at (703) 370-0210.

Photo at right: Joan King (second from left), payroll chief for the Office of Financial Management, receives the "You Make a Difference" award from Nadine Hogan, then director of the Regional Office for Central American Programs, as Mark Mathews (left), FM deputy controller, and Michael Usnick, FM controller, look on. The award was for King's and her division's extraordinary efforts to resolve difficult payroll problems experienced by ROCAP staff. Hogan noted that King's efforts resulted in the U.S. Department of Treasury's hand-writing a check to Hogan for three missed paychecks. The award was established by the Guatemala mission for mission and ROCAP employees to recognize the efforts of their co-workers.



People at USAID

Photo above: USAID/Thailand Mission Director Thomas Reese III presents the mission's Streamline Award last fall to Siriparn Allan (far left), a project management specialist, who suggested a method of making third country training programs more efficient. The Streamline Award recognizes Foreign Service Nationals who introduce workable ideas for making mission programs more effective and more efficient at less cost. Past award winners are (from left) Prapa Puangkingkaew, Somsri Chantaracharat, Rarintip Smittipong and Pranee Tandulasawad. Recipients receive a cash award, and their name is engraved on the award plaque.



AMG Services Indicted

An investigation launched by the U.S. Attorney's Office for the Southern District of New York in cooperation with the Agency's Office of the Inspector General has resulted in the indictment of AMG Services Inc. and its chief executive officer for defrauding the U.S. government.

The 12-count indictment handed down in November alleges that Martyn Merritt and AMG agreed to supply and ship 501 metric tons of high-quality milk powder to Sudan and received nearly \$1 million from USAID after submitting false certificates that milk powder that met contract specifications had been supplied.

In lieu of the high-quality milk powder, Merritt and AMG arranged to deliver to Sudan milk powder unfit for human consumption.

The contract was part of the Agency's efforts to relieve food shortages in Sudan.

Merritt and AMG have each been charged with one count of conspiracy to defraud the United States, one count of major fraud, one count of submitting a false claim against the United States and nine counts of using the interstate and

international wire systems to commit a fraud.

If convicted on all 12 counts, Merritt would face maximum penalties of up to 65 years in prison and \$30 million in fines. AMG Services Inc. could be fined up to \$30 million.

Earthquake Relief Supplied To Pakistan

The Agency announced Feb. 7 that it has provided \$25,000 to the government of Pakistan for earthquake relief efforts there.

The funds will be contributed to the Prime Minister's Disaster Relief Fund, established to assist victims of the Feb. 1 earthquake. The quake killed over 300 people and left more than 500 injured and nearly 7,000 homeless.

Pakistan's federal and provincial agencies are conducting comprehensive assessments of damage. Once those are completed and needs are determined, the Office of U.S. Foreign Disaster Assistance will determine whether there is a need for additional humanitarian assistance.

IN MEMORIAM

MONICA MUHAMMAD

Monica Muhammad, an Agency retiree, died of cancer at the Washington Hospice in Washington, D.C., Dec. 19. She was 43.

Muhammad joined the Agency in 1973 and was assigned to the Office of Financial Management, Employee Services Division.

Later she served as a program analyst for the Bureau for Program and Policy Coordination, Office of Planning and Budget.

She was honored for her participation during the Indochina closeout in 1975 and was recognized for her efforts to enhance the Blood Donor Program. She was also active in the Equal Employment Program.

Because of illness, she retired Dec. 10.

Muhammad is survived by one son and two daughters. Condolences may be sent to her sister, Charlene McCamey, 3414 24th Avenue, Hillcrest Heights, Md. 20748.

JAMES MUNDY JR.

James C. Mundy Jr., a retired Foreign Service officer, died of cancer Oct. 30 at his home in Kannapolis, N.C. He was 65.

Mundy joined the Agency in 1965 and served in Vietnam and Liberia, in addition to Washington, D.C., assignments. The government of Vietnam awarded Mundy its highest civilian award for bravery for his efforts when posted there.

He retired in 1978.

Mundy is survived by his wife, Allene, two sons and two daughters. Condolences may be sent to Mrs. Mundy at 2216 Moose Road, Kannapolis, N.C. 28083.

Presidential End Hunger Awards

The Agency is accepting nominations for the ninth annual Presidential End Hunger Awards. These prestigious awards recognize American citizens and institutions dedicated to ending world hunger. The award ceremony is held each year in October in conjunction with World Food Day, which commemorates the founding of the U.N. Food and Agriculture Organization in 1946.

Awards are presented in nine categories, including this year's new category, Individual Achievement-Youth. Nomination brochures are available from USAID's Office of External Affairs at (202)647-4307. Completed nomination forms must be postmarked by April 26.

Roundtable Delves Into Links Between Nutrition, Business

More than 65 experts from the public and private sectors met recently in Washington, D.C., to examine the interrelationship between business initiatives for nutritionally improved foods and food sustainability and nutrition improvement projects in developing countries.

The Nutribusiness Roundtable, the first of its kind sponsored by the Agency, was hosted by the Bureau for Science and Technology's Office of Nutrition (S&T/N).

"Nutribusiness" is a relatively new term used to describe activities that address nutritional needs by providing quality foods and food products at affordable prices through small-scale private sector approaches.

The nutribusiness concept also incorporates environmentally regenerative production, storage and distribution techniques that avoid pollution and inappropriate or excessive use of energy and other natural resources.

"The nutribusiness model can complement an expanded nutrition education model to include not only the population at risk, but also the policy-makers addressing the malnutrition problem," explained S&T/N Director Norge Jerome.

The nutribusiness model is flexible in its approach to in-country sector needs and also accommodates the for-profit business environment and the non-profit motives of basic nutrition efforts in poor, developing communities.

The conference attempted to resolve the differences inherent in for-profit and non-profit undertakings, recommending policy reform within each country as an essential component for the success of any start-up ventures. Conferees also suggested that private sector and indigenous government and non-government organi-



Norge Jerome, director of the Office of Nutrition, meets with Jacques Defay, president of Pragma, at the Nutribusiness Roundtable, where participants examined activities that address nutritional needs by providing foods at affordable prices through small-scale private sector approaches.

zations lead the way in determining the scope and intensity of such projects.

The need for appropriate targeting of the program was further highlighted by the recommendation that food subsidies be eliminated except for the poorest segments of the population at risk of malnutrition who historically have been outside the market economy.

USAID's support of the nutribusiness concept is in line with the growing role of the private sector in development efforts, according to S&T Assistant Administrator Richard Bissell.

"Food companies are becoming

global," Bissell noted, "and as technology advances, USAID becomes a smaller player. USAID's role, therefore, is to work with the private sector to ensure that the nutritional quality of the diet of populations in the developing countries is improved in the long run."

This combined effort, he concluded, "will yield a fruitful approach for developing countries."

-Irelene Ricks, special projects officer for the Pragma Corporation, which organized the roundtable for the Agency

WHERE



Moved On

Elizabeth Arnot-Hopffer, Cape Verde
Debra Carson, TDP/PEP
Debbie Commodore, MS/AS/PP/PP
Alan Lessik, COMP/CS/COOP
Tasha Yvonne Lester, COMP/CS/R
William Libby, Egypt
Anamaria Long, APRE/SPEE
Isabel Miller, Cape Verde
Rosemary Moore, MS/OP/W/FA
Douglas Pickett, Zimbabwe
Pamela Saunders, S&T/HP/H/CD
Peter Schaefer, A/AID
Tawana Shelton, COMP/CS/YOC
Lindsay Whitaker, TD/OD

Promoted

Gina Song Alvarez, TDP/PEP, secretary typist
Ellen Baffly, ENE/PD/PCS, program operations assistant
Linda Bazemore-Feeling, secretary typist, ENE/PD/ EUR
Roxanna Bowers, ENE/EUR, secretary typist
Lois Bundy, FM/COMP/DC, voucher examiner
Scott Dobberstein, COMP/CS/COOP, program analyst complement
Raghawendra Dwivedy, PPC/EA, international economist
Gordon Estes, IG/SEC/PSI/I, investigator
Lawanda Frager, IG/SEC/PSI, clerk typist
Gerard Gagne, MS/AS/ISS/PG, visual information specialist
Lorraine Gritz, FM/OPA, accountant
Jamise Haynes, COMP/CS/COOP, student training accountant
Tonya Jones, COMP/CS/COOP, student training accountant
Sherry Denise Lewis, COMP/CS/COOP, student training computer
Louis Virtis Lyles, FM/A/PPN, accountant
Michelle Mathis, PPC/SB/OE, secretary stenography
Jay Miller, COMP/CS/COOP, student training accountant
Kathy Morris, LEG/CL, secretary typist
Susan Kay Porter, COMP/CS/COOP, student training accountant
Lorilal Russell, LAC/DDP/EA, program operations specialist
Tracy Scribner, S&T/OIT/RS, clerk typist

Willette Smith, COMP/CS/COOP, student training accountant
Lenora Spencer, PM/FSP/CD, clerk typist
Kathryn Thompson, S&T/FA/N, program operations assistant
Linda Walker, S&T/OIT/RS, program operations specialist
Yvonne Williams, PM/TD/AST, employee development specialist

Reassigned

Fred Allen, MS/IRM/PE, management analyst, to MS/AS/ISS
Scott Allen, AFR/DP/PAR, economist, to AFR/CCWA
Robert Armstrong, Botswana, regional development officer, to supervisory general development officer, Zimbabwe
Gregg Baker, COMP/FS, IDI agricultural development, to Niger
Turra Bethune, AFR/DP/PAB, supervisory program officer, to program officer, LAC/DPP/SDPP
James Brody, Egypt, supervisory financial management officer budget accounting, to financial management officer budget accounting, MF/A
John Chang, PPC/EA, program economics officer, to the Philippines
Sidney Chernenkoff, COMP/FS/LT/TRNG, supervisory program economics officer, to program officer, ENE/PCAP/PHIL
Eric Chetwynd Jr., S&T/HR/RD, supervisory community planner, to supervisory social science analyst
Eugene Chlavaroli, AA/S&T, foreign affairs officer, to AID representative, Nigeria
Dulal Datta, Sudan, engineering officer, to supervisory engineering officer, REDSO/WCA
Charlene Davis, MS/AS/ISS/MM, administrative operations assistant typist, to printing clerk typist, MS/AS/ISS/PG
Rose Marie Depp, COMP/FS/LT/TRNG, supervisory program officer, to special projects officer, LEG/PD
Dona Mari Dinkler, RIG/A/I/Philippines, inspector, to RIG/I/LAA/W
Stephen Duster, LAC/DR/CEN, project development officer, to financial management officer budget accounting, Pakistan
Bruce Eckersley, Egypt, controller, to deputy mission director, Honduras
Jack Faircloth, COMP/FS/R/AIDW, supervisory executive officer, COMP/FS/SEP
Bruce Gattl, Sudan, supervisory executive officer, to South Africa
Jeffrey Goode, COMP/FS/ENTRY/T, program economics officer, to Egypt
William Goodwin, COMP/FS/R/AIDW, agricultural economics officer, to program economics officer, Guatemala
John Haecker, PPC/SB, management analyst to PPC/SB/WAAS
Robert Hudec, PPC/PB/RPA, program analyst, to budget analyst
Cunnie Johnson, Kenya, IDI health population nutrition, to health population development officer
Thomas Johnson, COMP/FS, IDI housing urban

development, to housing urban development officer, Honduras
Michael Jordan, ENE/TR/PHN, supervisory health population development officer, to COMP/FS
Carol Bruce Kiranbay, India, secretary, to AA/APRE
Peter Charles Koechley, IG/A/PSA, auditor, to IG/A/FA
Nancy Lawton, RIG/A/I/Philippines, auditor, to RIG/A/I/Singapore
Jeffrey Lee, Liberia, Food for Peace officer, to REDSO/WCA
Raymond Lewman, FM/CAR/CA, financial management officer financial analyst, to financial management officer budget accounting, COMP/FS
Kamau Lizwellcha, COMP/FS/ENTRY/T, IDI financial management, to REDSO/WCA
Thomas Mahoney Jr., COMP/FS/R/AIDW, program officer, to ENE/EUR
Jeffery Malick, Jordan, supervisory program officer, to Egypt
Maria Mamlouk, LAC/SAM, international cooperation specialist, to program analyst, LAC/DI
Linda Morse, Morocco, deputy mission director, to supervisory regional development officer, APRE/A
Gertrude Neely, PM/TD, clerk typist, to PM/EPM
Donald Nelson-Richards, COMP/CS/R, secretary typist, to LAC/DPP/EA
Stuart Carter Nichols, IG/RM/GS, computer specialist, to supervisory general services officer, IG/RM/GS
Myra Proctor, APRE/EM, secretary typist, to administrative operations assistant, APRE/EMS
Patricia Rader, PPC/DC, financial analyst, to program analyst, AFR/DP/PPE
Denny Robertson, South Africa, project development officer, to COMP/FS/R/AIDW
James Royce Jr., RIG/A/I/Philippines, auditor, to COMP/REASS/IG/W
John Saccheri, COMP/FS/R/AIDW, project development officer, to AFR/PD/SA
Robert Stader, REDSO/ESA, commodity management officer, to Panama
Edwin Stains, Egypt, associate mission director, to COMP/FS/R/AIDW
Peter Sullivan, GC/LAC, legal officer, to Egypt
Lucretia Taylor, COMP/FS, program officer, to Cameroon
Dawn Thomas, Ecuador, project development officer, to REDSO/WCA
George Wachtenheim, Honduras, deputy mission director, to Egypt
Bradley Wallach, Zimbabwe, project development officer, to private enterprise officer, the Philippines
Elzadia Washington, Belize, agricultural development officer, to Cameroon
Anne Williams, Guinea-Bissau, AID representative, to MP/FS/R/AIDW
Michael Zak, Burkina Faso, supervisory program officer, to COMP/FS/R/AIDW

Retired

Vivian Anderson, COMP/FS/SEP, supervisory program officer, 24 years

(continued on page 16)

Privatization Group Advises Agency

As part of the Agency's ongoing privatization program, a consortium of firms has established the International Privatization Group (IPG) to implement the Privatization and Development Project, a five-year contract awarded by the Bureau for Asia and Private Enterprise (APRE).

The project objectives are to provide technical and financial advisory services related to the design, preparation and

implementation of privatization transactions and to conduct practical, applied research and training on privatization issues that are relevant and useful to APRE, USAID missions and host country governments committed to privatization.

APRE Assistant Administrator Henrietta Fore called the International Privatization Group the "keystone of APRE's strategy and the Agency's premiere source of expertise in this vital area.

"Demand continues to grow as privatization continues to gather momentum in country after country, and I have the highest expectations for the success of the International Privatization Group," Fore said at the signing ceremony at the State Department Jan. 8. The lead firms involved in the project are Price Waterhouse, Morgan Stanley and Stanford Research Institute.

Where

(from page 15)

J.G. Robert Asthon, PPC/CDIE/DI, technical information specialist, 11 years

J. William Auer, MS/OP/PS/OCC, contract specialist, 28 years

James Baird, Tanzania, engineering officer transportation, 24 years

J. Raymond Carpenter, COMP/FS/DS, agricultural development officer, 13 years

Wilma Ditter, PM/FSP/ERB, supervisory executive officer, 25 years

Edith Flores, AA/LAC, secretary, 12 years

Jack Francis, LAC/DDP/SDPP, program officer, 1 year

Eileen Holcomb, AA/S&T, secretary stenographer, 14 years

Stephen Klein, COMP/FS/SEP, supervisory energy officer, 28 years

Daniel Mackell, AFR/PD/EA, project development officer, 21 years

Karl Mahler, Thailand, supervisory executive officer, 24 years

Audrey Moore, Egypt, personnel officer, 32 years

James Purcell, COMP/FS/R/AIDW, program officer, 24 years

Richard Rodman, MS/AS/IT, supervisory executive officer, 26 years

William Ruotola, COMP/FS/R/AIDW, data management officer, 22 years

Roger Russell, Oman, engineering officer, 23 years

James Ward, PM/FSP/CD, development training officer, 28 years

Joseph Wheeler, DAC, chairman, 5 years

Eric Nelson Witt, RDO/South Pacific, agricultural development officer, 16 years

Years of service are USAID only.



Henrietta Fore, assistant administrator for Asia and private enterprise, reviews the bureau's five-year Privatization and Development Project with Roger Leeds (left), project director of the Privatization and Development Project, and Auguste Rimpel Jr., vice president of Price Waterhouse Associates.

WHO'S WHO In the Field



Botswana Gaborone
Director Howard Hamblin

Cameroon Yaounde
Director Jay P. Johnson
Deputy Director Ellsworth M. Amardian

Guinea Conakry
Director William J. Kaschak
Assistant Director Allen E. Road

Kenya Nairobi
Director John R. Westley
Deputy Director Eric K. Zellman

Lesotho Maseru
Director P. Gary Towery
Assistant Director Barbara P. Sandoval

Liberia Monrovia
Director (vacant)

Madagascar Antananarivo
Director Phyllis Dickler-Forbes
Deputy Director John B. Roberts

Malawi Lilongwe
Director Carol A. Peasley
Assistant Director Kenneth R. Rikard

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

Mozambique Maputo
Director Julius P. Schlotthauer
Deputy Director John M. Miller

Niger Niamey
Director George T. Easton
Deputy Director Valerie Dickson-Horton

Rwanda Kigali
Director James A. Graham

Senegal Dakar
Director Julius E. Cole
Deputy Director Gary L. Nolan

Somalia Mogadishu
Director Michael A. Rugh

Republic of South Africa Pretoria
Director Dennis P. Barrett
Assistant Director Janice M. Weber

The Sudan Khartoum
Director Frederick E. Mackner Jr.

Swaziland Mbabane
Director Roger D. Cudson
Deputy Director Mary K. Huntington

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Deputy Director Joel H. Schlesinger

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Assistant Director Stephen Ryeer

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(acting)

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USAID Representative Richard L. Shortidge Jr.

Togo/Benin Lome/Cotonou
USAID Representative Mark G. Wendling

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Nigeria Lagos
USAID Affairs Officer Eugene R. Chiavaroli

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Deputy Director Bruce Odell

West & Central Africa (REDSO/WCA)
Cote d'Ivoire, Abidjan
Director Frederick E. Gilbert
Deputy Director David E. Mutchler



Bangladesh Dhaka
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Deputy Director Malcolm J. Purvis

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Director Walter G. Bollinger
Deputy Director Dale B. Pfeiffer

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Deputy Director Lee A. Twentyman

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Director Kelly C. Katzmerer
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Deputy Director Nancy Tamavick
USAID Representative for Afghanistan
Affairs Robert Bakley

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Deputy Director Richard Johnson

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Director George Casner

Yemen Sanaa
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Deputy Director Philip-Michael Gary

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USAID Representative William Joslin

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USAID Affairs Officer David C. Leibson
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USAID Representative/Kinvar Affairs
William Erdahl



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Deputy Director Douglas L. Tinsler

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Deputy Director Francis Conway

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Deputy Director H. Robert Kramer

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Director Henry H. Basford
Deputy Director John Loveas

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Director Terrence J. Brown
Deputy Director Steve Wingart

Haiti Port-au-Prince
Director David A. Cohen
Deputy Director Francis R. Herder

Honduras Tegucigalpa
Director John Sumbrello
Deputy Director Bruce Eckersley

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Director Robert S. Queener
Deputy Director Marilyn Zak

Nicaragua Managua
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Deputy Director Kenneth Schofield

Panama Panama City
Director Thomas Stakel
Deputy Director Kevin Kelly

Peru Lima
Director Craig Buck
Deputy Director Barbara Komandy

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Director Ronald Nicholson (acting)
Deputy Director Ronald Nicholson

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

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USAID Representative Howard B. Helman

Chile Santiago
USAID Representative Paul W. Prita

Colombia Bogota
USAID Representative James P. Smith

Mexico Mexico City
USAID Representative Gerard Bowers

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

(From *Linx*, March 1991)

INTERNATIONAL ORGANIZATIONS

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

Development Coordination Offices—A. Gordon MacArthur

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

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

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 Advisor to the U.S. Executive Director—Leticia K. Butler

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