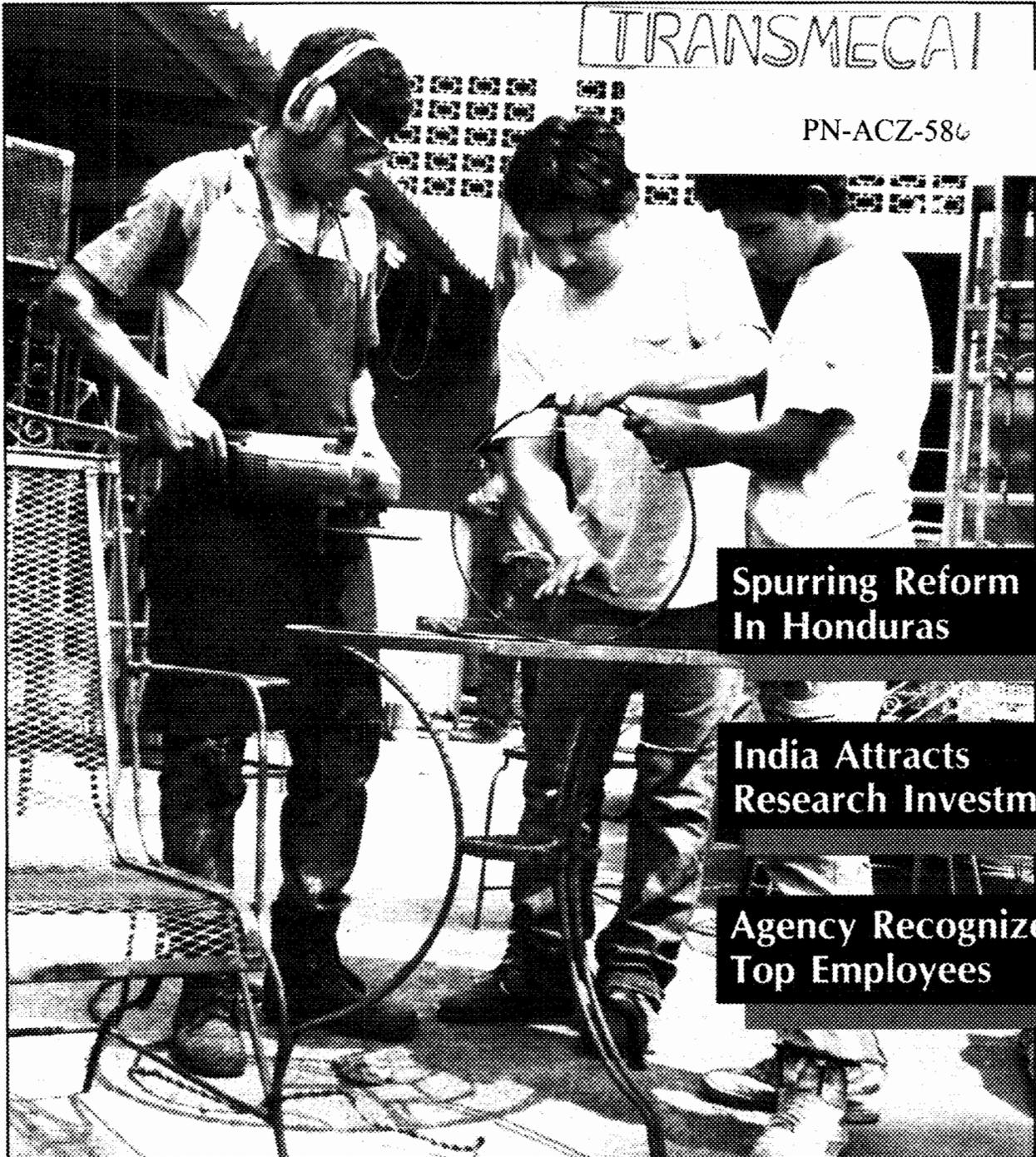


September 1991

FRONT LINES

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT



**Spurring Reform
In Honduras**

**India Attracts
Research Investments**

**Agency Recognizes
Top Employees**

U.S. Agency for
International
Development



September 1991

Vol. 31 No. 8

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

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Quotables

"In large part, the drug war is an effort to change incentives and behavior throughout the chain of production and consumption. . . . For our policy to succeed, we need to be ready to deal with those who respond to new incentives. That means providing treatment to former drug users, it means dealing with drug traffickers who want to abandon their trade, and it means having economic alternatives ready for farmers who are ready to abandon coca and grow legal crops."

— Assistant Secretary for Inter-American Affairs Bernard Aronson
in a statement before the Subcommittee on Trade of the
House Ways and Means Committee, July 25

"If democracy is to survive and prosper, democratic governments must be able to do more for their people. And it looks to me like they'll have to do it with less money. It can only do this by bringing the private sector into a more active partnership. This will require the government to do business differently. It will have to target its resources more carefully and deliver the remaining services more efficiently. It will have to actively build a place for the private sector into its development effort. But above all its responsibility is to create and tend an economic regime which will allow people to vote with their money in free markets, just as they vote with their ballots in free elections."

— USAID/Philippines Mission Director Malcolm Butler
in an address to the Philippine Futuristics Society, July 30



Photo Credits: Cover, page 9 (right), Carolyn Watson; U.S. Army Corps of Engineers, page 3 (top); Jeff Nelligan, page 3 (bottom); Clyde McNair, page 4, 5, 6, 14, 15; Michael Woodlon, page 7; Dan McLagan, page 8 (bottom), 10, 11; Mark Berumen, page 8 (top); USAID/India, page 12, 13

Cover Photo: Workers at the Transmeca metalworking factory in Honduras fashion metal furniture. Transmeca is one of many small businesses that receive support through programs administered by the USAID mission in Honduras. See story on page 8.

Front Lines is printed on recycled paper.

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Management Plan Put Into Action

Senior Team Coordinates Reorganization

BY JANE SEVIER JOHNSON

Since the Management Action Plan outlining the reorganization of the Agency was announced May 8, a team of senior managers has met daily to oversee and coordinate all aspects of instituting the plan. They have been working to improve major Agency systems and to institute the organizational changes that will support the system improvements. A reorganizational goal is to have the organizational structure in place by Oct. 1.

Working directly with the managers' team, many USAID employees are supporting the overall reorganization effort. These career Civil Service and Foreign Service employees are working on committees that will provide recommendations on improving and streamlining Agency processes.

"The reorganization process is on schedule, and there has been considerable progress in implementing the Management Action Plan," says Agency Counselor Ken Sherper, who is serving as chairman of the steering committee for employee incentives.

"Working out the structural changes was a major task," he adds, "but it was achieved by the July 31 target date."

As of July 31, each of the three directorates in the new organizational structure—Operations, Finance and Administration, and Policy—had completed and submitted its reorganization package to the Office of Human Resources Development and Management (HRDM).

Each package contains functional statements for the bureaus and offices within the directorate, organizational charts, staffing patterns and new or revised position descriptions.

Position descriptions are still to be classified, consultation with the unions completed and, following the placement exercise, vacant positions advertised. HRDM has completed position classifications for several reorganized bureaus and offices.

"Progress to date on management

"The center of action is now in areas that all USAID staff take seriously. We are on the way to a dramatically shortened process for project approval and to a set of Agency incentives for staff that relate to the business of our Agency."

reforms has been excellent as well," Sherper says. "These reforms will have a long-term impact on how we conduct USAID business. They are focused primarily on programmatic processes, including program strategy, project design, procurement and performance measurement. Employee incentives also are being studied, with emphasis on career enhancement, performance awards, management incentives and formal recognition."

Committees have been established to address all of the various management reforms. All committees have proposed significant changes, and specific recommendations are expected to be approved Oct. 1 for most reforms, but some will not

be completed until Nov. 1.

"The center of action is now in areas that all USAID staff take seriously," says John Blackton, executive assistant to the administrator and deputy of the new Policy Directorate. "We are on the way to a dramatically shortened process for project approval and to a set of Agency incentives for staff that relate to the business of our Agency."

"The organizational changes are intended to ensure that we are able to implement and sustain these improved systems."

Bureau and office functional statements and organizational charts will be made available to employees in the near future. In addition, bureau and office heads will be meeting with employees to explain the reorganization and to answer questions.

After all positions have been classified and consultation with the unions has been completed, vacant positions will be advertised.

HRDM will prepare all documentation necessary to change official Agency records and notify employees who are affected by the reorganization and, as appropriate, advertise Foreign Service and General Schedule

vacancies.

"For each of us, when our workplace is undergoing change, there is concern," Administrator Ronald W. Roskens said in an Aug. 1 letter to USAID staff.

"During this time, I would like to emphasize three facts: The purpose of the reorganization is to strengthen USAID as an agency and enhance the success of the development programs we administer; every USAID employee will have a job when the reorganization is complete; and I understand and appreciate your concerns in this transition.

"Thank you for your patience, cooperation and continuing high performance during this time of change."

Agency Supports Iraqi Relief

The Agency is providing more than \$4.6 million to Catholic Relief Services (CRS) to support disaster assistance for victims of the civil conflict in Iraq.

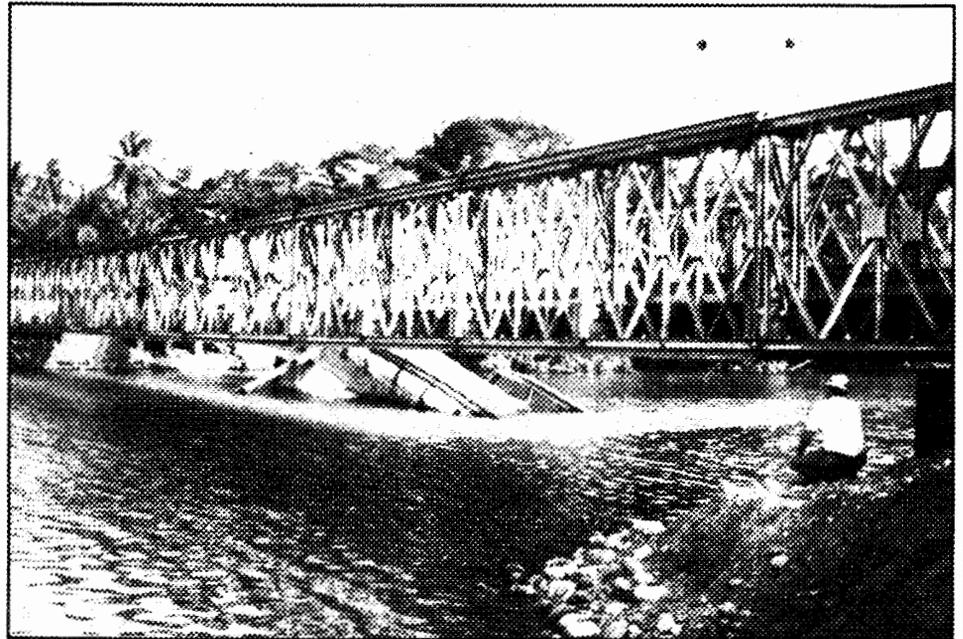
The funds will be used to purchase food and medicines for children, breast-feeding mothers, the elderly, the disabled and people who have been displaced because of the fighting. The programs will operate in and around the cities of Baghdad, Basra, Amara and Irbil. Catholic Relief Services has been providing disaster relief assistance throughout Iraq.

The operation will be overseen by the Office of U.S. Foreign Disaster Assistance (OFDA), which already has provided CRS with \$1 million of the grant.

In addition to this grant, OFDA has provided \$869,000 to UNICEF to immunize 500,000 Iraqi children and \$131,000 to the International Committee of the Red Cross to support its relief activities there.

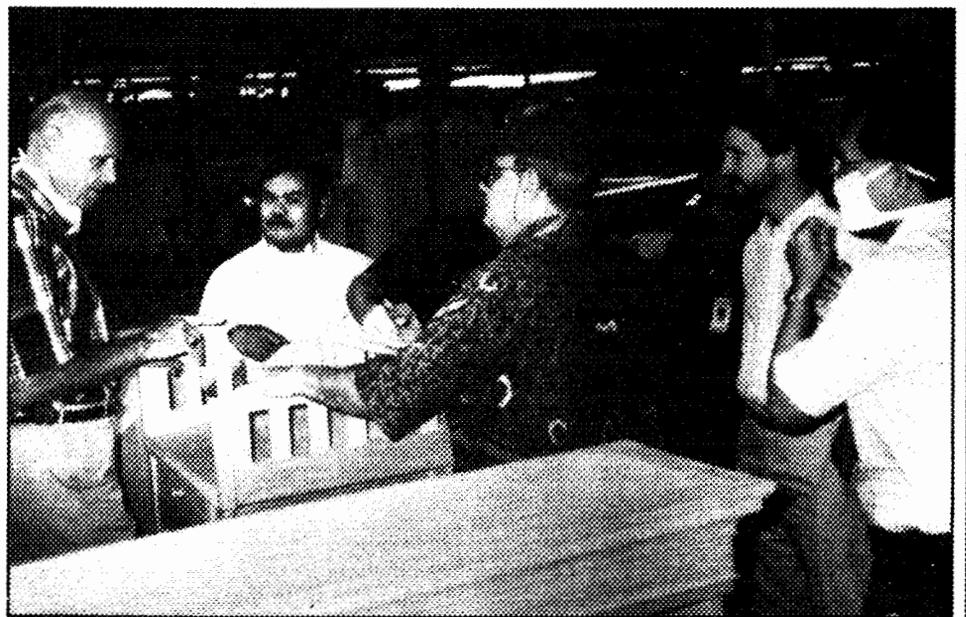
Administrator Visits Indonesia

During a recent visit to Indonesia, Administrator Ronald W. Roskens (left) tours a furniture manufacturing and woodworking shop as Mission Director Lew Reade (with cap) looks on. Located in Klaten on the island of Java, the facility is run by the USAID-funded National Cooperative Business Association. Indonesia was the last stop on the administrator's itinerary, which took him to Germany for the Bureau for Europe and Near East mission directors conference and to France and Morocco.



USAID, U.S. Army Corps of Engineers Join Efforts in Costa Rica

After the earthquake in Costa Rica April 22, USAID/Costa Rica joined the U.S. Army Corps of Engineers in efforts to reconstruct the many bridges destroyed in the quake. Lt. Col. Martinez inspects the completed Bailey Bridge, a temporary structure enabling traffic to cross the Rio Vizcaya, while a permanent reinforced concrete bridge with seismic design is constructed to replace the Rio Vizcaya Bridge. The cost of the Bailey Bridge was \$147,000, and the cost of rebuilding the Rio Vizcaya Bridge is about \$455,000. Other bridges being reconstructed include the Atalanta Railway Bridge, the Bananito Sur Railroad Bridge and the Westfalia Bridge as well as sections of various highways.



Awards Ceremony Honors Outstanding Agency Employees

BY JANE SEVIER JOHNSON

In October 1989, Eugene Van Dyk, himself seriously injured, assisted the survivors of a plane crash in Honduras in which two other USAID auditors were killed. His courage placed him among the more than 300 Agency employees who were recognized for their accomplishments at the 1991 Honor Awards Ceremony at the State Department in July.

Van Dyk, an auditor in the Inspector General's Office, received the Award for Valor, presented to employees of the Department of State, USAID, the U.S. Information Agency and to Marine guards assigned to U.S. embassies who have demonstrated outstanding performance under unusually difficult or dangerous circumstances that require exceptional personal bravery and perseverance to complete an assignment. The Award for Valor consists of a framed certificate signed by the secretary of state, a gold medal and a gold lapel pin.

"Today we want to salute people who have been extraordinary in their performance," Administrator Ronald W. Roskens said in his opening remarks at the ceremony, "people who understand and remember some guiding principles: the wisdom of preparation, the value of confidence, the worth of honesty, the privilege of working, the discipline of struggle, the magnetism of character, the radiance of health, the forcefulness of simplicity, the winsomeness of courtesy, the attractiveness of modesty, the buoyancy of enthusiasm, the advantage of initiative, the virtue of patience, the rewards of cooperation, the fruitfulness of perseverance, the sportsmanship of losing and the joy of winning.

"We are as an agency what you make us—nothing more, nothing less," he said. "I don't think that anyone here would like to see us become less. And I doubt that there is anyone here who would disagree with the assertion that we ought to become more.... The greater the expectation on the part of each of us and those with whom we associate, the greater the contribution of those who are in our midst, and the greater our contribution."

Other award recipients and their positions at the time of selection are as follows:

Tapped to receive the Outstanding Secretaries Award were Patricia Thomas of the Bureau for Asia and Private Enterprise (APRE) and Josephine Metcalf of the Office of External Affairs. The secretaries award is conferred by the adminis-

trator for outstanding performance in secretarial positions and consists of a plaque signed by the administrator and \$3,000.

Walter Bollinger, acting assistant administrator for Africa, and Judith Johnson, contracts officer in the Bureau for Management Services (MS), were awarded the Agency's highest form of recognition, the Distinguished Honor Award. Bollinger was honored for "his service to the Agency, the Africa Bureau and the continent of Africa," and Johnson, "in recognition of outstanding professional competence in the establishment of a successful program in Eastern Europe."

The Superior Honor Award, the Agency's second highest award, went to Patricia Kay Davies, Office of Women in Development; Samuel Skogstad, USAID/



Eugene Van Dyk (fourth from left), an auditor in the Office of the Inspector General, accepts the Award for Valor from Administrator Roskens. Also shown are (from left) John Competello, assistant inspector general for audits; Herbert Beckington, inspector general; Toko Van Dyk; John Popovich, assistant inspector general for resource management; and Coinage Gothard, director of programs and systems audits.



Gregg Petersmeyer (right), White House director of national service, recognizes six USAID employees with Federal Employee Point of Light pins for their volunteer work. They are (from left) Joanne Grossi, Tom Bebout, Frank Method, Daniel Connolly, Melita Yearwood and Ed Lijewski.

Guatemala; Dominic D'Antonio, Program and Training Division, USAID/Pakistan; Frank Breen, USAID/Philippines; Rifaq Ahmed Ismail, USAID/El Salvador; Geraldine Donnelly, USAID/Thailand; Michael Farbman, Office of Small, Micro and Informal Enterprise; Mario Pita, RHUDO, Honduras; Ulrich Ernst, USAID/Sri Lanka; Erna Kerst, USAID/Niger; Mark Silverman, Central American Finance Division, Bureau for Latin America and the Caribbean (LAC); David Kitson, Office of Infrastructure and Regional Development, USAID/El Salvador; and Blaine Jensen, USAID/Sudan.

The C. Herbert Rees Memorial Award, which is presented to individuals whose performance at midcareer level demonstrates their potential for continued growth and ability to assume greater responsibility, went to Jonathan Addleton, USAID/Yemen.

Rodger Garner, USAID/Philippines, received the Administrator's Implementation Award, which is presented for outstanding sustained contributions to the achievement of international development objectives fostered by the Agency.

The Science and Technology in Development Award was bestowed on Lane-ta Dorflinger of the Bureau for Science and Technology (S&T) for her "outstanding and sustained technical and managerial leadership in research on contraceptive technology and family planning service delivery."

The Administrator's Distinguished Career Service Award, which is presented on departure from the Agency for excep-

tionally distinguished careers, went to Jan Barrow, Civil Service Personnel Division; Barbara Felton, Records Management Branch; Calvin Martin, Office of Technical Resources, Bureau for Africa (AFR); and Charles McMakin, Office of Management Operations, MS.

USAID's second highest award presented on departure, the Outstanding Career Achievement Award, was given to William Wheeler, Office of Development Programs, LAC; Paula Peak, Office of Personnel Management (PM); Hilda de Quiroz, USAID/Peru; Peters Strong, General Development Office, USAID/Sudan; Judith Shampain, Education and Human Resources Division, Office of Technical Resources, AFR; Arthur Fell, REDSO/WCA; Allison Herrick, USAID/Zimbabwe; Wilma Ditter, Evaluations, Retirement and Benefits Branch, PM; Thomas Ward, PM; Lynn Pesson, BIFAD; and Jesse Snyder, USAID/Lesotho.

Six Foreign Service Nationals were honored for their outstanding performance with the Foreign Service National of the Year Award. Receiving a plaque, a trip to Washington and \$1,000 were Mamadou Amel Kane, USAID/Senegal; Issa Kousoube, Office of the USAID Representative, Burkina Faso; Richard Audant, USAID/Haiti; Ligia Carvajal, USAID/Costa Rica; Nirmal Thapamagar, USAID/

(continued on page 6)

Distinguished Service Awards Presented

During a ceremony in the Benjamin Franklin Room of the State Department June 14, Senior Foreign Service Officers were presented with Presidential Awards for Distinguished and Meritorious Service.

The awards are conferred on the basis of recommendations by an Interagency Selection Board reviewing officers nominated by the foreign affairs agencies.

Agency recipients for the Distinguished Service Award, which included a \$20,000 cash award, were Edward Sakers and Frederick Schieck (retired).

Those honored with the Meritorious Service Award, which included a \$10,000 cash award, were Richard Archi (retired), Janet Ballantyne, Phyllis Dichter, George Eaton, Frederick Gilbert, Robert Huesmann (retired), Richard Johnson, Mark Matthews, Robert Meigan, Linda Morse, Ted Morse and Carol Peasley.

USAID Helps Niger Dispose of Toxics

A unique consortium involving the United States, Germany and companies of the Royal Dutch/Shell Group is helping the West African nation of Niger dispose of all its known stocks of dieldrin, a persistent and highly toxic pesticide.

Nearly 20,000 gallons of dieldrin were carefully collected in Niger and trucked to the Togolese port of Lome. From there it was shipped to the Netherlands for destruction in a state-of-the-art high-temperature incinerator.

Niger was interested in having the dieldrin removed because, while the pesticide itself is stable, the containers are subject to corrosion, and some have begun

to leak. Cooperating in this venture are USAID, the U.S. Environmental Protection Agency, the German development assistance agency (GTZ), Shell Nederland Chemie, several Dutch government agencies and the government of Niger.

Once the pesticide of choice in combating locust infestations in Africa and Asia, dieldrin is no longer supported by international assistance organizations.

"This innovative disposal operation is consistent with the overall USAID policy of helping developing countries achieve sustained economic and social progress through environmentally sound resource conservation and management," said Scott Spangler, assistant administrator for Africa.

Spangler said the operation was made possible because of the "unique cooperation" of the participating parties.

Dieldrin, formerly manufactured by Shell Nederland Chemie, was supplied for locust control in Africa by various international agencies over the last 30 years. Shell stopped its manufacture in 1987, and the plant is being dismantled. The cost of the removal, estimated at \$350,000, was funded jointly by USAID and GTZ.

The stocks of dieldrin are being shipped to the Netherlands because there are no suitable alternative chemical disposal facilities in Africa.

According to the U.N. Food and Agriculture Organization, there are old or unwanted stocks of dieldrin in some 21 countries, largely in the locust belt in Africa north of the equator, but also as far east as Pakistan and India.

—John Metelsky,
Office of External Affairs

Awards

(from page 5)

Nepal; and Mintara Silawatshanani, USAID/Thailand.

Superior Unit Citations were presented to the Office of Health, S&T; the Development Information Division, Bureau for Program and Policy Coordination (PPC); and the Regional Food for Peace Division, REDSO/ESA.

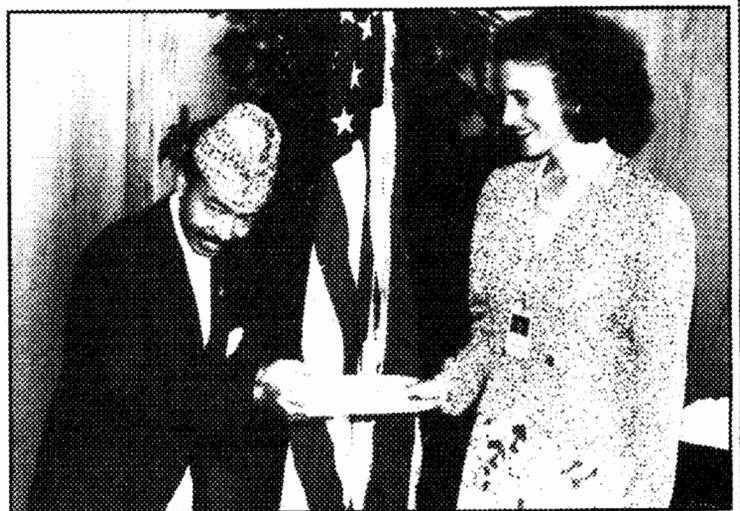
Meritorious Unit Citations went to the Office of Health, Population and Nutrition, USAID/Zaire; the Regional Housing and Urban Development Office, APRE; USAID/Jordan; USAID/Bangladesh; Resource Planning and Analysis Division, PPC; Voucher Examination Section, USAID/Zaire; Career Development Branch, Office of Personnel and Financial Management; Agricultural and Rural Development Division, Bureau for Europe and Near East; USAID/Tunisia; and Family Planning Services Division, S&T.

At the awards ceremony, six USAID employees were recognized with Federal

Employee Point of Light pins for their volunteer work in the community. Receiving pins for their service to others from Gregg Petersmeyer, White House director of national service, were Frank Method and Tom Bebout, PPC; Joanne Grossi, Daniel Connolly and Ed Lijewski, S&T; and Melita-Yearwood, MS.

"What we all seek is a transformed nation...a nation in which every American finds personal fulfillment and meaning through direct and consequential voluntary service to those in need..." Petersmeyer said.

"Many of you have heard the president often say that from now on in Ameri-



Assistant Administrator for Asia and Private Enterprise Henrietta Fore presents USAID/Nepal's Nirmal Thapamagar with \$1,000. Thapamagar was one of six who were honored with the Foreign Service National of the Year Award for outstanding performance.

ca, any definition of a successful life must include serving others. Perhaps someday, with the help of those of you at [USAID], this will be the definition of a successful life worldwide."

European Training Programs Announced

BY BETTY SNEAD

In a series of special events at the State Department on July 24, USAID and the U.S. Information Agency (USIA) announced \$18 million in grants to U.S. institutions of higher learning to provide a broad program of management training and economics education for Central and Eastern Europe.

"The management training and market economics education program will help provide six Central and East European countries with the fundamentals needed to make their emerging market economies successful," Administrator Ronald W. Roskens said in announcing the funding.

The program will include projects designed and delivered by 32 U.S. colleges, universities and other organizations through their counterparts in Czechoslovakia, Poland, Hungary, Yugoslavia, Romania and Bulgaria.

USIA Director Henry Catto noted, "The business and management expertise provided through these grants will bring new insight into the process of developing a free-market economy and will help foster a new entrepreneurial spirit in the region."

"I look at this as a unique opportunity to work with American universities in opening this new dialogue with Central and Eastern European countries in a period of political, economic and social change," said Carol Adelman, assistant administrator for Europe and the Near East (ENE).

Last February, President Bush called a White House conference to set specific goals and plans for the United States to provide basic economics and management education and training for Central and Eastern Europe.

Stressing excellence in education as a key element of sound economic growth, the

president said, "Universities, businesses, foundations, government—all have something to contribute."

In helping to initiate the president's strong commitment to this program, ENE, in cooperation with the Office of External Affairs, planned an afternoon of events to discuss and announce the new grants.

The events included a meeting of the university presidents and staffs, a briefing for the media and a reception for representatives from the universities, media, foreign embassies and Congress.

At the first event, Ambassador Robert Barry, special adviser for East European assistance to the deputy secretary of state, and Roskens discussed the goals of the management training programs with the university grantees.

A standing-room-only media briefing

followed at which Roskens and Catto announced the grants. Also participating in the press conference were John Robson, deputy secretary of the treasury, and Michael Boskin, chairman of the Council of Economic Advisors.

"Management training and economics education are important planks in our Central and East European assistance effort," Robson said. He noted that the projects to be carried out by the universities "represent a joint effort between the U.S. public and private sectors to fulfill our commitment to assist the emergence of democracy and free-market economies in Central and Eastern Europe. These projects also will have the important participation of Central and Eastern European institutions."

Boskin, in congratulating the awardees, stated, "I recall with great fondness the conference we helped sponsor in February, at which the president indicated the immense importance that our government and everyone in it places on a successful transformation of the economies and societies of Central and Eastern Europe to pluralistic democracies and more market-oriented economies."



Administrator Roskens announces \$18 million in grants to U.S. institutions for education and training programs in Central and Eastern Europe at the State Department July 24. Also shown are (from left) Michael Boskin, chairman of the Council of Economic Advisors; John Robson, deputy secretary of the treasury; and Henry Catto, director of the U.S. Information Agency.



Mission of the Month: Honduras

The future of Latin America lies with free governments and free markets," President Bush said in announcing his administration's Enterprise for the Americas Initiative in June 1990. The staff at the USAID mission in Honduras is firmly committed to this principle.

"Despite the regional turmoil during the 1980s, Honduras was a pioneer in the democratic revolution that has swept through Central America," says Mission Director John Sanbrailo, who has headed the mission for the last four years. [Sanbrailo transferred to El Salvador on Aug. 12 and since has been replaced in Honduras by Marshall Brown.] Honduras held three consecutive national elections in the 1980s, and in 1990 the newly elected government of President Rafael Leonardo Callejas launched a series of unprecedented reforms ranging from the first devaluation of the

lempira since 1918 to a markedly increased role for municipal governments brought about by the recently passed municipal reform law.

"What we care about is helping start a reform process," says Sanbrailo. "It is ambitious but also absolutely critical to the development of a new democracy like Honduras."

In Honduras, nowhere is reform more critical than in the economy. The mission has decided it must focus on economic growth because everything else revolves around it, says Sanbrailo. The traditional commitment to social progress continues, but Honduras' ability to sustain social progress is limited by economic stagnation that began in the 1980s, caused by an overwhelming debt problem that has led to major declines in per capita gross domestic product (GDP).

At the macroeconomic level, the mis-



Students assemble at a primary school near El Tiit. Agency has helped build many such low-cost school production of textbooks.

sion, the World Bank and the International Monetary Fund continue to support the continued reforms. The presence of these major donors allows the mission to turn its policy efforts increasingly to reforms affecting the trade and investment, agriculture and financial sectors, where USAID projects help Hondurans take advantage of an improved policy environment.

Trade and Investment

To improve the country's investment climate, the mission is helping the government of Honduras to liberalize its trade policies; adopt better investment strategies and undertake legal, regulatory and judicial reforms; accelerate privatization of state-owned enterprises; and adopt agricultural and financial sector reforms.

Yet, "As important as they are, the reforms alone are not sufficient," says Reese Moyers, head of the Office of Private Sector Programs. On the front lines of investment and export development are USAID-supported private organizations like the Foundation for Investment and Development of Exports (FIDE). FIDE has been a leader in promoting foreign investment and lobbying for legislative and other



A section of Honduran farmer Noe Moya Guzman's farm shows that he has incorporated many of USAID/Honduras' ideas to improve his use of the land. Water channeled from a stream provides water for his pigs, fills three carp ponds and then irrigates lettuce grown below.



to that was built with USAID assistance. The is and also supports teacher training and the

changes that promote exports. It provides a one-stop information center for potential investors in Honduras and provides management and marketing assistance to Honduran exporters.

FIDE, which focuses on industrial exports, has been a vital support mechanism for Honduras' Export Processing Zones (EPZs). The construction of seven new privately owned and operated EPZs such as the Zona Industrial de Procesamiento Choloma near San Pedro Sula, the country's most dynamic commercial center, has created a wave of inquiries by the United States and other investors and has led to the generation of 10,000 new jobs, 80 percent of which are filled by women.

Another organization, the Federation of Agricultural Exporters (FPX), promotes exports of non-traditional agricultural products—especially melons, shrimp and tropical fruits—often destined for the European markets at times when these products are out of season there.

Fredy Canizales is a good example of what Honduran entrepreneurs are accomplishing with a little help. With credit from the Honduran National Development Foundation (FUNADEH), he expanded his met-

alworking factory, Transmeca. What was once a small shop with three employees grew over four years into a 33-person operation with a more than 300 percent increase in production. "This business has helped the whole community," says Canizales.

The philosophy underlying these efforts closely mirrors the goals of the Enterprise for the Americas Initiative. "Opening opportunities in Honduran society for workers and new entrepreneurs is a key strategy for empowerment, participation and economic development," says Bernai Valarde, USAID/Honduras small business development officer.

Agriculture

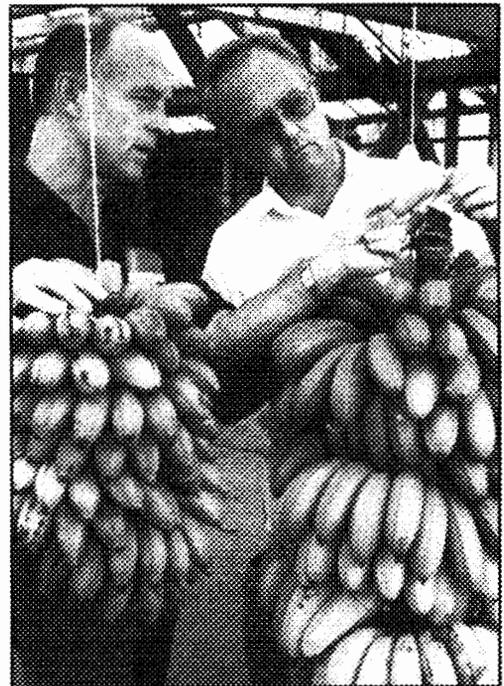
Despite increasing investment in export industries, the Honduran economy remains primarily agricultural. Agriculture provides two-thirds of the country's foreign exchange, one-half of employment and one-half of the country's gross domestic product when processing is added to production.

In this sector, too, policy reform, particularly in the areas of trade, privatization and land tenure, is the mission's priority concern.

Projects encourage traditional and non-traditional export growth and increasing small-farm production. Honduras' two main export crops, bananas (including the related plantain) and coffee, have been threatened by disease. Two USAID-supported organizations are helping alleviate the threat.

The private Honduran Foundation for Agricultural Research (FHIA), which works in cooperation with farmers to develop new, non-traditional crops for exports, has been working to save the banana from the virulent disease called black sigatoka. The disease shrivels the plant's leaves and prevents photosynthesis.

After two decades of effort, a handful of dedicated people led by Philip Rowe, head of the banana and plantain program, have succeeded in breeding disease-resistant bananas at Guaruma, an FHIA research station on Honduras' Caribbean coast.



Craig Anderson (right), USAID/Honduras project officer, and Philip Rowe of the Banana and Plantain Improvement Program inspect banana varieties used to create new, disease-resistant plants.

Rowe and his associates are now in the final stages of crossbreeding new disease-resistant varieties with other bananas and plantains to improve taste and size to conform to what is expected in U.S. and European markets. "When the fruit companies make the switch, no one should even notice the difference," says Rowe.

Meanwhile, the Honduran Coffee Development Institute (IHCAFE) has developed, in cooperation with other Central American nations, a variety of coffee that is resistant to "coffee rust," the most serious disease affecting coffee crops, and is training Honduran farmers to cultivate the new variety under shade provided by small trees. Not only does this technique protect against the disease, but it also produces coffee that is generally of better quality than that grown in direct sunlight. Since IHCAFE's founding in 1975, Honduran coffee exports have increased by nearly \$50 million.

The USAID program's emphasis on exports is helping small farmers. A line of

credit established by USAID and the government of Honduras enabled the Vegetable Growers Co-op of Siguatepeque (COHORSIL) to lend money to its members for investment in expanding their production in new crops. Through mission-supported training, members learned about non-traditional crops, agricultural technologies, marketing and book-keeping.

Noe Moya Guzman has taken full advantage of the training and resources of the co-op. In fact, his friends joke that he has incorporated every idea the USAID mission has given them. As one example, he has channeled water from the peak of his mountaintop farm to his coffee fields. The water then flows through a cement bean washer, into a barn for his pigs to drink, flows further down into three carp ponds, and from there empties into a field where he grows lettuce.

USAID policy dialogue also helps small farmers. For example, elimination of almost all government price controls has allowed farmers to get market prices for their crops.

Environment and Conservation

Sustainable economic growth and the well-being of Honduran citizens depend on careful management of the nation's natural resources.

Controlling rapid deforestation in Honduras has the potential to make a profound and positive impact on the nation's environment. Between 1964 and 1986, nearly 35 percent of Honduras' forests were destroyed by slash-and-burn agriculture and commercial logging.

At the request of the Honduran government, the mission works closely with the Honduras Forestry Development Agency (COHDEFOR), which administers forestry

policies to regulate commercial logging. "We are trying to foster sustainable productivity of our nation's forests," says Ramon Alvarez, forestry adviser to the mission.

COHDEFOR has divided the richest concentrations of forests into zones that are harvested selectively. Before logging begins, COHDEFOR officials mark some of the straightest, least-knotted trees. These will not be cut and will seed the area naturally after it has been harvested. Care also is taken to leave enough trees to protect watershed areas.

To help ease the transition to this new way of logging, COHDEFOR helps finance

machines to bring felled trees out of the forests.

Another mission project, Land and Productivity Enhancement, helps farmers on hillside lands plant trees to prevent soil erosion and protect watershed areas on which both people and nature depend. It also encourages the farmers to plant a variety of crops and to preserve and package them in order to bring a higher price.

Social Improvements

While the focus on expanding markets, boosting microenterprise and supporting more productive agriculture holds great

promise to improve the lives of Hondurans, the mission staff also emphasizes the importance of programs such as those aimed at improving quality in education and health care.

"These types of programs continue to be crucial because an uneducated, underfed and often ill populace struggling every day just to survive will not be able to participate in and contribute to an improved economy," says Emily Leonard, director of the mission's Office of Human Resources Development.

Honduras, with continued USAID assistance, has made great strides in improving the health of its citizens:

- Almost 90 percent of children under five years

of age have been vaccinated against infectious diseases;

- Oral rehydration salts have been provided to more than 95 percent of all health ministry facilities;

- Infant mortality has been cut in half since the early 1970s; and,

- Contraceptive use has increased nearly



Oxen rather than heavy machines are used to remove cut logs from controlled cutting of Honduran timber. This causes less environmental damage and provides employment for local residents. USAID helps Honduras' forestry service supervise private logging operations.

technical assistance to local sawmills on how to process the inferior logs that previously would have been left behind as unusable.

The forestry agency also seeks to introduce more labor-intensive methods of cutting and removing timber from the forests, such as the use of oxen rather than heavy

35 percent since 1981.

The mission is supporting government efforts to provide health care to Hondurans—particularly those in rural areas with little or no access to health facilities. While USAID efforts include providing supplies such as contraceptives and equipment for rural centers, the main focus is on education and preventive care.

Expanding primary school education also continues to be a challenge for the mission staff in Honduras. "Education is so basic to the development of this country," says Nadine Dutcher, chief of the USAID/Honduras Office of Education. "It ties into understanding of health programs and participation in democracy and private enterprise."

Unfortunately, most primary school students have a very slim chance of making it through the sixth grade. Statistics show that only 50 percent of the students will graduate from Honduran primary schools, and it will take them 9.6 years to do so. This is the challenge facing the Primary Education Efficiency Project that now supports teacher training, classroom construction and the production of textbooks.

The project is experimenting with low-cost school construction. Schools are being built out of adobe and other local materials, which brings down the costs.

"There is a lot of community participation in this project," says project manager Rolando Chavarria. "Students, teachers and parents are all very enthusiastic in gathering the necessary materials to build the schools."

The design of the adobe schools is also more in tune with the rural environment, and the large arched windows provide better lighting and ventilation.

Support for Democracy

The reform process supported by the USAID mission extends to the political sphere.

The emergence of Honduras as a true nation state is relatively recent, having come about only after World War II. Thus, while the country has experienced nearly a decade of democratic government, Hondu-



A health-care worker teaches mothers in a rural area of Honduras how to administer oral rehydration therapy with illustrated charts provided by USAID.

ran democracy remains fragile.

The USAID program in support of a stable and dynamic democratic society is wide-ranging. It is helping to strengthen such institutions as the National Electoral Tribunal; the National Congress; the Judicial Sector headed by the Supreme Court; and voluntary organizations, cooperatives and other community and private associations.

A promising recent development is passage of the Municipal Reform Law. Ronald Carlson, acting deputy director of USAID's Regional Housing and Urban Development Office, calls the law "a major change in the relationship between the central and municipal governments." The law directs the transfer of 5 percent of central government revenues to local governments, gives local governments taxing authority and requires that central government autonomous agencies negotiate with local governments on activities that affect natural resources, land and local government services.

On Aug. 8, the National Congress awarded Sanbrailo a special decoration for

USAID efforts to strengthen Honduran democratic institutions and promote the country's broad-based economic and social development.

New Opportunities

President Bush has noted that the upcoming 500th anniversary of Columbus' discovery of the Americas highlights the opportunity to make this the first fully free hemisphere in all of history—both political-ly and economically.

"Our goal is to deepen social and economic progress to allow Honduras to participate in and benefit from the president's plan," says USAID/Honduras Program Officer Eugene Szepesy.

There is also great enthusiasm for the Enterprise for the Americas Initiative among Hondurans. "The opportunities are endless for broadened trade, increased investment and closer ties," says Miguel Soto, executive director for international relations and exports of the San Pedro Sula Chamber of Commerce. "We are very excited."

—USAID/Honduras



Technology Projects Target Indian Firms

BY ROBERT BECKMAN

Three technology development programs established by USAID/India since 1985 are helping to create an environment conducive to commercializing technologies developed by Indian researchers. The programs are designed to address a broad range of technological problems particular to India while making Indian firms more competitive through innovative research and development and enhanced marketing skills.

The Program for Advancement of Commercial Technology (PACT), created under a 1985 grant agreement between USAID/India and the government of India, established a \$10 million technology fund for the promotion and financing of Indo-U.S. joint ventures. The fund is managed by India's premier development financial institution, the Industrial Credit and Investment Corporation of India (ICICI).

The focus of PACT is on the "development end" of research and development (R&D), which accounts for substantial cost, time and risk in carrying out commercially successful innovations.

PACT co-finances, in the form of conditional grants of up to \$500,000, half

the cost of an R&D joint venture. If the product succeeds in the marketplace, the sponsors repay up to twice the value of the conditional grant to the PACT technology fund. If the effort is unsuccessful, they pay nothing.

To date, 30 Indo-U.S. joint ventures

commercial viability, the joint ventures have been on target from a development standpoint to a remarkable extent.

For example, Four Eyes Research Private Ltd. of Pune, India, is working with the Alcoa Corp. of Pittsburgh on a pollution control process for the manufacture of industrial alcohol.

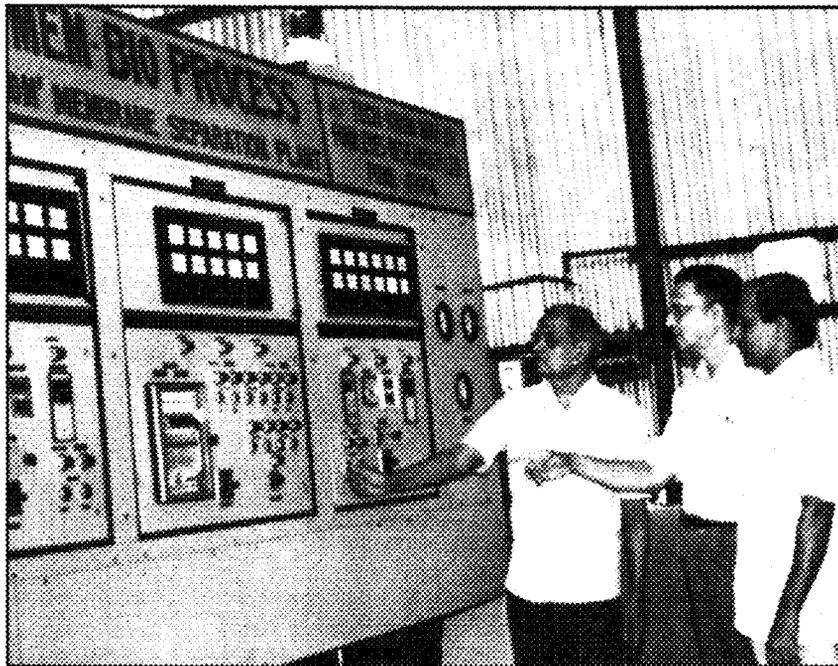
"The membrane filtration process developed under the PACT project for the treatment of distillery effluent is the only process that nearly meets stringent government pollution abatement regulations," says Four Eyes project manager M.S. Godbole. "Additionally, this process

yields biogas fuel for the distillery, manure for the sugarcane farmers and an 85 percent to 90 percent reduction in particulates," Godbole explains.

Other ventures such as the development of novel processes for synthesis of anti-cancer agents and other drugs undertaken by Cipla Ltd., Bombay, and the Byron Chemical Company, New York; the development of energy-efficient permanent magnet alternators by Globe Auto Ltd., Bombay, and Scott Motors Inc., New Mexico; and the development of high-performance multiprocessor systems for use in real-time computer applications by Tata Electric Companies, Bombay, and Taurus Technologies

Inc., Virginia, demonstrate that a PACT joint venture can be a "win-win" solution for both Indian and American participants, whether through exports, domestic sales or royalties.

PACT also has served as a model for five similar programs established by other



Through USAID-funded research, Four Eyes Research of India and Alcoa Corporation of Pennsylvania have developed a pollution control process for the manufacture of industrial alcohol. M.S. Godbole (center), Four Eyes project manager, explains the process to officials at the Brihan Maharashtra Sugar Syndicate distillery, where a test plant has been installed.

in industrial R&D have been approved in such areas as pollution control technologies, bioinsecticides, engineering software and energy-saving processes. Four are nearing commercialization.

Although PACT's selection criteria primarily are concerned with technical and

Indian financial institutions. These PACT look-alikes share the essential characteristic of using conditional grants to Indian businesses to provide incentives for R&D leading to commercialization of technology. Some \$50 million has been committed to these funds by their Indian sponsors.

Based on the PACT concept, USAID/India signed a \$20 million grant with ICICI in 1987 establishing the Program for Acceleration of Commercial Energy Research (PACER). PACER offers a larger conditional grant of up to \$3 million to support R&D consortia between research institutions, manufacturers and end-user commercial firms for the purpose of developing efficient, market-driven energy technologies.

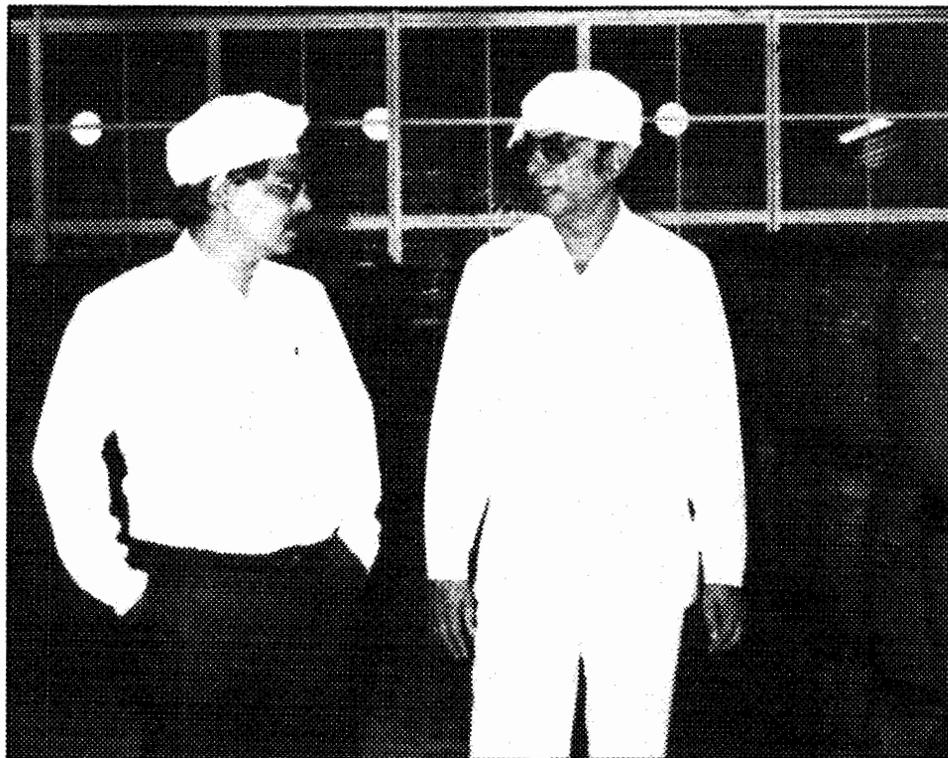
A principal difference between PACT and PACER is that the latter does not require a U.S. partner in the consortium as a condition of eligibility. PACER also is structured to provide support for fundamental research leading to commercialization at a second, downstream stage as well as energy policy and analysis and information dissemination.

The project incorporates peer review of proposals by a committee of technology experts and thus addresses another weakness in Indian science, the lack of an effective peer review process.

Eleven active consortium R&D efforts currently are under way and a large number of proposals are in the pipeline.

One PACER project that has been completed successfully is the development of a low-cost combustion system for use in boilers and furnaces by the Madras-based energy consulting firm, Nagadi Consultants Private Ltd. Field trials have established that a 10 percent to 15 percent savings in fuel can be achieved by adopting an oxygen-sensing system. Nagadi has started making repayment of the conditional grant from the first sales of the system they developed.

The third element of USAID/India's efforts is the Center for Technology Development, now in its second year. The center acts as a catalyst for joint technolo-



Balu Iyer (left), general manager for Ponds Ltd. of India, and A. J. Advani, deputy general manager of the Industrial Credit and Investment Corporation of India, inspect containers of bulk-pack mushrooms ready for shipment to Giorgio Foods of Pennsylvania. With USAID funding and in collaboration with Giorgio Foods, Ponds developed a process for the production of high-grade button mushrooms.

gy programs by Bangalore-area industry, higher education and financial institutions. The center is gradually reproducing such activities in other Indian states.

companies such as Seiko for use in battery-powered quartz watches. India, at that time, did not have the institutional framework for recognizing the potential of the liquid crystal and financing its development. That has changed, thanks in part to efforts such as PACT and PACER.

USAID/India would welcome the opportunity to share

more detailed information about PACT and PACER or any other aspect of its technology development programs with other missions. Call, cable or fax: Office of Technology Development & Enterprise, USAID/India, telephone: 91-11-868-5301, FAX: 91-11-677012.

Beckman is director of the Office of Technology Development & Enterprise, USAID/India.

Each of these programs aims to foster the commercialization of technologies developed by India.

A fourth element, to address agribusiness concerns, is now being planned.

Each of these programs aims to foster the commercialization of technologies developed by India. The need for such an environment is illustrated by the history of liquid crystal technology.

Although originally invented at the Raman Institute in Bangalore, the technology was purchased by Japan and developed and commercialized by Japanese



Jordan to Head Caribbean Regional Office

USAID announced the appointment of Mosina Jordan as mission director for the Regional Development Office of the Caribbean located in Bridgetown, Barbados, July 26.

Jordan, formerly USAID representative to Belize, will direct the Caribbean regional economic development program that includes the countries of Antigua, Barbuda, Dominica, Grenada, St. Lucia, St. Christopher, Nevis, St. Vincent and the Grenadines.

The \$24 million program promotes broad-based economic development of the private sector by training workers for positions in demand and by fostering an improved economic climate to attract additional trade and investment for the region.

The program emphasizes increased foreign exchange earnings from exports by supporting agricultural and industrial diversification, natural resources management and promotion of tourism.

Jordan joined USAID in 1982 and has served as director of the Office of Equal Opportunity Programs, deputy director of the Office of Central Africa Affairs, deputy mission director to Cameroon and USAID representative to Belize.

A New York native, she has a law degree from the American University and a bachelor's degree in mathematics from New York University.

Pielemeier Named Brazil Representative

John Pielemeier, a 21-year veteran of the Agency, was sworn in as the USAID representative to Brazil at the State Department July 26.

He will direct a \$12 million program to promote AIDS prevention, narcotics awareness, protection of the environment and strengthening democratic institutions.

Pielemeier, a former Peace Corps volunteer, joined USAID in 1970 as a management intern in Brazil. He served in Washington, D.C., as a capital projects development officer for the West Africa Office and subsequently for the Office of South Africa Regional Affairs.

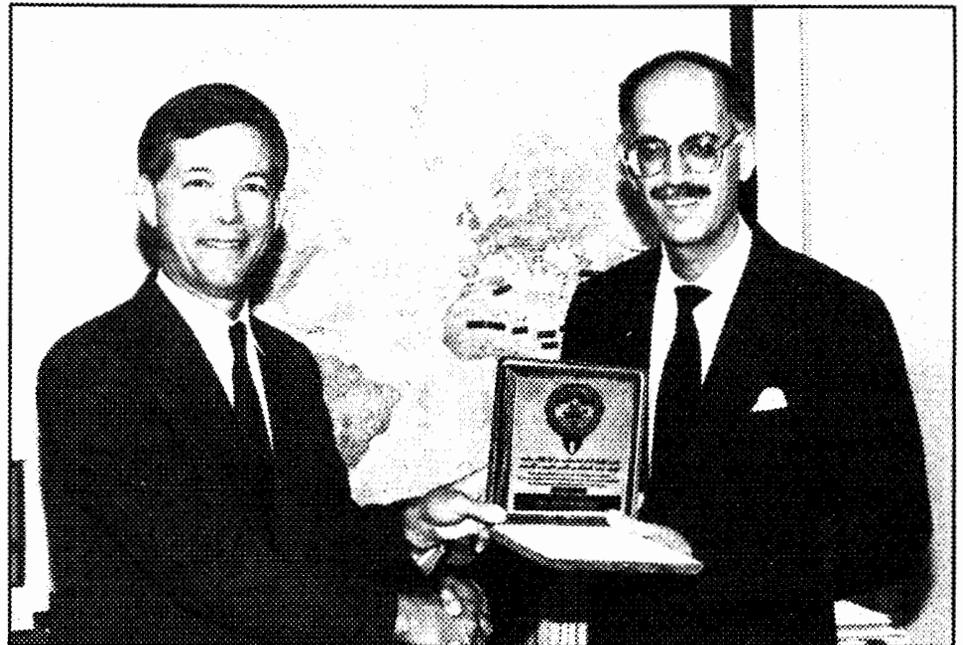
He since has served as deputy mission director to Liberia, coordinator for security assistance for the Asia/Near East Bureau, special assistant to the counselor, and director of the South Asia Office.

Pielemeier has a master of science degree from the University of Chicago and a bachelor's degree in international affairs from Georgetown University.

Pielemeier, who speaks French, Spanish and Portuguese, received the USAID Superior Honor Award in June 1980.

IN MEMORIAM

Nicolaas Luykx II, deputy director of the Office of Nutrition in the Bureau for Science and Technology, died of cancer at the Hospice of Northern Virginia July 18. He was 59. Luykx had worked at the Agency since 1977.



People at USAID

The government of Kuwait has cited Andrew Natsios (right), director of the Office of U.S. Foreign Disaster Assistance, for his efforts to assist Kuwaitis prepare to return to their country after the Persian Gulf War. Natsios, a major in the U.S. Army Reserve, served with the Kuwaiti Task Force, a special team of Army reservists. Col. Randall Elliot, head of the task force, presents the commemorative plaque from the Kuwaiti government.

Bulgaria Receives Grant for Land Privatization

USAID has provided a \$10 million grant to assist Bulgaria in developing a free-market agricultural system. The grant will support Bulgaria's efforts to return collectivized farms to their former owners by helping to pay part of the costs of 1,500 local land councils that have been established to carry out the privatization program.

The funds will be used to import goods from the United States for sale in Bulgaria. The local currencies generated will go to pay the cost of processing land claims. Bulgaria has enacted privatization laws and established procedures to select key personnel to manage the process.

The grant, which was signed by Vice President Dan Quayle July 29, marks the first time the United States has provided bilateral assistance to that country.

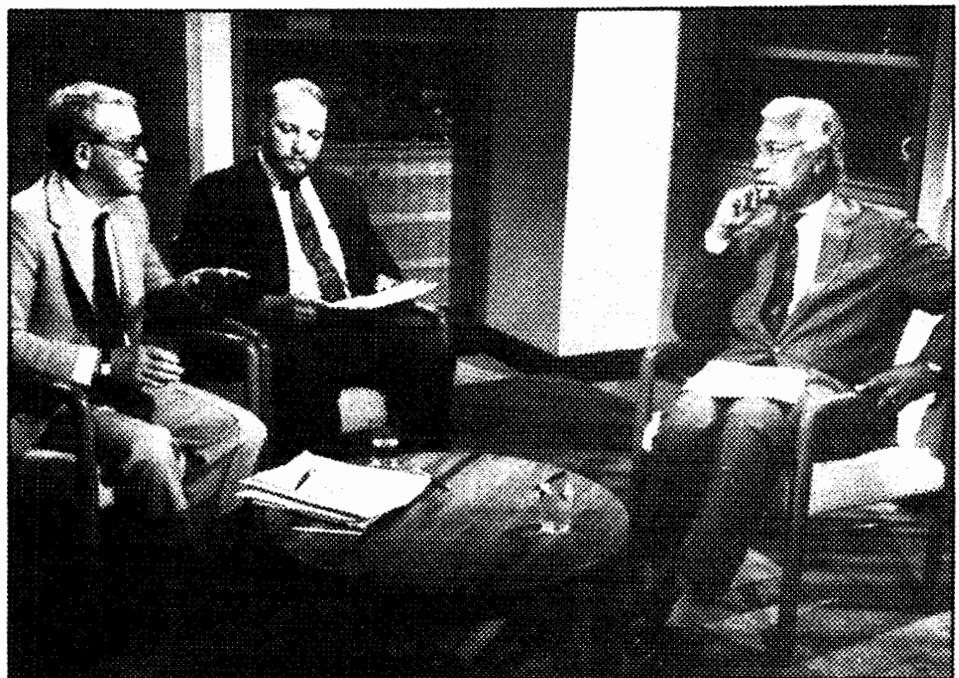
USAID also is working with the World Bank and other donors to support additional incentives for Bulgaria to initiate and carry out agricultural policy reforms.

Africa Ecosystems Focus of Broadcast

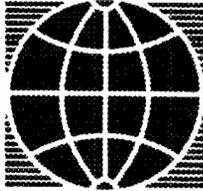
The U.S. Information Agency recently broadcast a Worldnet dialogue on preserving urban ecosystems in West Africa. The program focused on the problems of municipal waste collection in Abidjan, Cote d'Ivoire, in an effort to encourage city governments and the urban population to improve trash collection systems. The interactive program included several mayors of the surrounding municipalities of Abidjan as participants. Participating from Washington, D.C., are (from left) John Gaudet, environmental coordinator for the Bureau for Africa; Elliott Smith of the Cooperative Housing Foundation; and George Collinet, Worldnet moderator.



Vice President Dan Quayle participates in a signing ceremony July 29 marking the first U.S. bilateral assistance agreement with Bulgaria. The \$10 million grant will support Bulgaria's efforts to return collective farms to their previous owners. Also present at the signing were Carol Adelman, assistant administrator for the Bureau for Europe and the Near East, and Donald Pressley, director, European Affairs Office.



WHERE



In the World
Are USAID
Employees?

MOVED ON

Azar, Lynn, PPC/DC
Beckwith, Marilyn, HRDM/PPOM/PP
Carr, Susan, HRDM/EM
Christian, James Stephen, Philippines
Coghlan, Rachel, COMP/CS/COOP
Fallon, Margaret, RDO/Caribbean
Johnson, Verna Sherece, COMP/CS/COOP
Keaveny, Michael, Honduras
Mahler, Karl, Thailand
Quandt, Anna, PPC/DC
Sanet, Laigen, MS/AS/PP/PP
Sims, Latonya, COMP/CS/COOP
Sinclair, Wresby, COMP/CS/YOC
Taylor, Mildred, REDSO/WCA

RETIRED

Becker, Mary, PPC/DC, international cooperation specialist, after 32 years
Block, Clifford, S&T/HR/ED/ETC, supervisory educational development specialist, after 27 years
Knee, Roma, LAC/DI after 34 years
Rush, Bruce, HRDM/OD/CFC, rural development officer, after 31 years
Silberstein, Spencer, Jakarta, health population development officer, after 29 years
Stone, Jimmie, Gambia, AID representative, after 24 years
Vanderryn, Jack, S&T/EN, agency director energy natural resources, after 9 years
Williams, Tawanna, LAC/DR/HPN, secretary typist, after 36 years

Years of service are USAID only.

PROMOTED

Abramovitz, Mark Steven, COMP/CS/COOP, student training financial management
Anderson, Timothy, Pakistan, IDI commodity management
Atsalinos, Emmanuel, FM/CAR/CAC, financial management assistant
Ayers, Patricia Ann, IG/A/PSA, clerk typist
Boissevain, Ellen, HRDM/TD/PCT, technical information specialist
Bragg, Darnell, COMP/CS/COOP, student training accountant
Brown, Derrick, COMP/CS/COOP, student training accountant

Cain, Stanley Dean, FM/PPPB, civilian pay technician
Chase, Charlene, FM/P/AR, accounting technician
Coulter, Tia Rochelle, COMP/CS/R, clerk typist
Davis, Kathy, TDP/O, secretary typist
Dinkler, Dona Mari, RIG/I/LAA/W, inspector
Floyd, Jacquelyn, HRDM/PMES/ESB, personnel management specialist
Goldman, Robert, MS/OP/TRANS, traffic manager
B, AFR/CONT, clerk typist
Hoffman, Jeanne, AFR/EA, program analyst
James, Eatrice, TDP/OD, secretary typist
Johnson, Jeanette, S&T/HP/POP/PED, clerk typist
Johnson, Tyrone, TDP/PEP, clerk typist
Jones, Florine, FM/OPA, accountant
Jones, Kerri-Ann, APRE/DR/TR, physical scientist
Keppler, Christopher, PPC/DC, program analyst
Lane, Sandra, COMP/CS/R, contract specialist
Lankford, Sylvia Putman, XA/PI, public affairs specialist
Lazerson, Gordon, IG/SEC/PSI/ES, supervisory physician security specialist
Le, Yen, FM/A, accountant
Lentini, Joseph, COMP/CS/COOP, student training computer
Meyer, Catherine, COMP/CS/COOP, student training accountant
Richter, Annette Lane, IG/SEC/PSI/I, supervisory investigator
Riehl, Sophia, HRDM/PMES/ESB, supervisory personnel management specialist
Russell, Ranta, AFR/DP/PPE, program analyst
Tate, Amber, COMP/CS/COOP, student training typist
Taylor, Wanda, S&T/H/AIDS, clerk typist
Venable-Burton, Marian, ENE/MENA, secretary typist
Vo Nhung, Thi, FM/LM/LS, accountant
Walther, Mark, MS/OP/W/HP, contract specialist
Weaver, Daisy, IG/RM/PPM, personnel staffing specialist
Williams, Loreta, FVA/PVC, program analyst
Williams, Stacie, COMP/CS/COOP, student training typist
Young, Veronica, A/AID, executive assistant
Zankowski, Mary-Elizabeth, HRDM/PMES/PMA, supervisory personnel management specialist

REASSIGNED

Aanenson, Charles Richard, Pakistan, supervisory human resources development officer, to program officer, Poland
Ahn, James, COMP/FS, financial management officer financial analyst, to controller, Tunisia
Arogbokun, Adebola, COMP/FS/ENTRY/T, IDI financial management, to RDO/Caribbean
Baker, Keith, Senegal, special projects officer, to general development officer, Guinea-Bissau
Bernbaum, L. Marcia, Kenya, supervisory general development officer, to COMP/FS/R/AIDW
Brazler, Donna, COMP/FS/ENTRY/T, IDI financial management, to Indonesia

Carduner, Olivier, Bangladesh, supervisory project development officer, to LAC/DR/PS
Carney, Sharon, S&T/MGT, information analyst, to administrative officer
Carroll, Joseph, Indonesia, project development officer, to COMP/FS
Chandler, Tonya, AFR/MGT, secretary typist, to LAC/EMS
Chen, Melanie, Jamaica, project development officer, to Poland
Chiriboga, Douglas, Dominican Republic, project development officer, to supervisory project development officer
Chitwood, Alan, RIG/I/ANE/W, inspector, to RIG/AI/Singapore
Clary, Barbara, Malawi, secretary, to executive assistant, South Africa
Conley, Ralph, COMP/FS/R/AIDW, supervisory agricultural development officer, to natural resources officer, Nicaragua
Craddock, William, COMP/FS/ENTRY/T, private enterprise officer, to supervisory general development officer, ENE/DR/PE
Daniels, Gussie III, LAC/CEN, program officer, to LAC/CAR
Deat, J. Michael, Ecuador, supervisory project development officer, to El Salvador
Dichter-Forbes, Phyllis, Madagascar, mission director, to foreign affairs officer, COMP/FS/R/AIDW
Edler, Raymond Lee, COMP/FS/ENTRY/T, IDI commodity management, to Indonesia
Foley, Laurence Sr., Bolivia, IDI administration, to supervisory executive officer
Franklin, Douglas, El Salvador, controller, to Egypt
Funkey, James, COMP/FS/ENTRY/T, financial management officer budget analyst, to Morocco
Gellerson, Mark, Pakistan, program economics officers, to Egypt
Giddings, Stephen, Abidjan, supervisory housing urban development officer, to COMP/FS/R/AIDW
Grant, John, India, supervisory program officer, to program officer, COMP/FS
Guild, Paul, Kenya, general services officer, to executive officer, Cameroon
Harrison, Donald, AFR/DP/PAR, program economics officer, to LAC/DPP/EA
Holl, Fay, South Africa, executive assistant, to secretary, Guinea
Jamshed, Homi, Somalia, controller, to Nepal
Jarrell, James, Philippines, auditor, to supervisory auditor, RIG/AI/Singapore
Jenkins, George, Bangladesh, controller, to Mozambique
Johnson, Mary, ENE/PD, secretary typist, to ENE/PDP
Kaiser, Joyce, S&T/OIT/PPD, participant training officer, to S&T/OIT/RT
Keller, Christine, RDO/Caribbean, supervisory program officer, to program officer, ENE/EUR
Kennedy, Deborah, El Salvador, supervisory project development officer, to supervisory special projects officer

Kerst, Erna, Niger, project development officer, to COMP/FS

Kochring, John, COMP/FS/DS, program analyst, to foreign affairs officer, COMP/FS/R/AIDW

Langlois, Joseph III, FVA/FFP/AFR, Food for Peace officer, to special projects officer, FVA/PPM

Lecce, Gail, El Salvador, supervisory special projects officer, to special projects officer, LAC/DI

Leonard, Robert, Thailand, controller, to financial management officer financial analyst, FM/FO

Lewis, John, COMP/FS, commodity management officer, to ROCAP/Guatemala

Lewis, Nancy Ferebee, Tunisia, executive assistant, to secretary, Egypt

Lewman, Raymond, COMP/FS, financial management officer budget analyst, to Honduras

Manteiga, Felipe, Guatemala, supervisory trade development officer, COMP/FS/R/AIDW

Marwitz, Harald, AFR/EA/RB, program officer, to RDO/Caribbean

McFarland, Cecil, Kenya, agricultural development officer agronomist, to program officer, LAC/CEN

Mohan, Charles, COMP/FS, program economics officer, to supervisory program economics officer, Jamaica

Mukherjee, Tridib, Bangladesh, agricultural economics officer, to agricultural development officer, Chad

Nachtrieb, Robert, ENE/PD, supervisory program officer, to foreign affairs officer, ENE/RME/D

Nelson, Yvonne, HRDM/ADM, administrative operations assistant, to HRDM/SCD/CD

Olsen, Ronald, Ecuador, supervisory executive officer, to executive officer, Poland

Orr, Peter, Uruguay, AID representative, to COMP/FS/R/AIDW

Ortuno, Abel Jr., IG/A/PSA, auditor, to Philippines

Osinski, David, Sudan, contract officer, to REDSO/ESA

Paige, Beth, COMP/FS, IDI contract specialist, to Egypt

Peterson, Hans, Pakistan, supervisory agricultural development officer, to S&T/FA/AGR

Pounds, Bonnie, AFR/CCWA, supervisory regional development officer, to AID representative, Gambia

Powdermaker, Mark, COMP/FS/ENTRY/T, IDI financial management, to Mozambique

Prasompetch, Jessica, COMP/FS, secretary, to COMP/FS/DS

Pritchard, David, IG/A/PPO, auditor, to supervisory auditor, RIG/A/Singapore

Ramsey, Patricia, Bangladesh, legal officer, to COMP/FS/LWOP

Riegelman, Mary Ann, AFR/CCWA/ZC, international cooperation specialist, to LAC/CEN

Sadler, Michelle, COMP/CS/R, secretary typist, to ENE/EUR

Savage, Wilma, ENE/DR/PE, secretary typist, to OFDA/ASP

Schaeffer, William, Pakistan, supervisory executive officer, to Thailand

Sidbury, Theresa Ann, COMP/CS/R, clerk typist, to personnel clerk typist, HRDM/PMES/ESB

Simard, Lorraine, LAC/CEN, program officer, to supervisory program officer, Honduras

Smith, Marsha, Tunisia, controller, to financial management officer financial analyst, FM/CAR/CA

Songer, David, Cameroon, agricultural development officer, to Food for Peace officer, FVA/FFP/AFR

Stephan, Theresa, Egypt, supervisory executive officer, to COMP/FS

Szepesy, Eugene, Honduras, supervisory program officer, to program officer, LAC/CEN

Tu, Tung Thanh, IG/A/PSA, auditor, to Philippines

Vigil, Frederick Rudolph, COMP/FS/R/AIDW,

agricultural development officer, to Food for Peace officer, FVA/FFP/AFR

Waldron, Raymond, LAC/DR/RD, agricultural development officer, to ROCAP

Weller, Dennis, ENE/DR/AE/ENR, agricultural development officer, to Pakistan

Wilbanks, Tonya Suzanne, S&T/EN/FNR, clerk typist, to S&T/PO/EA

Williams, Aaron, RDO/C, regional director, to foreign affairs officer, AA/LAC

Zallman, Eric, Kenya, deputy mission director, to supervisory program officer, LAC/DPP

Financial Services Team Advises Czechoslovakia

At the request of the Czechoslovak government, the USAID-funded Financial Services Volunteer Corps (FSVC) conducted a mission to Czechoslovakia last spring. The mission was led by Cyrus Vance, senior partner at Simpson Thacher & Bartlett and former secretary of state.

Co-chairmen of the mission were Gerald Corrigan, president of the Federal Reserve Bank of New York, and John Petty, chairman of the Czech and Slovak-American Enterprise Fund and former assistant secretary of the treasury. Executive director of the mission was Herbert Okun, former U.S. ambassador to the German Democratic Republic.

The principal objectives of the mission to Czechoslovakia were to work with representatives of the Czechoslovak private and public sectors to identify areas for future cooperation with respect to:

- the privatization process;
- the banking system restructuring, including increasing the effectiveness of the central banking system and strengthening the role of the commercial banking system, including its supervision;
- the creation of a capital markets system;
- the adoption of internationally accepted accounting standards; and,
- reform of the insurance industry.

The FSVC Czechoslovak team conducted a debriefing on their findings and recommendations to officials from USAID,

the departments of State, Treasury and Commerce, the Securities and Exchange Commission, the Federal Reserve as well as the Citizens Democracy Corps and the International Finance Corporation.

In carrying out the team's recommendations, FSVC has completed two follow-up missions. One mission involved consultations on the development of policy and procedures governing the privatization of large, state-owned companies. The other mission was a joint FSVC and Federal Reserve initiative that provided technical assistance to the state bank in the areas of payment systems, government securities and bank supervision.

The FSVC, supported by a grant from the Bureau for Asia and Private Enterprise, makes available the experience of senior financial-sector professionals drawn from the U.S. private sector.

It was created in 1990 in response to President Bush's initiative to encourage volunteerism. FSVC is comprised of specialists from U.S. commercial and investment banks as well as law, accounting and insurance firms. They provide their services on a volunteer basis. Since the program began missions also have visited Poland, Hungary, Yugoslavia, Mongolia and Bulgaria.

—Rebecca Maestri, Bureau for Asia and Private Enterprise

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